

## How Involved is Your Board in Talent Management?



**Kathy Acierno Baron**

VICE PRESIDENT

Our Quick Poll was conducted in order to provide organizations and their boards with a perspective on how and to what degree their peer boards are involved in broader talent management issues and leadership succession planning and management.

We look at this at a time when Environmental, Social, and Governance (ESG) issues are gaining directors' attention and when boards are increasingly involved in guiding organizations to connect business strategy and growth with human capital strategy.

The survey results from 244 public, private, and not-for-profit organizations indicate that many boards do take a high-level, strategic role in talent management, predominantly in the area of leadership succession planning. There are likely areas for improvement in measuring and holding leadership accountable for talent management results.

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See Additional Perspective on [Leadership Development](#), [Succession Planning](#), and [ESG](#)

### About the Author

Kathy Acierno Baron is a vice president with Pearl Meyer, where she specializes in talent management issues, including executive leadership development, succession management, and coaching. She was previously the director of workforce planning and talent mobility at Harvard University and an executive coach in Harvard's leadership programs. Kathy was responsible for aligning and leveraging talent acquisition to internal talent mobility and connecting external and internal talent pipelines. She also spent more than 15 years at Avery Dennison Corporation, most recently as the director of leadership and organizational development, where she designed and delivered succession management systems, employee retention strategies, leadership and team development programs, as well as high-potential development programs. She has coached more than 100 executives and senior leaders and is certified to administer and interpret a multitude of assessment instruments for both individual and team development.

### About Pearl Meyer

Pearl Meyer is the leading advisor to boards and senior management helping organizations build, develop, and reward great leadership teams that drive long-term success. Our strategy-driven compensation and leadership consulting services act as powerful catalysts for value creation and competitive advantage by addressing the critical links between people and outcomes. Our clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private organizations to the Fortune 500.

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