Integrated Talent Management
Optimising the Employee Life Cycle

Assisting Organisations to Acquire & Retain the Best Talent through the Development & Integrated Delivery of Innovative People Management Systems and Solutions
Integrated Talent Management

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Talent management is one of the biggest challenges facing organisations this century. The demand for superior talent far outweighs supply, and more and more companies are feeling the impact as they compete in the global market (Frank & Taylor, 2004). Globalisation, workplace reform and changes in the demographic composition of the workforce have affected how talent needs to be managed (Nankervis, Compton & Baird, 2005). These factors also reinforce the importance of having a flexible talent management system. The growth potential of organisations worldwide depends on the ability of companies to have the right people, in the right place at the right time. Research demonstrates that companies with enlightened talent management policies have higher returns on sales, investments, assets and equity (Caudron, 2001).

“Savvy companies understand the competitive value of talented people and spend considerable time identifying and recruiting high calibre individuals wherever they can be found. The trouble is that too many companies pay too little attention to allocating their internal talent resources effectively.”

(Bryan, Joyce & Weiss, 2006)

1. Integrated Talent Management Defined

Gaining agreement about the definition of “talent” is a vital first step in being able to manage that talent well. According to The Conference Board (Morton, 2005), “talent” refers to “individuals who have the capability to make a significant difference to the current and future performance of the company.” This definition emphasises the need to include not only a view of how employees are performing now, but also their capacity to perform in the future to meet new commercial demands.

Therefore, managing talent should be about identifying, attracting, integrating, developing, motivating and retaining key people across the whole of the business, not just the ‘elite few’ decision-makers, as is so commonly the case. Talent management activities can include performance management, succession planning, talent reviews, development planning and support, career development, workforce planning and recruiting” (Heinen & O’Neill, 2004).

Given that this definition is essentially a summary of a number of interrelated workforce management activities, the fundamental components of talent management are nothing new. Human Resources (HR) departments have been managing all of the above functions for many years. These are the systems and processes that underpin the employee life cycle, and as with all other corporate assets, talent management requires a strategic, proactive and integrated approach. The extent to which organisations are successful in realising their human capital assets will be reliant on their capacity to satisfy these three elements.

**STRATEGIC**

In the same way that a successful business strategy is underpinned by an effective HR strategy, to be successful, the talent strategy must be aligned to the business, and both drive and deliver business directives.

Strategic talent management ensures that effective and timely people strategies are in place to reduce the business risk of being under human-capitalised. Business goals need to be translated into workforce needs in order to drive success (Farley, 2005).

**PROACTIVE**

Troubleshooting, fire fighting and problem solving will always be an integral part of the HR function. Talent management requires that, added to the reactive nature of many tasks, HR adopts a highly proactive approach. An eye to the future, with clear forward thinking based on strategic business initiatives, and subject to both qualitative and quantitative Return on Investment (ROI) measures, differentiates talent management from recruitment and deployment.

**INTEGRATED**

Whilst each of the functions of HR has value in its own right, it is their integration that multiplies the value to the business. Integrated talent management shifts HR from a disparate set of specialised functions to a coordinated and interdependent series of connected activities that provide additional leverage at each stage. Integrated talent management is an end-to-end holistic system that connects all components of talent management.
1.1 Two Integration Levers

The involvement of an array of interdependent policies, procedures and practices means that there needs to be a means by which they “hang together” and interconnect to be more than just the sum of their individual parts. The organisation will not achieve the desired level of human capital performance if talent management processes do not operate as a cohesive whole (Heinen & O’Neill, 2004). A truly effective Talent Management system should be aligned with the Employee Life Cycle, and build on a consistent capability platform. Retention, recruitment, performance and development must be clearly linked through both the experience of the individual and the HR processes and systems that support these four elements of talent management.

“We must view talent management programs as part of a bigger picture, not in isolation. It is the elements of this bigger picture, the interconnected cycle, which will make or break success.”

(HRD – Unisys Asia Pacific, 2005)

1.1.1. A Robust Capability Framework

‘Robust’ is the operative word here. If the intention is that an integrated approach will better inform the business, then the Capability Framework should be both aligned to corporate strategy and consistently reflect the desired behaviours (competencies), motivation and values (corporate culture) that deliver growth. It needs to effectively underpin the development of future capability requirements, and be able to flex with ongoing social, market and organisational changes.

As such, Success Profiles for jobs or job families within an organisation should incorporate the three elements of a sound capability framework, that is, competence, motivation and values. These Profiles then form the basis for Retention/ Workforce Planning, Recruitment, Performance Management and Development initiatives.

So how does this threefold Capability Framework thread through each of the four elements of talent management?

Retention

• It provides knowledge of motivational drivers to feed into the development of meaningful retention strategies for individuals.

• It supports the identification of capability gaps and developing strategies to fill these gaps.

• It facilitates the retention of business-critical talent who possess the capabilities required by the business now.

• It assists in workforce planning around those capabilities required by the business in the future.

• It allows workforce engagement and retention risks to be determined.

Recruitment

• Having knowledge of capability gaps informs strategic recruitment decisions to maintain competitive advantage.

• Success Profiles specify the key competencies, motivators, values plus KRAs required in specific roles.

• Candidates are selected using a transparent, consistent and objective process that is clearly linked to the potential to perform.

• Objective assessment results can not only be collated to provide ‘bench strength’ data to the business, but be used to hold recruitment agencies to account for providing high calibre candidates.
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- When linked to performance for successful incumbents, HR can easily identify the origins of its high calibre applicants.

- Final selection decisions should lead to mutual satisfaction of employee (with the job and the organisation) and employer (with performance and ‘fit’ with organisation).

Performance
- Objective evaluation and feedback against both quantitative objectives and key competencies lead to productivity and behavioural improvements.

- Employees are appraised using a transparent, consistent and objective process that is aligned with the Success Profile.

- New recruits will already be familiar with the behaviours determined to achieve success in the role.

- Review of current motivation and cultural values alignment allows the manager to tailor appropriate strategies for performance enhancement, where required.

- The investment made at recruitment stage on objective measures of assessment against consistent requirements can be further justified by the ease at which it can be accessed during on-boarding discussions with the individual to ‘kick-start’ performance.

Development
- An integrated system that uses a common language for performance will support the individual’s development for their current role and beyond.

- Development programs can focus on enhancing skills, competencies, motivation or values in alignment with business strategy.

- Based on their appraisal/career discussions, people are aware of their specific development needs in relation to:
  - their current role,
  - future roles that they aspire to,
  - whether there are technical skills, behavioural or motivational needs that require development.

1.1.2. The Employee Life Cycle

Success in any business is largely dependent on the decision making capacity of its business leaders. It stands to reason that the more accurate and comprehensive the data is that informs the decision, the more effective the resulting outcome is likely to be. Talent management and decisions made around human capital are no different than any other business decision. Yet too often they are made based on minimal data that is of questionable quality.

The most basic ‘wish list’ from any senior executive around human capital would most certainly include accurate data on performance, potential and readiness, but mobility and assessment of engagement or flight risk will also be key considerations that guide decisions involving people investment. Not only can an integrated system provide complexity and breadth of data, but when combined with smart technology it can do this with relative ease. Consider how powerful that information could be if it were absorbed from all points in the employee’s life cycle – from recruitment to retention and all points in between.

Data gathered through lengthy structured interviews or costly assessments would then be utilised firstly for on-boarding and then performance management, career development and retention initiatives; maximising the return on this initial investment for the benefit of the individual and the organisation. At the individual level there is a clear and structured path to set them up for success, now and in the future; for the business there is immediate transparency in regards to bench strength and the manageable aspects of risk associated with workplace management. Furthermore, HR can play a more proactive role in business strategy; advising the tangible consequences of action and inaction in relation to strategic talent management.
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How does the individual’s experience align with each aspect of the Employee Life Cycle?

Retention

Personalised and meaningful benefits and programs can contribute to the retention of core contributors and high performers.

“A survey of 500,000 employees in 300 organisations found that money does not retain people… spend the money on talent rather than give it to them.”

(cited in Davis, 2007)

So what did these people find motivating?

In this same survey, it was found that the following percentages of senior and middle managers’ decisions to join and remain with a company were based on many different aspects of the work environment.

<table>
<thead>
<tr>
<th>%</th>
<th>Most Motivating Aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td>59</td>
<td>Interesting and challenging work</td>
</tr>
<tr>
<td>51</td>
<td>Can meet personal and family commitments</td>
</tr>
<tr>
<td>48</td>
<td>Company is well managed</td>
</tr>
<tr>
<td>45</td>
<td>Passionate about the work</td>
</tr>
<tr>
<td>43</td>
<td>Good relations with the boss</td>
</tr>
<tr>
<td>41</td>
<td>Listened to and can impact decisions</td>
</tr>
<tr>
<td>39</td>
<td>Good culture and values</td>
</tr>
<tr>
<td>39</td>
<td>Recognised and rewarded for individual contribution</td>
</tr>
<tr>
<td>37</td>
<td>Career development opportunities</td>
</tr>
</tbody>
</table>

An integrated system could capture this data to include in the decision making process around dollar spend on targeted development interventions, as well as the nature of rewards and recognition.

Recruitment

The well-worn phrase ‘war for talent’ can be translated in reality to a candidate market, with organisations actively competing for a limited resource. The recruitment experience for an individual can be a major determinant of their decision to join the company. The applicant, once attracted to your advertisement, needs to experience an objective, efficient and enjoyable application process. Candidates gain comfort in a robust selection process that allows them to demonstrate their capability to achieve in the role. It also serves to provide a realistic job preview. Therefore your selection process may contain a number of stages that include written applications, online assessments, structured interviews and even behavioural simulations.
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The more inefficient your recruitment and selection process, the greater the potential to lose time poor candidates in a competitive employment market. The more advanced and effective the delivery mechanism utilised, the more likely the applicant is to continue with their application. Everything the employer does sends a message to that person about the organisation and its values. Providing clarity from the beginning of the process about what you are seeking and how you do this is likely to ensure your recruitment efforts are more effective.

Performance

Performance appraisal is an important tool that is used as part of performance management. Once an applicant becomes an employee, a regular appraisal serves to set expectations in line with job objectives and behaviours. Regular honest feedback delivered with empathy and coupled with appropriate support and guidance, should contribute to improved performance where required. Rather than just highlighting deficiencies in performance, focussing on strengths and enhancing these further tends to have more impact on productivity, (Roberts, et al, 2005). When a Career, Learning and Development Planning discussion forms part of the performance review process, career aspirations can factor into the development planning process.

Integrating robust performance data will allow the organisation to monitor and evaluate the ROI of any number of HR initiatives. The once intangible or illusive figures of percentage increases in performance following improved recruitment practices, leadership development programs or employee engagement initiatives suddenly become more practicable with technology and integrated systems for talent management.

Development

Where outputs from the performance review process contribute to the preparation of tailored development opportunities for individuals, this is most likely to be both motivating and effective at achieving behavioural change. When delivered effectively, employees will appreciate regular feedback on their progress and frequent opportunities to apply their learnings. In order to appeal to individual differences in learning styles and preferences, the experiences and opportunities for learning should be varied to ensure that understanding and take-up is maximised. It is also important to look at both current and future capability needs of the individual and broader teams, and apply different approaches to meeting these needs in a timeframe that aligns with the business plan.

Integration ensures that development discussions are not only directly relevant to the individual but also have a link to actual performance today and future business priorities.

2. Integrating the Four Key Elements of Talent Management

Talent management practices and techniques have developed and adapted over time in response to a changing workplace (Frank & Taylor, 2004). The most effective talent management practices are organisation-specific and respond to their unique business and human capital context.

"Average organisations anchor their talent management in their current strategy or set of circumstances. The best organisations are future-focused and predict what they need from their management of talent."

(Hay Group, 2005)

Given their importance, reviewing the effectiveness of each of the following disparate processes requires consideration to the increased power offered to inform at both an individual and an organisational level by an integrated system. The quality of the data must be assured as it will have an accumulative effect on corporate decision making in an integrated system, rather than an impact in isolation.
2.1. Retain

“When your top talent leaves, they take with them a lot of knowledge – and loss of the knowledge base is only the start: you also incur the expense of recruiting and training”

(Sacco, Jr; cited in Perry, 2001)

There seems to be little argument that retaining talented people is a good thing for any organisation. As if our own common sense wasn’t enough evidence to support this position, studies have consistently shown that retention reduces turnover costs, increases productivity, increases customer loyalty and improves profitability (Dresang, 2002).

Other performance indicators such as quality standards and efficiency also benefit from having a proactive retention strategy. When considering what an effective retention strategy might look like, again the research supports our intuitive judgement in that career development opportunities lead to job satisfaction, affective commitment and intention to stay (WRDI Institute, 2005). Those organisations that are providing high quality leadership development programs and formal succession management plans are also showing improved business results. (Bernthal & Wellins, 2006).

Often organisations adopt the ‘hit by a bus’ strategy to succession planning, where they consider that they have a plan once they have identified who will step into key leadership positions if they become vacant, and, of course, critical roles should feature in any retention strategy. The enduring organisation needs to have an effective succession management program in place, including a particular focus on the continuity of key specialists and leaders (Stone, 2002).

Effective workforce planning, however, needs to give consideration to multiple talent pools, not just a few positions identified as business critical. An organisation needs to be able to identify its future capability needs and develop a succession management program and retention initiatives in order to engage both its solid and high performers, while moulding its workforce in preparation for its future needs based on industry trends and changing market demands.

High and moderate risk roles should receive close attention in terms of current incumbents, potential successors and the level of capability demonstrated by each group. If internal resources are insufficient, an external sourcing strategy needs to be mapped out and implemented allowing an adequate timeline for fulfilment. Time to fill jobs is now quite extended in comparison to the late 1990’s when it was an employer’s market. By paying attention to the career planning and development options of current core contributors and high performers, not only will the organisation enhance relevant skills for future needs, but a by-product is the enhancement of the employee’s commitment to the organisation.

- One third of employees were uncommitted and planned to quit their jobs in the next two years
- 39% were uncommitted but planned to stick around anyway
- Only 24% were committed to their current job and planned to remain with the company for the next couple of years


- Three in four companies reported retention difficulties
- Problems increased with the size of the organisation
- Public sector companies experienced the most difficulties

Survey of over 500 companies across industry sectors in the UK (June 2003); Chartered Institute of Personnel Development.
All this assumes that organisations know who the people are that they want to retain or to take on additional leadership responsibility should the need arise, based on more than the judgement of a few influential individuals. Such measurement is often subjective and fails to take a future focus; with equal attention paid to the individual’s current performance, their readiness to move into another role, their future potential to perform new functions and their personal career aspirations. An integrated approach ensures that data are incorporated from multiple points along the employee’s life cycle, making it more likely that these key elements have been considered.

To gain the benefit of an integrated system, data from succession management discussions, extent of employee engagement and organisational capability levels (at team and business unit/department levels) should all be captured. This information, if regularly updated, will enhance the ability of the business to manage its workforce proactively and inform its high level talent management decisions (eg. requirement for focussed leadership development, engagement/retention strategies).

Questions for reflection…

1. To what extent can you confidently define your future workforce requirements?
2. How does your organisation identify key talent for critical roles?
3. What retention strategies are employed to ensure that both core contributors and key talent remain engaged?
4. If you assessed retention risk across the organisation, what are you findings likely to show?
5. How closely are succession decisions based on the evolving needs of the organisation and its workforce plans?
6. How are data obtained through engagement surveys and succession management plans captured and integrated into the talent management system?

2.2. Recruit

A recent survey found that most senior executives believe their employees lack the skills needed by their companies to achieve market leadership, while only 14% felt that the overall skill level of their employees was industry leading (Accenture, 2006).

Knowing the organisation’s workforce plan enables the recruitment of the right people with the right skills and capabilities at the right time. Having a good understanding of the capability requirements of critical jobs and/or job families contributes to the development and implementation of an objective and consistent recruitment and selection process. Getting the right “fit” between a person, the role and the organisation is critical to retaining new staff and reducing the time and money invested in the recruitment process. An integrated system allows data from the person’s performance, measured against the role capabilities, to be captured during the recruitment process and used to inform on-boarding and development for the individual, and the organisation’s bench strength dashboard.

Recruitment of new staff needs to be well planned, and given the current highly competitive market for well trained and experienced employees, the development of a “talent pool” for your organisation is a popular proactive approach. Talent pools rely on numerous different and often non-traditional sourcing strategies, including developing an organisational alumni, inter-organisational secondments and offering more flexible working arrangements to attract mature age workers. The breadth of sourcing strategies and selection processes, combined with the global candidate pool and the rigour and reporting associated with best practice recruitment methodologies, is best managed using technology. The importance of time saving systems is critical to an organisation’s ability to compete not just in product and service delivery, but also in terms of managing its talent.

Questions for reflection…

1. Is the organisation attracting the talent necessary to align with its strategic direction?
2. Is the recruitment process treated as a strategic priority where Human Resources and Senior Management collaborate on important talent decisions?
3. Is your assessment and selection process transparent, consistent, legally defensible and tied to a capability framework?

4. What is the organisation’s approach to building their own talent pool, and do they actively maintain and update it?

5. Where did you source your current high flyers?

6. Is internal ‘home grown’ talent performing better than your headhunted recruits? Management system?

7. How are data obtained through the sourcing, recruitment and selection process captured and integrated into the talent?

2.3. Perform

The importance of managing performance is even more critical given the difficulty in finding experienced and skilled staff. By developing people in the areas that require improvement, an average performer can become a superior performer. In addition, focusing on developing a person’s strengths has been shown to improve productivity. The Gallup organisation has found that managers who build upon their strengths can reach their highest potential and that ignoring strengths is worse than focusing on weaknesses. As humans, we remember criticism and respond to praise. Criticism makes people defensive and unlikely to want to change, while praise produces confidence and the desire to perform better (Roberts, et al, 2005).

“Far too many organizations, and managers within those organizations, still regard the performance review as an annual event that somehow must be tolerated. They do not see the strategic links between this vital HRM process and the bottom line nor do they appreciate the powerful management tool they have at their disposal.”

(Nankervis, Compton & Baird, 2005)

The most fail-safe approach to performance management is to assume that all employees have room to grow and develop, whether in relation to their current role, or in preparation for future roles within the organisation. Having a structured, transparent system that allows individuals to be objectively reviewed against key objectives and competency based behaviours ensures that your people are doing what they have been recruited to do, and doing it in a manner that is consistent with the organisation’s culture and values. Knowing the capabilities for their current role enables the incumbent to maximise their performance in relation to that role and be recognised accordingly through the performance management process.

To gain the benefit of an integrated system, data from the person’s performance against the role capabilities during the recruitment process, any development activities undertaken since commencement and their current performance levels should all be captured. This allows an holistic view of this individual to be built and then used for future planning purposes, both at an individual level and a group level (i.e. their team, the business unit, the organisation).

- 96% of organisations have a ‘system’ with which…
  - 30% are dissatisfied
  - 50% are moderately satisfied
  - 20% are highly satisfied

- Only 40% of Managers and 31% of non-Managers receive training in performance management.

Nankervis & Compton (2005)
Questions for reflection...

1. Do employees understand how their jobs contribute to the organisation’s success?
2. Are your people reviewed against both objectives and behaviours?
3. What percentage of employees participate in formal performance planning and appraisal sessions?
4. How does your performance management process connect to your recruitment practices?
5. How well prepared are managers to conduct the performance appraisal discussion?
6. How are data obtained through the performance review process captured and integrated into the talent management system?

2.4. Develop

“Effective execution of talent development directly contributes to increased organisational effectiveness and profitability, leading up to as much as 15.4% advantage in total shareholder return”

(Corporate Leadership Council, 2005)

Knowing the capabilities required for future organisational roles enables group development initiatives to be prioritised and rolled out in an appropriate timeframe. Knowing the capabilities required for future aspirational roles enables the employee to prioritise their individual development needs.

Tailored development opportunities for key talent are recognised as essential for motivation and retention of these people, and in a skills short market, developing current staff is a more cost effective and efficient means of maintaining internal talent pools. Career development opportunities also have a significant impact on job satisfaction and affective commitment (or engagement) to an organisation, of which both directly contribute to the retention of productive employees (Beames, 2001).

Internal talent development needs to offer both key talent (high potentials) as well as core contributors (effective/satisfactory performers) opportunities for growth in order to maintain operational efficiency and productivity. High potential and core contributors require different development experiences and these should be tailored accordingly for maximum return. Committed leaders are required to reinforce such a focus on both groups given their competing business priorities (Corporate Leadership Council, 2005).

Truly lasting development only takes place if the mode of delivery engages the individual, the content is meaningful to them and can be applied immediately back in the workplace. The lasting impact of the learning is only as strong as the feedback that is provided and it is in this context, that one on one coaching can be highly beneficial to maintain the momentum of any type of development activity.

| 52% of Line Managers are not sufficiently committed to people development. | Guthridge, Komm & Lawson (2006) |
| Commitment is required to develop high potentials AND core contributors. | Corporate Leadership Council (2005) |
| Classroom training still accounts for a significant amount of all workplace learning in: | Sugrue (2003) |
| • United States (72%) |
| • Europe (77%) |
| • Asia (80%) |
| • Latin America (92%) |
Continuing to operate within a fully integrated talent management system, data from the development activities and interventions applied to all members of the organisation needs to be stored. Building on performance ratings captured at various points in time, the effectiveness of these interventions can then be quantified. This in turn allows return on investment to be considered and decisions about appropriateness, effectiveness and relevance to be made. Development data also enables organisations to accurately quantify capability in relation to their workforce plans.

Questions for reflection...

1. Do your training and development programs focus on developing the capabilities that will make the greatest impact on organisational performance?
2. Are training and development interventions clearly linked to the strategic direction of the organisation?
3. How do your development initiatives integrate with other components of the talent management system?
4. Are development initiatives varied to meet the needs of different employees or employee groups?
5. Are managers held accountable for creating customised development plans for their people?
6. How are data obtained through the development process captured and integrated into the talent management system?

3. Integrated Talent Management in Practice

Combined with the changing workplace expectations of a diverse employee group and the clear business impact of poor people practices, the issue of Talent Management has been elevated to the top of strategic human resources management challenges. Companies need to be proactive about their talent management and discard all traditional assumptions about the employment relationship.

“Integrated Talent Management creates the fast forward to a future where human capital defines business success.”

(Karen Cariss, CEO PageUp People, 2007)

3.1. Benefits of Integration

Why is it important to have a system of HR functions that are closely and clearly integrated and supported by a well designed technology platform?

For Managers

- decision making is streamlined
- access to information is direct, current and relevant
- less time spent per manager per review period
- individual, team, departmental and organisational goals are closely aligned
- employees are more engaged, creating external perceptions of the organisation being a great place to work, which in turn contributes to attraction of new employees
3.2. Reporting Options & Your Talent Management Dashboard

So how can you gauge how well your organisation adopts and integrates the four key elements of Talent Management?

When using technology to drive your integrated processes the possibilities of how to cut the data are limited only by your imagination. PageUp People has a reputation for building leading edge systems in consultation with its clients. Something as seemingly simple as the ratio of contractors to permanent staff, or indeed the number of permanent staff employed at any one time, is often a challenge for some larger, more complex organisations.

Imagine having this information at your fingertips, along with data on performance and potential across the whole organisation. How many HR Directors could accurately and confidently describe the location, mobility, current performance, potential, readiness for promotion, flight risk, development plans and career interests of all the individuals in the critical talent pools in the business? By tracking the employee life cycle, further analysis can reveal where the best new talent is being sourced, and the effectiveness of your training and development investment dollars.

Sophisticated metrics are beginning to be utilised to audit talent management activities in relation to best practice benchmarks. PageUp People’s Talent Dashboard© offers a systematic process that identifies the strengths and gaps in the organisation’s talent management strategies through independent and objective analysis.

This process allows organisations to evaluate their entire talent management approach based on researched global best practice, giving them competitive advantage through implementation of recommendations arising from the audit. The ultimate goal of ensuring that the future direction of the business is supported by the people capabilities necessary to deliver it is well on its way to being achieved.

Aligning your workforce to deliver on current and future business needs, while creating opportunities for employees to progress, learn, grow and engage and connecting your people to these opportunities, will guarantee the success of your talent management system and ultimate business sustainability.
Diagnose

- Global TM Benchmarks
- Local & Industry TM Benchmarks
- Your Organisation’s talent Dashboard

Retain  Recruit  Perform  Develop

Your Organisation’s Right Practice
Tailored TM Recommendations
TM Implementation Plan

Implement
4. References


