



Talent : Making People Your Competitive Advantage

Edward E. Lawler III

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The source of competitive advantage has shifted in many organizations from reliability to innovation and flexibility. But what does it take for an organization that innovates to then manage effectively? In this follow-up to *Built to Change*, Ed Lawler argues that it is a combination of the right structure and the right people. First, organizations must decide what structure they are: are you a high-involvement organization that has products and services that require a high level of coordination and cooperation among employees? Or do you have a more global competitor structure in which you are constantly bringing in new talent and technological expertise? Are you a mixture of both? Lawler outlines the unique human capital strategy for each approach, shows what it looks like in action, and provides the foundation and tools for creating competitive and innovative organizations.

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