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RareBooksClub. Paperback. Book Condition: New. This item is printed on demand. Paperback. 72 pages. Original publisher: Carlisle, PA : Strategic Studies Institute, U. S. Army War College, 2010 OCLC Number: (OCoLC)574434770 Subject: Military planning. Excerpt: . . . as feedstock for its future leadership. Employment decisions were made largely by employers, not employees. Intercompany movement was not unheard of, but it was rare compared to today's fluid labor market. When it did occur, it was often the result of a business failure, merger, takeover, or perhaps a senior management acquisition from an arch competitor to capture business intelligence and clients from the enemy. As a rule, however, poaching junior or mid-level talent from competitors was the exception rather than the rule. The DuPont man who showed up at IBM or Pfizer would be viewed skeptically, his loyalty under question for having left the firm that had invested so much in his initial development. Even if the newcomer had understandable reasons for seeking new employment, there was always the question of whether he could surrender the cultural baggage of his last firm to fit in at a new one. Given such cultural realities, young executives generally sought continuing professional opportunities with their initial corporate employer rather than elsewhere. Healthy pension plans and the generally excellent promotion opportunities of the post-World War II boom period were additional disincentives to flight. Industrial era firms were highly specialized, creating additional barriers to intercompany talent migration. Because of the low personnel turnover inherent in this business climate, employers' biggest personnel concern was whether they had a sufficient supply of talented employees, and how much internal developmental effort should be expended. In sum, the company man system embodied human capital management practices far different from those demanded by the information-age economy which 9 This item ships...

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