



TALENT MANAGEMENT

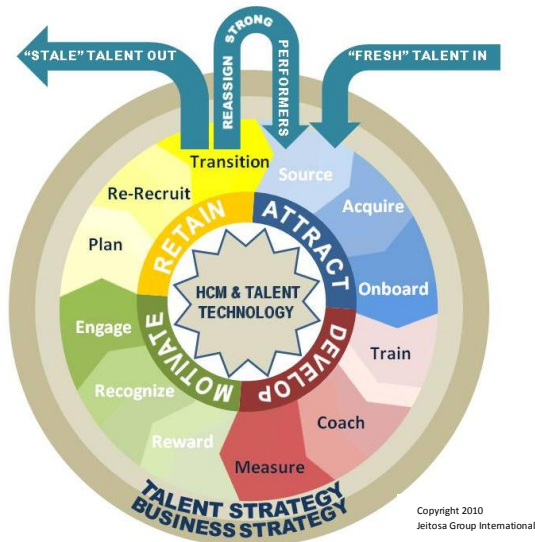
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Current State – Practitioner View

| MIKE KENT

In prior issues, I have described, in summary, the Jeitosa Comprehensive Talent Management Model depicted below. Having described the model, I think it is instructive to look at the state of talent management in our organizations. This issue will summarize the results of some recent surveys of TM practitioners. In the next issue I will review some other issues and data on how the function is faring and is expected to evolve.

As a reminder and for easy reference as to what activities and principles constitute comprehensive talent management, the model and its key features are again shown here.



- TM is driven by an overall talent strategy.
- Talent Strategy must, in turn, be determined by, and aligned with, the Business Strategy.
- Good TM is supported by good technology.
- Change is inherent in the system; affirmatively or otherwise, people, programs, funding, priorities, and needs are constantly changing.
- Talent is always moving through the system; sometimes in ways the company wishes and plans for, sometimes not.
- The four phases and 12 steps are inextricably linked, i.e. steps may be emphasized or de-emphasized, but skipping any step disrupts the entire system and weakens all other steps.

The Mercer “Future of Talent Management” survey determined that practitioners anticipated increased emphasis on talent management and competition for key talent. Interestingly, when this survey was conducted in May of 2010, fully 75% of respondents reported that they were in growth mode, preparing for growth or had never been out of growth mode!

Most employers reported that they were planning to revise their programs in response to the end of the recession. These changes were primarily in the areas of leadership training, workforce training, employee engagement, recruiting, retention, rewards and performance management. Over 75% of practitioners report that

they expect that talent management will take on increased importance in their organizations over the next three to five years and 51% report that this is a top priority today.

Talent Management Magazine produces its “State of the Industry” report each year. Its respondents are 90% practitioners (and the remainder are executives of various functions). They report that, for the first time over 50% of respondents see talent as an “all employee” issue (as opposed to a leadership, top performer and/or recruiting issue) and over 50% report that top executives regularly review the organization’s TM goals, tactics and metrics. Unfortunately 19% still say that TM strategy is not aligned with organizational goals at all, and only 18% say they have a fully integrated TM operation. So, although progress is being made, there’s still a long way to go on many fronts in many organizations.

The New Talent Management Network surveyed its 1800 members in 2010. There were three key insights resulting from that study:

- 1) Well-defined formal TM groups within an organization are more focused on process and more frequently consider senior leaders as their clients. More companies of all sizes and industries have formal TM groups and those groups are headed by higher level professionals. Nearly all formal TM groups are doing succession planning, HiPo development and career planning. Many companies that do not have such groups are only doing the more transactional activities of performance management, coaching and training.
- 2) TM practitioners are adding value but could still do better. Self-assessed satisfaction by practitioners of their outcomes increased from prior years, but systems, processes and staffs are still not well integrated, easy to access or transparent. There is much less accountability among practitioners and managers than most would like to see.
- 3) Practitioners are cautiously optimistic about the future of TM in their organizations. Most expect no change or modest increases in staffs and budgets in the coming years and nearly three quarters expect significant challenges ahead in the “war for key talent.” Many are concerned that they will not have the talent they need for the future due to attrition and difficulties in recruiting.

Overall, it seems from this data that the state of Comprehensive Talent Management is slowly improving. This is due to increased recognition and appreciation of the importance of engaged talent and strong TM in a slowly improving but very competitive market. It is also due to the improved quality and expertise of TM professionals and their consequent ability to make the business case for effective and measurable programs. Finally, greatly improved and cost-effective technological solutions make it easier for TM practitioners to do the hard work and evaluate and present the results. (More about technology in the next issue.)

As one talent leader from the Mercer survey summarized the situation, “It’s a different business environment now. We’re looking ahead to a period of positive but slower growth, which translates into different talent needs. Talent programs need to be reviewed and tailored to fit this new reality.” 🌐

***About the Author:** Mike Kent is a Vice President and Executive Consultant for Jeitosa Group International. He has over 25 years of experience supporting organizations by leading their global human resources functions. He can be reached at mike.kent@jeitosa.com.*