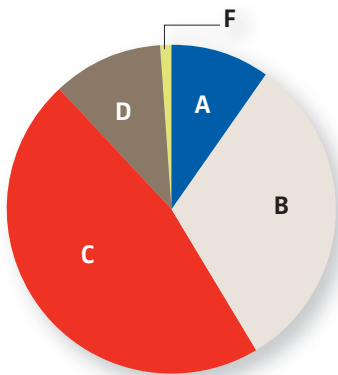


## Talent Transformation Survey Findings

Achieving organizational success in the 21<sup>st</sup> century requires as much focus on creating and executing a talent management strategy as is usually dedicated to creating and executing a business strategy. Some organizations are very sophisticated with explicit processes that allow for measurable analysis of their various programs' effectiveness. Others are just getting started. They have historically treated talent management as an intangible endeavor and are now recognizing the business imperatives behind having a rigorous approach. Most organizations fall somewhere in the middle of these two extremes.

To investigate where Midwest organizations are in the talent transformation spectrum, John Furcon, a principal with Buck Consultants, conducted a "quick audit" with the more than 120 attendees at the Human Capital Institute's Chicago Talent Summit in November 2007. The quick audit had two goals. The first goal was to evaluate the maturity of participating organizations' overall talent transformation strategies through the assignment of a basic letter grade. The second goal was to assess the current level of development of each of the six talent transformation components that John defined in his presentation. Below are the results from the quick audit, along with some brief analysis of what the results reveal.

### OVERALL TALENT STRATEGY



#### How would you grade your organization's overall talent transformation strategy?

- A Explicit; strategic; five to six key processes; champions; actions rewarded
- B Explicit; linked to strategy; three to four key processes; supported
- C Implicit; two to three key processes; awareness
- D No strategy; one to two key processes; "lip service;" subtle discouragement
- F No strategy; one key process; talent management is discouraged

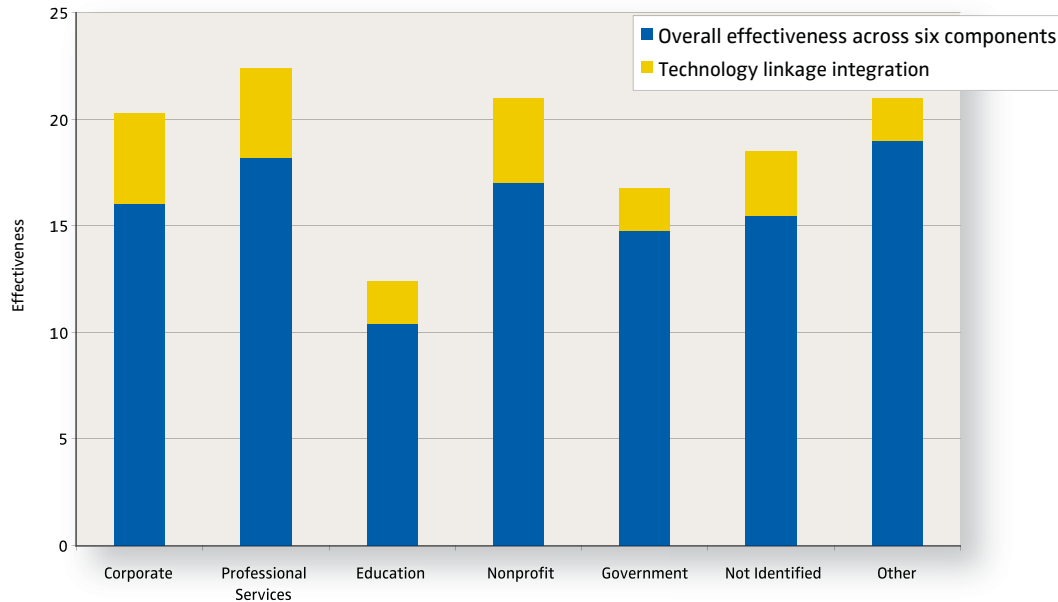
#### Conclusions

- Most organizations in the survey (58 percent) do not have an explicit talent transformation strategy.
- While 32 percent have an explicit strategy with at least three to four key talent transformation processes in place, only 10 percent have what can be considered a "best practices" situation.

#### Implications

- Significant additional value with respect to attraction, engagement, more rapid time to full contribution, development and retention of staff can be gained by investing in the definition of an explicit talent transformation strategy that is linked to the overall business strategy, and by investing in the development and integration of additional key components of the talent transformation process.

## ASSESSMENT OF TALENT TRANSFORMATION COMPONENTS



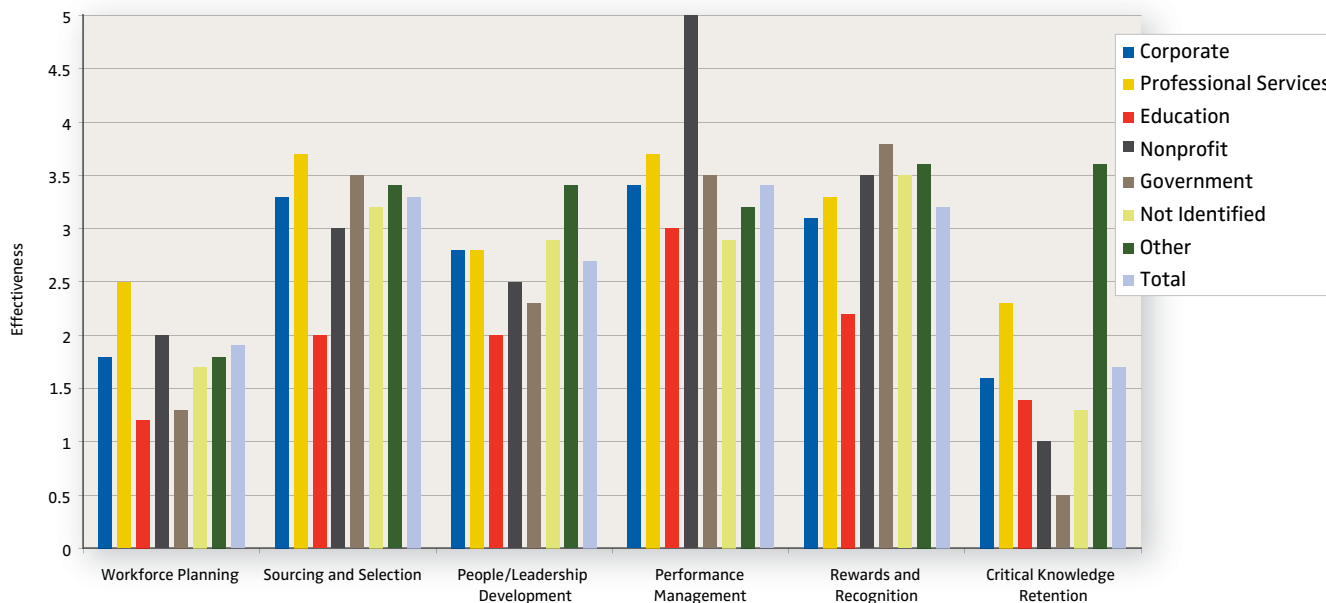
### Conclusions

- Not surprisingly, professional service firms, on average, have the best-developed talent transformation processes. They are closely followed by the nonprofits in our sample.
- Following the above two types, corporate and government organizations evidence somewhat less well-developed talent transformation components, with education (unfortunately) trailing significantly.
- On average, corporate, professional services, and nonprofit participants report two or more information technology links between talent transformation components; government, education, and other organization types average just one.

### Implications

- Given the significance of knowledge workers to professional services and nonprofit organizations' business models, they are likely to continue to lead the development and refinement of workforce planning and knowledge retention methodologies.
- There is clear opportunity for corporations to gain competitive advantage through talent transformation-related innovations, and for government and education to improve their effectiveness.
- Major opportunities exist to better utilize technology in the integration and leveraging of information from separate talent components in order to more effectively meet talent transformation needs and opportunities.

## ASSESSMENT OF TALENT TRANSFORMATION COMPONENTS (CONTINUED)



### Conclusions

- With respect to sourcing and staffing, performance management and rewards and recognition, basic to well-developed processes are delivering needed results; people/leadership development are, overall, assessed as somewhat less well-developed than the above.
- Workforce planning and critical knowledge retention represent the highest priorities for improvement. The need to address these components is recognized but, on average, only rudimentary processes are in place.

### Implications

- These at least reasonably successful processes are clearly making positive contributions to talent attraction, engagement, and retention in participating organizations; there is a noticeable opportunity to improve people/leadership development.
- As a result, many of the participating organizations are less likely to be effective in meeting required staffing needs for “ready now” replacements and successors for critical positions, and for leadership growth, much less for having the talent to countervail the effects of oncoming demographic shifts (e.g., baby boom generation retirement).

### For more information, contact:

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### About Buck Consultants

Buck Consultants, an ACS company, is a leader in human resource and benefits consulting with more than 1,500 professionals worldwide. Founded in 1916 to advise clients in establishing and funding some of the nation’s first public and private retirement programs, Buck is an innovator in the areas of retirement benefits, health and welfare programs, talent management and rewards strategies, and employee communication. Information about Buck Consultants is available at [www.buckconsultants.com](http://www.buckconsultants.com).