

Integrated talent management

Part 2 - Taking steps to survive corporate adolescence and reach organizational maturity

Growing up has never been easy, for people or for organizations. Both progress through various stages of life – from infancy to maturity – facing constant internal and external struggles to survive and hopefully, to thrive. In today's globally-integrated marketplace, these challenges can be amplified. Our research identifies four broad stages of growth, each with particular talent management issues. Here, we offer the forward-looking human capital practitioner guidelines for anticipating and heading off the next set of challenges before they happen.

In our full report – the second in a series of three published jointly by the IBM Institute for Business Value and the Human Capital Institute – we detail our survey of 1,900 individuals from more than 1,000 public and private-sector organizations worldwide. We categorized organizations as *Small*, *Midsize*, *Large* and *Enterprise*.

How organizational size affects talent management practices

Our research shows that the number of employees in an organization makes a difference in the types of talent management practices that are put into place:

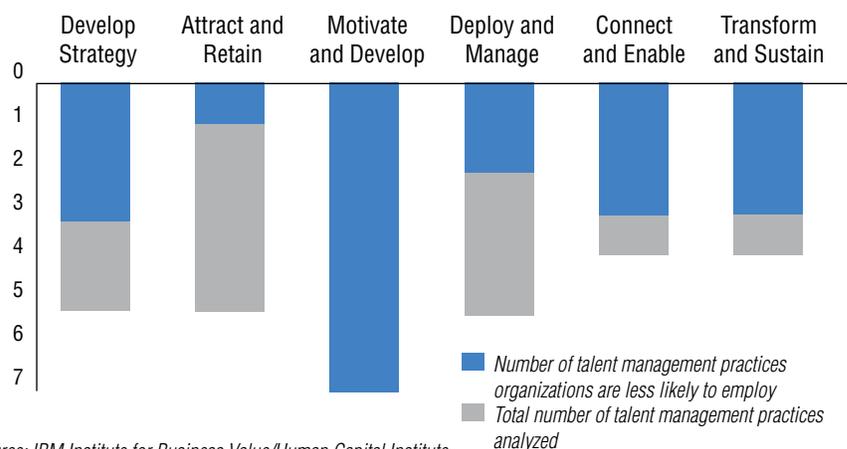
- *Small organizations are effective in connecting the workforce*
A key strength of these organizations (those with less than 1,000 employees) is the ability to collaborate across the enterprise.

- *Mid-size companies are less likely to apply key workforce practices*
Mid-size companies (those with between 1,000 and 10,000 employees) are less likely to conduct many of

our study's recommended talent management activities. They appear to find it hard to manage talent informally, but lack the resources needed to methodically execute this function.

- *Large companies race for human capital competency*
Large organizations (those with between 10,000 and 50,000 employees) have begun to manage their human capital to sustain growth and direction, and maintain competitiveness. These companies are significantly more likely to link workforce management to their business strategy.

Talent management practices in Mid-size companies (1,000-10,000 employees).



Source: IBM Institute for Business Value/Human Capital Institute.



- *Enterprise companies need more structure to hold their own weight*
Enterprise organizations (those that employ 50,000 or more people) are much more likely to put into place the talent management practices cited in our study.

Growing any business is full of challenges. Some can be anticipated and controlled, others cannot. As headcounts increase, organizations need to think ahead about their talent management requirements. By taking a proactive stance, business leaders can anticipate and address certain human capital problems before they intensify.

To request a full version of this paper
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How can IBM help?

IBM's Human Capital Management practice can provide assistance in addressing a range of talent management issues:

- **Workforce Transformation** – enabling organizations to have the right people, with the right skills and information, in the right place, at the right time with the right motivation and at the right cost.
- **Knowledge and Collaboration** – connecting and supporting a global workforce to operate productively no matter where they are located.
- **Integrated Talent Management** – leveraging IBM's Lotus® collaboration software and Cognos analytics with selected talent management software providers and drawing upon HCM's consulting capabilities to rapidly design and implement effective talent management solutions.

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