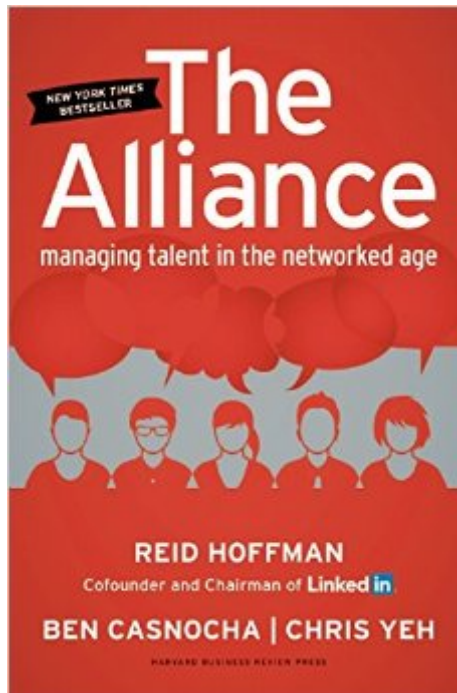


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# The Alliance: Managing Talent In The Networked Age



## Synopsis

A New York Times Bestseller Introducing the new, realistic loyalty pact between employer and employee. The employer-employee relationship is broken, and managers face a seemingly impossible dilemma: the old model of guaranteed long-term employment no longer works in a business environment defined by continuous change, but neither does a system in which every employee acts like a free agent. The solution? Stop thinking of employees as either family or as free agents. Think of them instead as allies. As a manager you want your employees to help transform the company for the future. And your employees want the company to help transform their careers for the long term. But this win-win scenario will happen only if both sides trust each other enough to commit to mutual investment and mutual benefit. Sadly, trust in the business world is hovering at an all-time low. We can rebuild that lost trust with straight talk that recognizes the realities of the modern economy. So, paradoxically, the alliance begins with managers acknowledging that great employees might leave the company, and with employees being honest about their own career aspirations. By putting this new alliance at the heart of your talent management strategy, you'll not only bring back trust, you'll be able to recruit and retain the entrepreneurial individuals you need to adapt to a fast-changing world. These individuals, flexible, creative, and with a bias toward action, thrive when they're on a specific "tour of duty"; when they have a mission that's mutually beneficial to employee and company that can be completed in a realistic period of time. Coauthored by the founder of LinkedIn, this bold but practical guide for managers and executives will give you the tools you need to recruit, manage, and retain the kind of employees who will make your company thrive in today's world of constant innovation and fast-paced change.

## Book Information

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## Customer Reviews

The Alliance: A Framework of Dubious Employee Benefit and Limited ApplicationI. IntroductionThe Alliance is a book that, within its simple prose, ostensibly advocates for a reworking of what the authors present as the current model of the employer-employee relationship. The authors presume the present relationship is comprised of a free-agent • employees constantly seeking better opportunities within the context of instability due to an at will • employment environment, which employers utilize to maintain flexibility and adaptability in an increasingly competitive environment. The authors contrast the present work environment with a vaguely defined traditional model of lifetime employment • in which employers provided lifetime employment, and in return employees maintained their loyalty to the employer. Needless to say, to the extent lifetime employment regime has existed in the past, it did so in a very limited, post-World War II time period.As the authors see it, the problem is that the present work environment has resulted in eroding trust by employees of employer management, with the attendant loss of employee loyalty to the organization. The authors think the issue of loyalty so important, they emphasize the following twice; A business without loyalty is a business without long-term thinking. A business without long-term thinking is a business that's unable to invest in the future. And a business that isn't investing in tomorrow's opportunities and technologies • well, that's a company already in the process of dying. • (Hoffman at 7 and 153.)II. Proposed FrameworkThe tool with which to effectuate the authors' framework is the •tour of duty.

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