



Integrated
Talent Management

The Evolution of INTEGRATED Talent Management

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When the combined phenomenon of talent and management are merged together we immediately recognize the new appreciation for valuing, enhancing, and sustaining an organizations precious talent. An organizations talent, after all, is its people. Like oxygen, people consume knowledge, best practices and even some trade secrets during their employment. This intellectual capital is derived from employment. Then who does this acquired organizational intelligence belong to? The individual TALENT or the company or is it talent intelligence that belongs to the individual? This has been an ongoing concern in the world of talent management: developing your people, rewarding your people appropriately to decrease turnover, eliminating precious intelligence to the competition, and the list goes on.

Now integrate the word INTEGRATION (pun intended) in the rather difficult balancing act of talent management and a whole new door opens. The term 'integrated' welcomes the enabling of high performance. Break that down a bit more.... Integrated Talent Management describes the field of talent management, which allows organizations to identify, attract and develop the talent they need to meet their strategic goals.¹ Often we find the advantage of this integration through processes driven through technology programs and/ or HRIS'. Regardless of the instrument used, applying the rules of engaged enabled talent management and (I add) stimulated and sustained methodologies will ultimately add value to an organizations objective.

History of Talent Management

In the late 1980s the evolution of a personnel department exclusively committed to everything from the screening to the development, and processing payroll to the termination of human capital was established. Human Resources, as it would be called, became a more recognized profession. Subsequently Human Resource Management gave birth to Talent Management in the 1990s. This fragile birth identified a heavy importance on the live resources and their valuable talent in establishing an organizations goals and objectives. The correlation between these two concepts reinforced developments made in the 1970's that were overlooked by capitalist view points.

Soon the notion of Talent Management Technologies was created. In hopes to attract, retain and sustain top organizational talent (and the intellectual capital they consume), a strategy was developed to monitor competency based management.

Evolution of Talent Measurement Technologies



¹ i4cp - <http://www.i4cp.com/talent/home>

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Integrated Talent Management: Today & Tomorrow

The challenge of integrating an effective and efficient talent management system – both hardware, software and humanware – is challenging and daunting in and of itself. Measuring talent intelligence, talent mobility, and talent brand is a soft skill that many sophisticated organizations attempt to measure quantitatively. Any good business strategy must include the scope and methodology to develop the skills of their team. In essence, line managers must be equipped with the knowledge, skills and abilities to assess their employees. In case studies where we see companies focus on the development and succession of their talent, integrated plans to measure and monitor talent include:

- Smart talent sourcing and onboarding
- Competitive compensation plans that recognize and reward talent accordingly
- Systems and approaches for training and development
- Performance Management systems in correlation with compensation structures
- Retention programs for increased longevity

No doubt such hardware systems are costly. The cost-to-benefit ration is outstanding! Talent management systems in combination with human resource information systems may also capture the increasing levels of competency in the organizations, thereby driving the organizational business goals in the right direction. Competency Based Management has become increasingly popular as it's value is found in understanding talent required and available, existing (and potentially lurking) skill deficiencies, matching performance to needs, and aligning the right people with the right skills to the right jobs.

Talent Intelligence is a growing subset of Integrated Talent Management, examining the pipeline of recruitment, compensation, learning, performance (to mention a few) as a means of competitive advantage. As written by John Zappe on July 15, 2010: Taleo officially joins the ranks of the repositioned today, declaring that its "next era of talent management" shall henceforth be known as "Talent Intelligence."² When assessing the quantity and value of talent intelligence in an organization, it is clear to depict the impact on the business. This proportion should be in line with the execution plan of company strategies and overall organizational excellence.

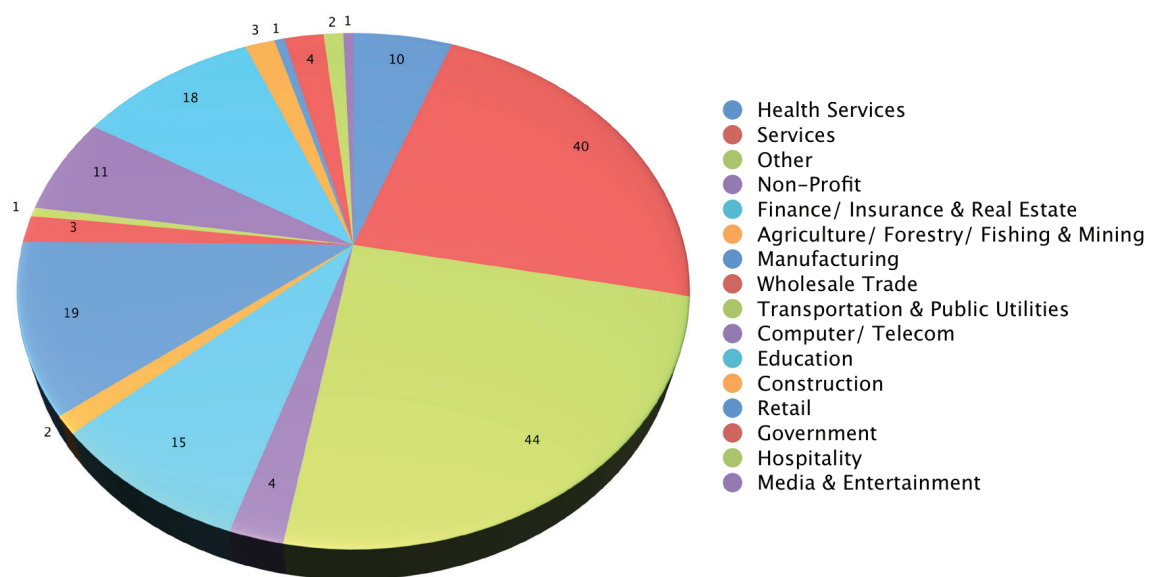
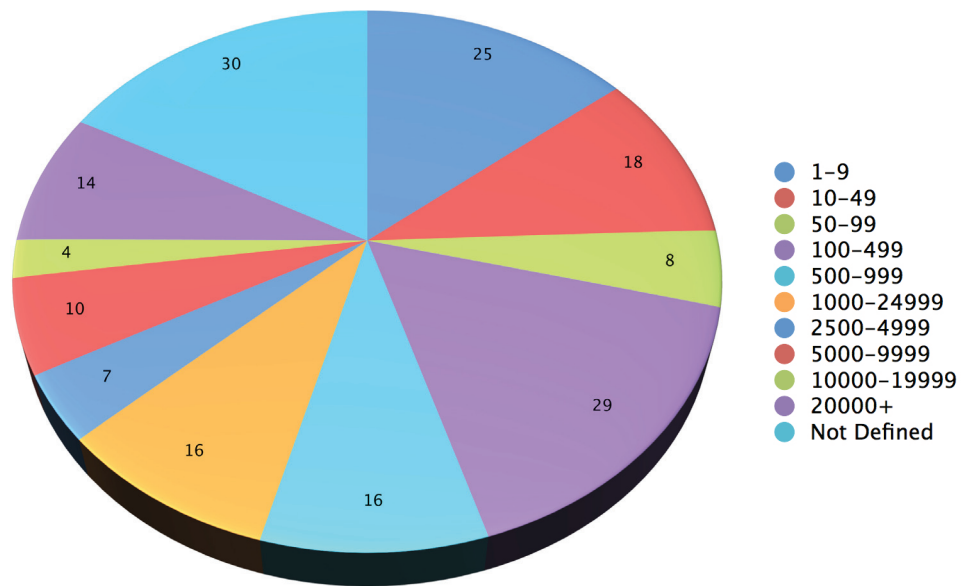
So where does all of this information leave us today and give us optimism for tomorrow? We are in better shape today than we were years past. With new systems in place, support agencies available and data developed human resource departments and C-level associates are better equipped with the resources to ensure performance is aligned with organizational goals and objectives. Talent is only becoming more specialized. Clients are becoming more and more specific. In order to meet and exceed the clients' needs and wants (whether they knew they had them or not) requires specialized, unique and incomparable talent. It is, however, a tuff job to ensure that as an organization you have these valuable talent assets in order to deliver the product.

² <http://www.ere.net/2010/07/15/business-intelligence-is-talent-managements-new-mantra/>

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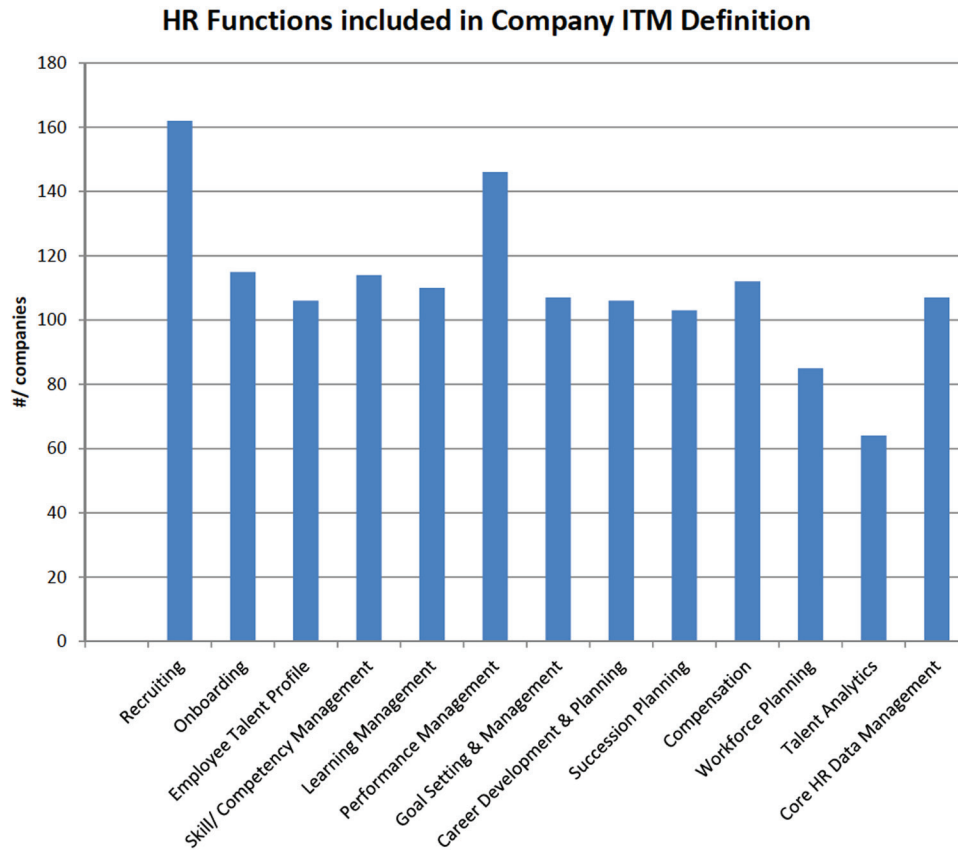
HR.com has an outstanding population of nearly 11,000 professional members in its Integrated Talent Management community. A survey was concluded in January 2012 with the goal to gather information about the talent management approach, objectives, maturity, and use of technology in an organization. Selective results are illustrated below:

Demographics of Survey



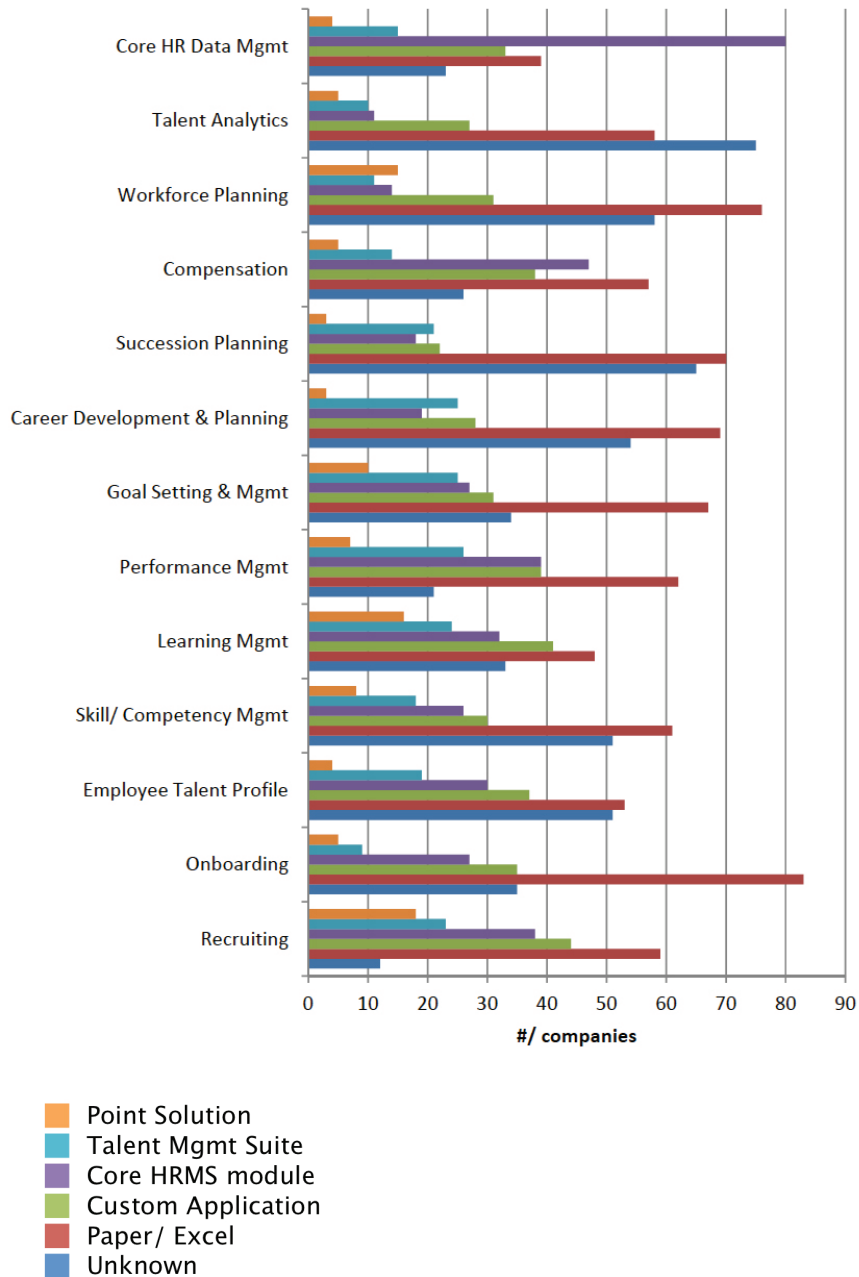
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Implementation & Sustainability Questionnaire



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ITM Technologies currently in place



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Definitions

Competency Based Management is a methodology that standardizes and integrates all the HR activities based on competencies that support organizational goals.³

Employee Engagement is a heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert great discretionary effort to his or her work.⁴

Integrated Talent Management is an integrated system for aligning people to the strategies, goals, and values of the organization through processes and technologies that enable the selection, recruitment, rewarding, and retention of top talent.⁵

Onboarding is the process of integrating new employees into the organization, preparing them to succeed at their job, and become fully engaged, productive members of the organization.⁶

Performance Management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance management is a whole work system that begins when a job is defined as needed. It ends when an employee leaves your organization.⁷

Skill Level of the Workforce describes the current skill levels of workers, explores whether or not those skills meet the requirements of businesses and examines ways in which business can raise the skill set of their communities and employees.⁸

Succession Planning is the process of identifying long-range needs and cultivating a supply of internal talent to meet those future needs. It is often used to anticipate the future needs of the organization and assist in finding, assessing and developing the human capital necessary to the strategy of the organization.⁹

Talent Acquisition is the ongoing cycle of processes related to attracting, sourcing, recruiting, and hiring (or placing) employees within an organization. This includes elements of employment branding, outreach, networking, and relationship building with potential candidate communities to continually build and enhance the talent pool for an organization.¹⁰

Workforce Analytics is a combination of software and methodology that applies statistical models to worker-related data, allowing enterprise leaders to optimize human resource management.¹¹

³ Learning and Performance Institute: The Knowledge Brokers®

⁴ Five Star Development, Inc.

⁵ Bersin & Associates via "Successful Onboarding: How to Get Your New Employees Started Off Right", Silk Road Technology, David Lee

⁶ Bersin & Associates via "Successful Onboarding: How to Get Your New Employees Started Off Right", Silk Road Technology, David Lee

⁷ About.com Human Resources – Manage People "Performance Management", Susan M. Heathfield

⁸ i4cp

⁹ Human Resources iQ

¹⁰ The Seamless Workforce "Talent Acquisition: A Definition", Matt Rivera

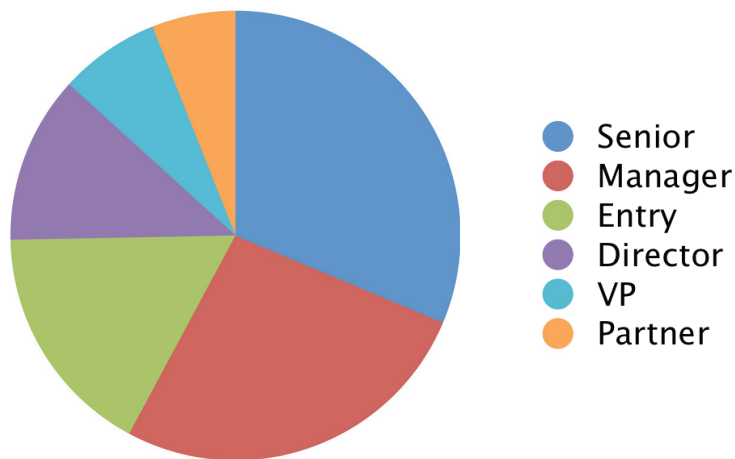
¹¹ Search Financial Applications

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Anniversary Statistics

Integrated Talent Management was added to the line up of human resource communities at HR.com in February 2011. Since its inception, five virtual events and thirteen individual webcasts were successfully broadcasted to over 6,000 attendees.

The LinkedIn population for HR.com's Talent Management group has grown over three years to nearly 3,000 members, 26per cent of which are senior level corporate associates and in the human resources industry. [see pie chart for seniority breakdown, sourced from LinkedIn as of May 2012]



- Senior
- Manager
- Entry
- Director
- VP
- Partner

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Integrated Talent Management, Tim Ringo, Allan Schweyer, et al; IBM Global Business Services via Human Capital Management