

Contents

	List of Figures	ix
	List of Tables	xi
	Learning and Talent Development	xiii
PART 1		1
Chapter 1	Introduction	3
	Purpose, aims and objectives	4
	Readership	5
	Structure and content	7
Chapter 2	Organising and Managing Learning and Talent Development	10
	Case studies	11
	Organising and managing learning and talent	18
	Learning and development interventions	20
	Summary	32
	Extended case study + discussion questions	34
Chapter 3	International and National Contexts	41
	World and UK trends	44
	Globalisation	49
	Impact and influence of EU policies	55
	Impact and influence of UK government policies	58
	Some international comparisons	67
	Implications	69
	Summary	71
	Extended case study + discussion questions	72
Chapter 4	Various and Varying Organisation Contexts	76
	Perspectives on strategy-making	77
	Strategy, resources and resourcefulness – the strategic role of human resourcing	78
	Commercial strategy	80
	Co-operative strategy	82
	Strategy in the public and third sectors	84
	Strategy as process – relational	90
	Summary	95
	Extended case study + discussion questions	96
Chapter 5	The Politics of Learning and Talent Development	103
	Politics, power, diversity and difference	104
	How is power exerted?	110

	Structure–agency: combined influence of individuals and social structures	113
	Discourse: the power of language and communication	116
	Power, powerlessness and emotion	123
	Summary	129
	Extended case study + discussion questions	131
PART 2		137
Chapter 6	Learning	139
	Learning as behaviour change – behaviourist learning theories	143
	Learning as understanding – cognitivist learning theories	145
	Learning as individual creation of knowledge – constructivist learning theories	147
	Learning as social practice – social learning theories	148
	Theories of learning – the role of trainers and developers	151
	Learning styles, thinking strategies and cognitive style – fad or science?	154
	The future for ‘learning styles’	164
	Summary	165
	Extended case study + discussion questions	168
Chapter 7	Establishing Needs and Solutions to Talent Development	171
	Identifying development needs	177
	Establishing talent development needs	185
	Summary	187
	Extended case study + discussion questions	188
Chapter 8	Learning and Talent Development Practical Strategies	191
	Common intervention methods	192
	External resources for learning and talent development	213
	Talent development for specific groups	219
	Discussion: learning through/at and away from work	219
	Summary	220
	Extended case study + discussion questions	222
PART 3		227
Chapter 9	Designing and Evaluating Talent Development	229
	Design – creating solutions	230
	Stakeholder expectations and evaluation	236
	Making the business case – articulating the value proposition	243
	Evaluation	244
	Summary	251
	Extended case study + discussion questions	254

Chapter 10	Accessing and Managing Resources	260
	The notion of resources	261
	The notion of stakeholders	263
	Costing and budgeting talent development	266
	Learning and talent development policy	278
	Summary	281
	Extended case study + discussion questions	282
Chapter 11	Ethics and Professionalism in Learning and Talent Development	285
	The nature and meaning of business ethics	286
	The nature and meaning of professionalism	298
	Summary	300
	Extended case study + discussion questions	301
Chapter 12	Doing a Student Research Project	304
	by Victoria Harte	
	Ontology and epistemology	305
	Epistemology	319
	Research paradigms	322
	Comprehensive literature search	332
	Summary	342
Chapter 13	Conclusion	343
	Some significant themes	343
	A final thought	347
	Summary	347
	Success in examinations	348
	Summary and conclusion	352
	Notes	353
	References	354
	Index	364