

# Integrated talent management

## Part 1 - Understanding the opportunities for success

*As organizations seek to overcome challenges associated with globalization, changing workforce demographics and the emergence of new business models, they are looking to their employees as the critical source of differentiation in the market. However, the search continues for guidance regarding the value of investing in talent management, and where organizations should place such investments. Our recent study shows that the strongest emphasis belongs on developing a workforce analytic capability, embedding collaboration and deployment capabilities into existing work practices, along with rethinking the role of employee development.*

Combined with 49 follow-up interviews, financial analysis and secondary research, this study examines the current state of talent management practices within organizations, existing gaps and recommendations for bolstering this capability. In the first of three reports based on our overall study, we highlight two important findings:

- Overall, investment in talent management makes a difference in terms of an organization's overall performance.

To better understand how organizations are addressing talent management, IBM and the Human Capital Institute surveyed 1,900 individuals from more than 1,000 public and private sector organizations around the world about their respective talent management capabilities.

The study examines six dimensions of talent management: Develop Strategy; Attract and Retain; Motivate and Develop; Deploy and Manage; Connect and Enable; and Transform and Sustain. Respondents varied by position and included people involved with HR and non-HR functions. The surveyed companies represent a variety of industries, geographies and sizes.

FIGURE 1.  
**Six dimensions of talent management.**

Talent management dimensions	Description
Develop Strategy	Establishing the optimal long-term strategy for attracting, developing, connecting and deploying the workforce.
Attract and Retain	Sourcing, recruiting and holding onto the appropriate skills and capabilities, according to business needs.
Motivate and Develop	Verifying that people's capabilities are understood and developed to match business requirements, while also meeting people's needs for motivation, development and job satisfaction.
Deploy and Manage	Providing effective resource deployment, scheduling and work management that matches skills and experience with organizational needs.
Connect and Enable	Identifying individuals with relevant skills, collaborating and sharing knowledge, and working effectively in virtual settings.
Transform and Sustain	Achieving clear, measurable and sustainable change within the organization, while maintaining the day-to-day continuity of operations.

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



- While companies clearly recognize the value of integrated talent management, their ability to execute various talent management practices remains challenged.

Clearly, all organizations practice some form of talent management. However, those that invest in an integrated set of talent management capabilities closely linked to their business strategy have a leg up against the competition. To rapidly build out these capabilities, a number of tangible strategies can help:

- Developing a workforce analytics capability to understand current and future demographics, skills and performance drivers
- Embedding collaboration and expertise location capabilities into existing work practices to facilitate knowledge sharing and good practices
- Incorporating the use of talent markets as a platform for more effectively deploying the workforce and allocating resources
- Rethinking the role of employee development to improve workforce effectiveness

## Blending talent management with business strategy

We see the value companies place on developing a talent management strategy that is closely linked to the business strategy and focus on positions that help differentiate the organization in the marketplace. Without common guidelines and principles, it is easy for organizations to squander limited resources through fragmentation and duplication of talent efforts

Most organizations recognize the importance of aligning talent management and organizational strategies. Further, most employees are looking for ways to improve their own performance – whether through

enhanced collaboration or greater opportunities for skill development. Indeed, many organizations believe they are already making progress in developing their talent management strategies and making investments in this area.

However, execution and integration still challenge many survey participants. In terms of their abilities to understand the skills composition of the workforce, and to deploy resources, foster collaboration and provide developmental opportunities, their records remain spotty. While our data shows that higher performing companies are investing in their overall ability to manage talent, for many organizations, the ability to take their workforce to the next level of performance remains a work in progress.

To request a full version of this paper e-mail us at [iibv@us.ibm.com](mailto:iibv@us.ibm.com)

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Somers, NY 10589  
U.S.A.

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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.

### Key contacts:

**IBM Institute for Business Value:** Eric Lesser, [elesser@us.ibm.com](mailto:elesser@us.ibm.com)

**Human Capital Management Practice:**

**Global and Americas:** Tim Ringo, [tim.ringo@uk.ibm.com](mailto:tim.ringo@uk.ibm.com)

**EMEA:** Tom McCabe, [tom.mccabe@uk.ibm.com](mailto:tom.mccabe@uk.ibm.com)

Brian Comella, [brian.comella@us.ibm.com](mailto:brian.comella@us.ibm.com)

**Japan:** Yukiko Mitsumaki, [mtmk@jp.ibm.com](mailto:mtmk@jp.ibm.com)

**Asia Pacific:** Wayne Peat, [waynep@sg.ibm.com](mailto:waynep@sg.ibm.com)