



# Practices for Engaging the 21st Century Workforce: Challenges of Talent Management in a Changing Workplace

*William G. Castellano*

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Strengthen workforce and employee engagement in today's "new normal" organizational environment! Today's workforces, today's companies, and today's business environments have all changed radically: even if the economy improves, companies will stay lean, and continue to rely heavily on contingent workforces. Engagement is more crucial than ever, but old approaches to achieving it simply no longer work. In *Practices for Engaging the 21st Century Workforce*, Bill Castellano presents a comprehensive, innovative model of engagement that responds to today's new realities, and helps you anticipate tomorrow's. Drawing on 25+ years as a pioneering HR innovator, practitioner, and researcher, Castellano offers a crystal-clear definition of engagement, identifies its real drivers, and specifies achievable strategic outcomes of engagement. He presents powerful new research on how to engage today's multidimensional and changing workforce, in an environment that's as complex as today's workers are. You'll learn how to develop adaptable organizational structures and multidimensional HR management systems tailored to the needs of today's workforces: systems that not only strengthen engagement but also deliver the business performance benefits promised by greater engagement. Throughout, Castellano supports his insights with profiles and case studies from many of the world's leading organizations, including IBM, Ernst & Young, Google, SAS, Whole Foods, American Express, Colgate-Palmolive, and ARDEC (US Military R&D Center). *An indispensable resource for every HR leader, strategist, practitioner, and student.*

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