

HUMAN CAPITAL STRATEGIST PRACTICUM

# Talent Management Maturity Model

Stages of maturity to create an aligned human capital-centric organization



Randy Rytter  
Mina Shim

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# Talent Management Maturity Model

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# The purpose of this practicum is to develop a model to help organizations assess the maturity of their talent management practices and identify areas of improvement

## ▶ Scope

- This practicum will develop a Talent Management Maturity Model to assess an organization's ability to create a human capital-centric organization and prioritize areas for improvement. The model will:
  - Introduce a continuum to integrate talent management with a business strategy to obtain business results
  - Describe organizational behavioral indicators for talent management key components at various degrees of maturity
  - Create a diagnostic questionnaire for organizations to self-rate talent management maturity

## ▶ Benefits

- This model will enable organizations to accomplish the following:
  - ✓ Quickly assess and evaluate talent management practices
  - ✓ Identify areas to align talent management with business strategies
  - ✓ Help leadership understand the business impact of talent management

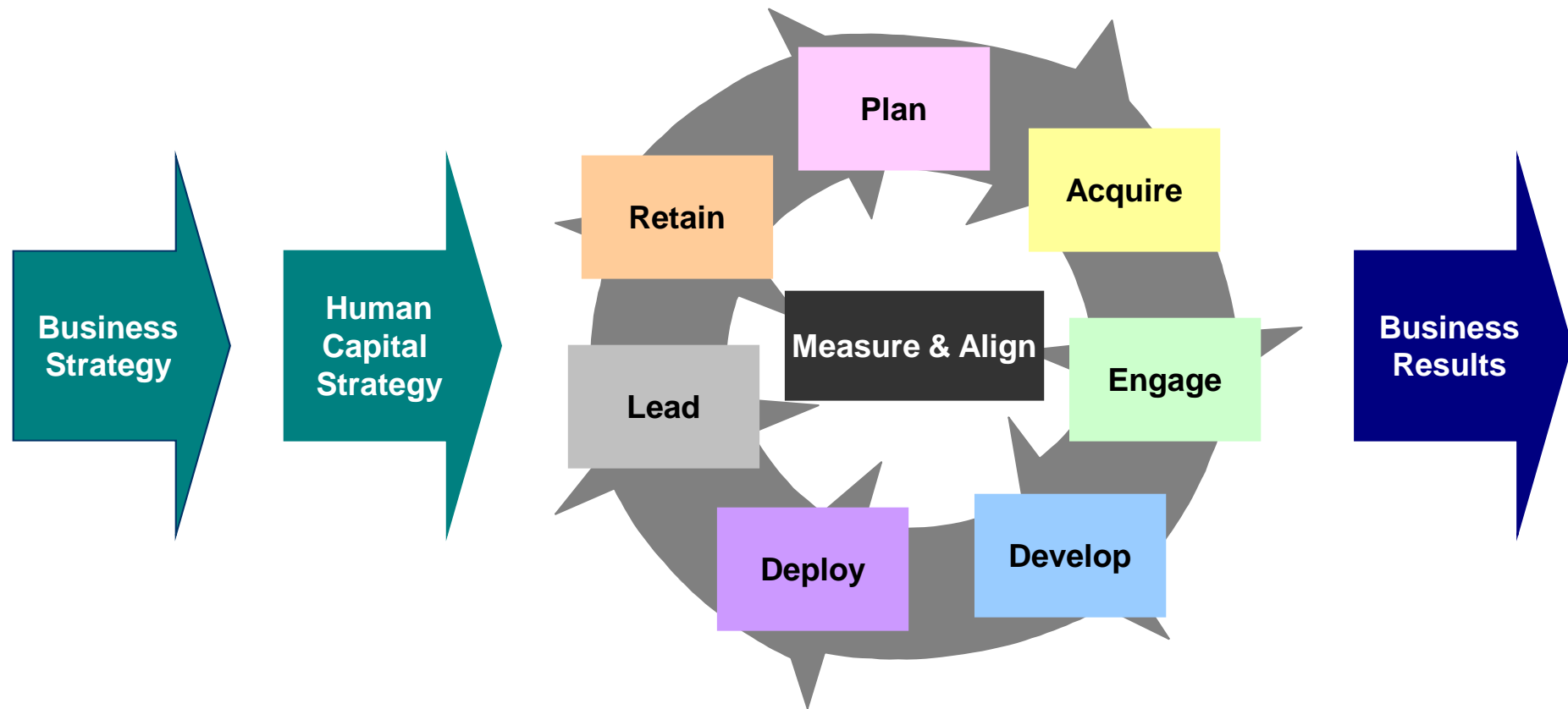
# Talent Management Maturity Model

- ▶ Overview

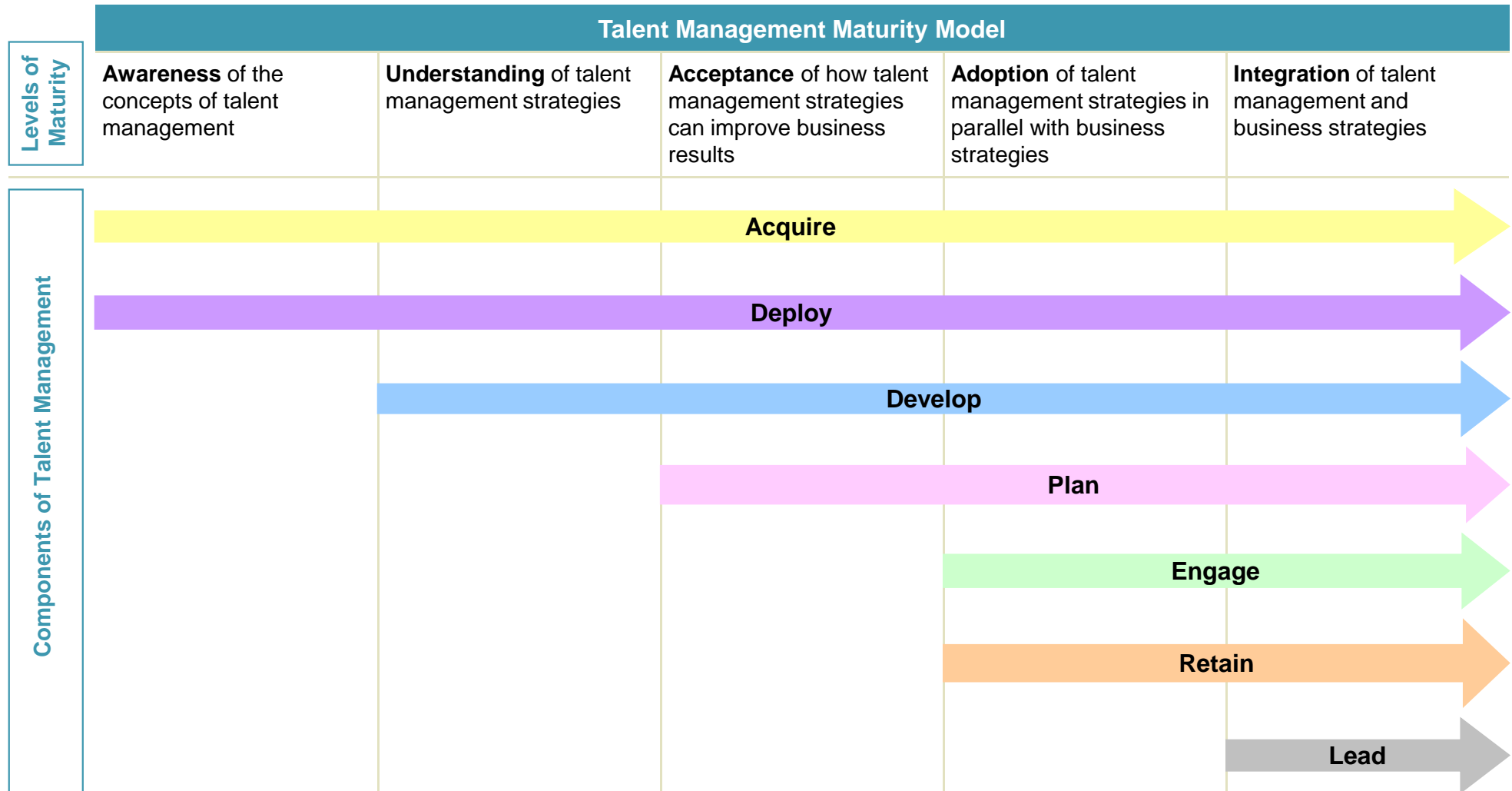
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**Talent management calls for a strategic integration of the human capital lifecycle that is aligned to the organization's mission and/or business strategy**

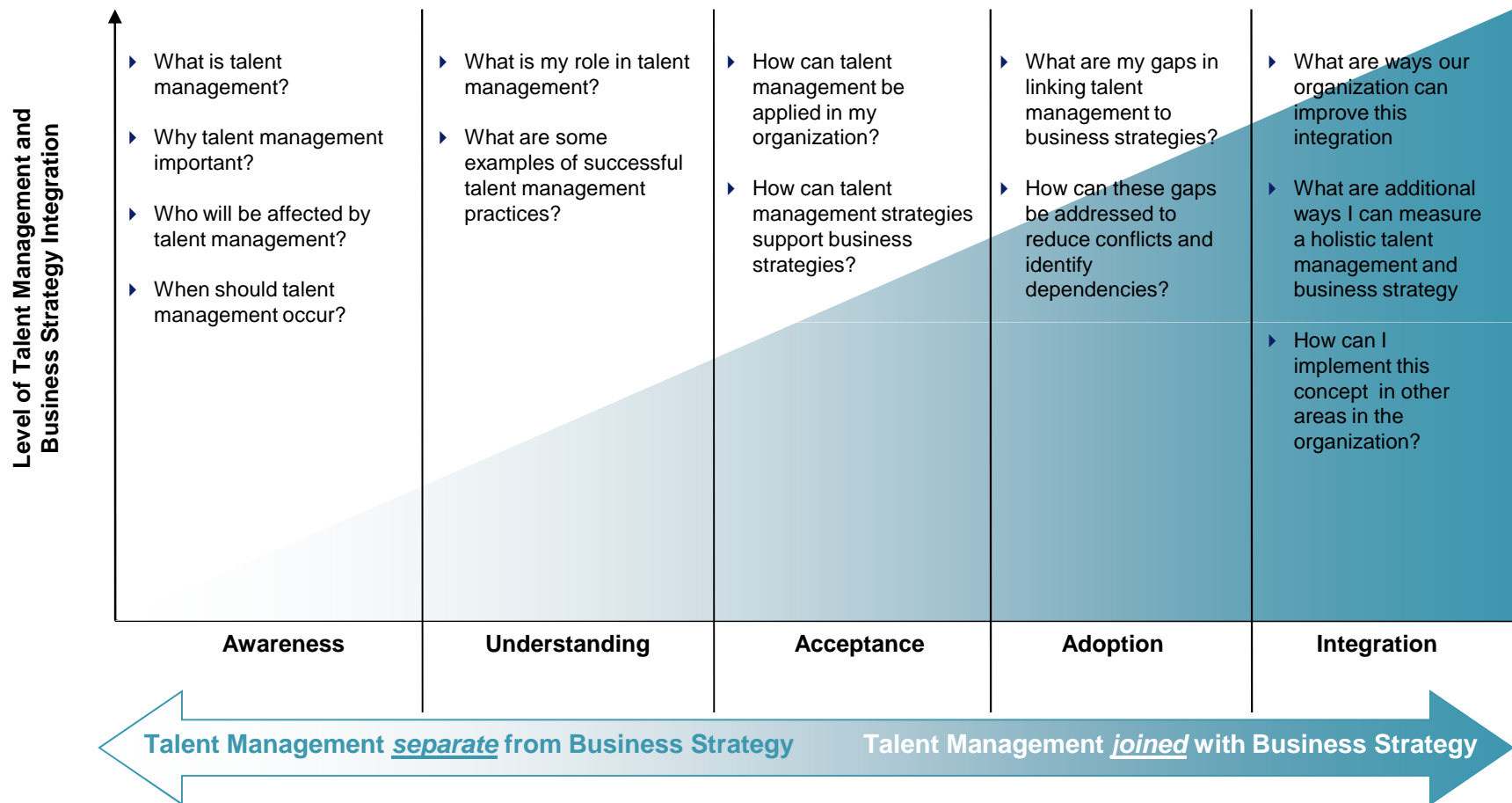


# Talent management can be achieved in various degrees of maturity based on the successful implementation of key components of the talent management lifecycle

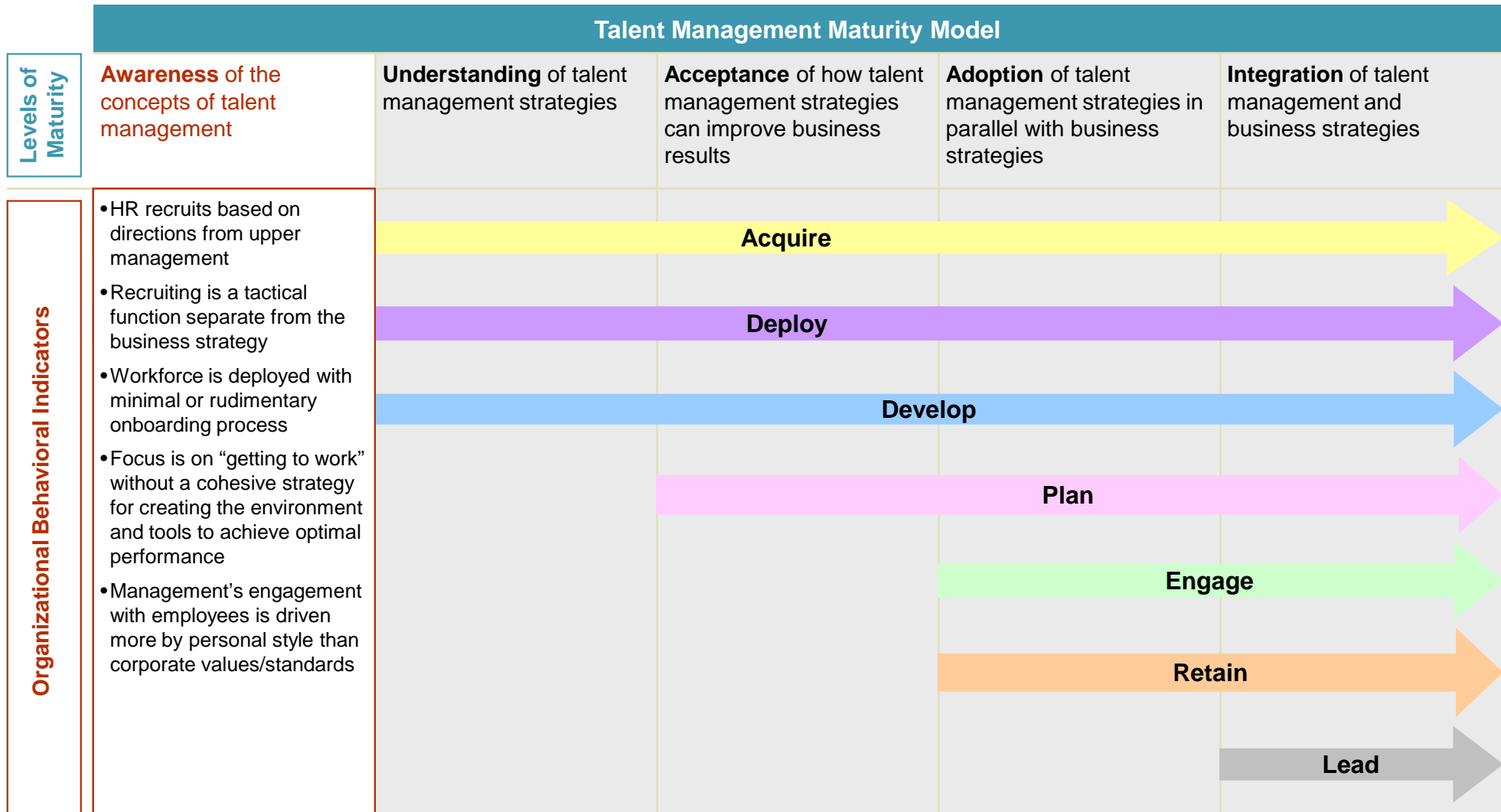


# Organizations reach different levels of maturity by performing some areas of talent management better than others

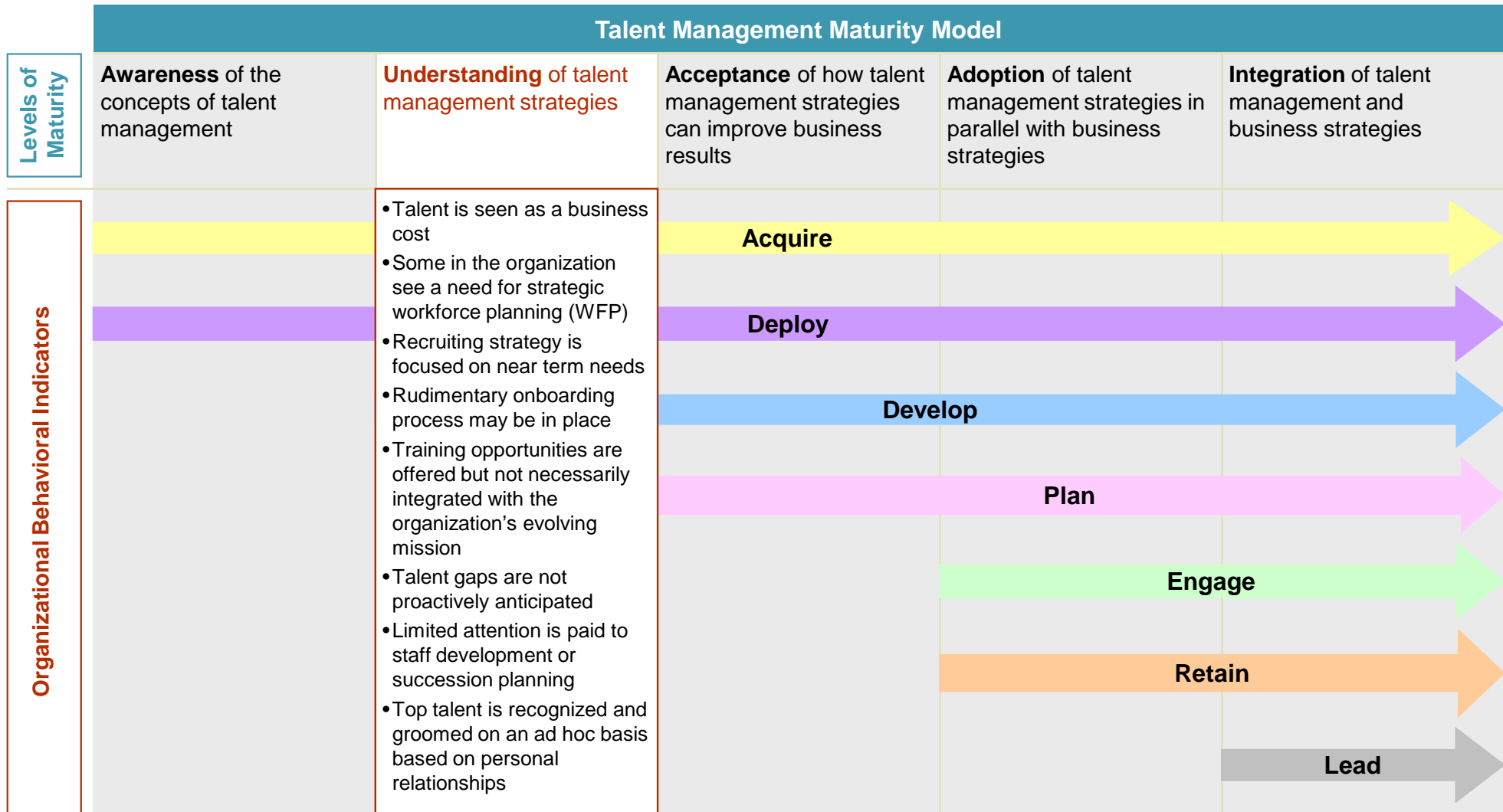
## Talent Management Maturity Model Guiding Questions



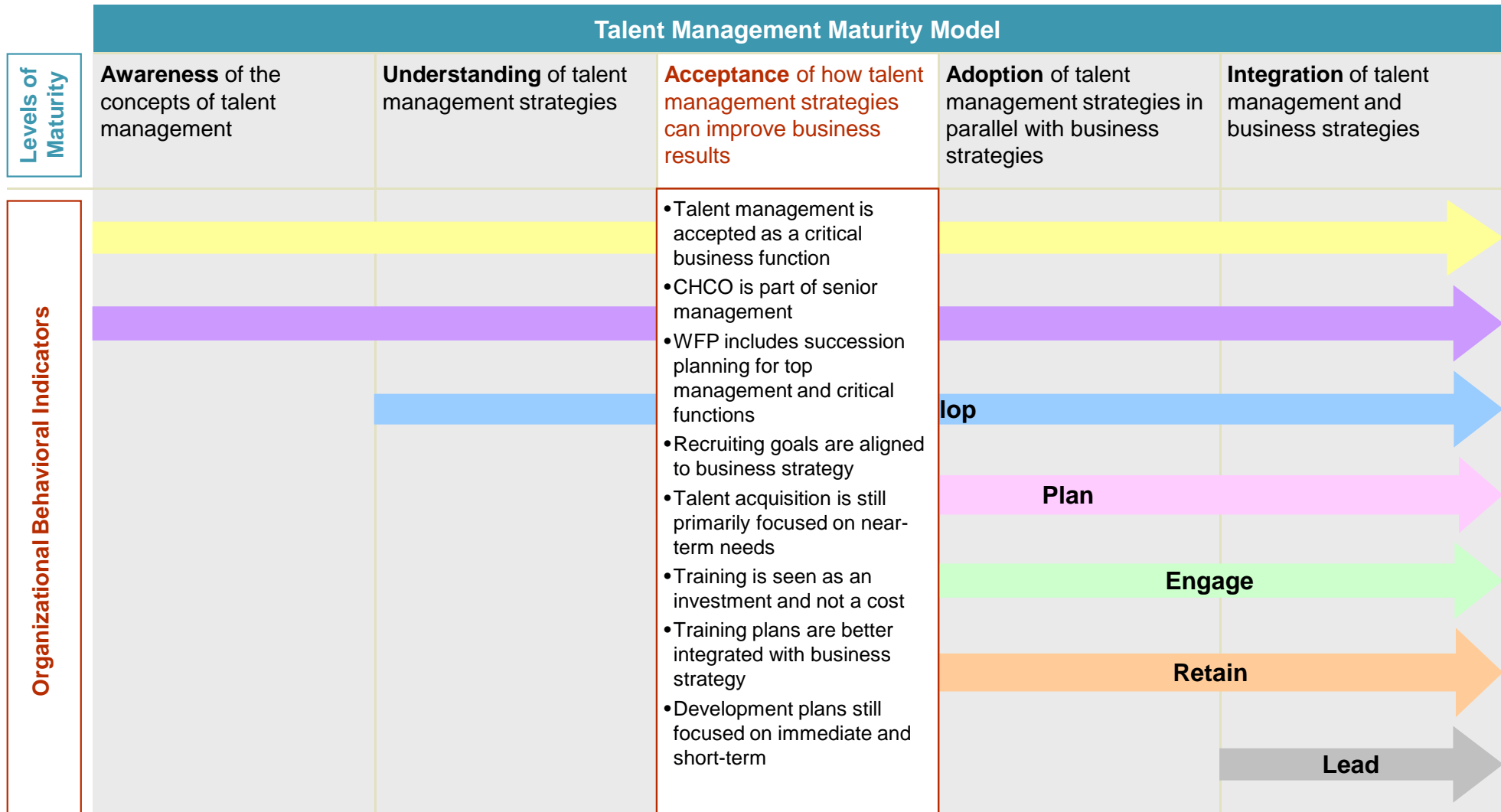
# Organizations are AWARE when they learn the key concepts of talent management



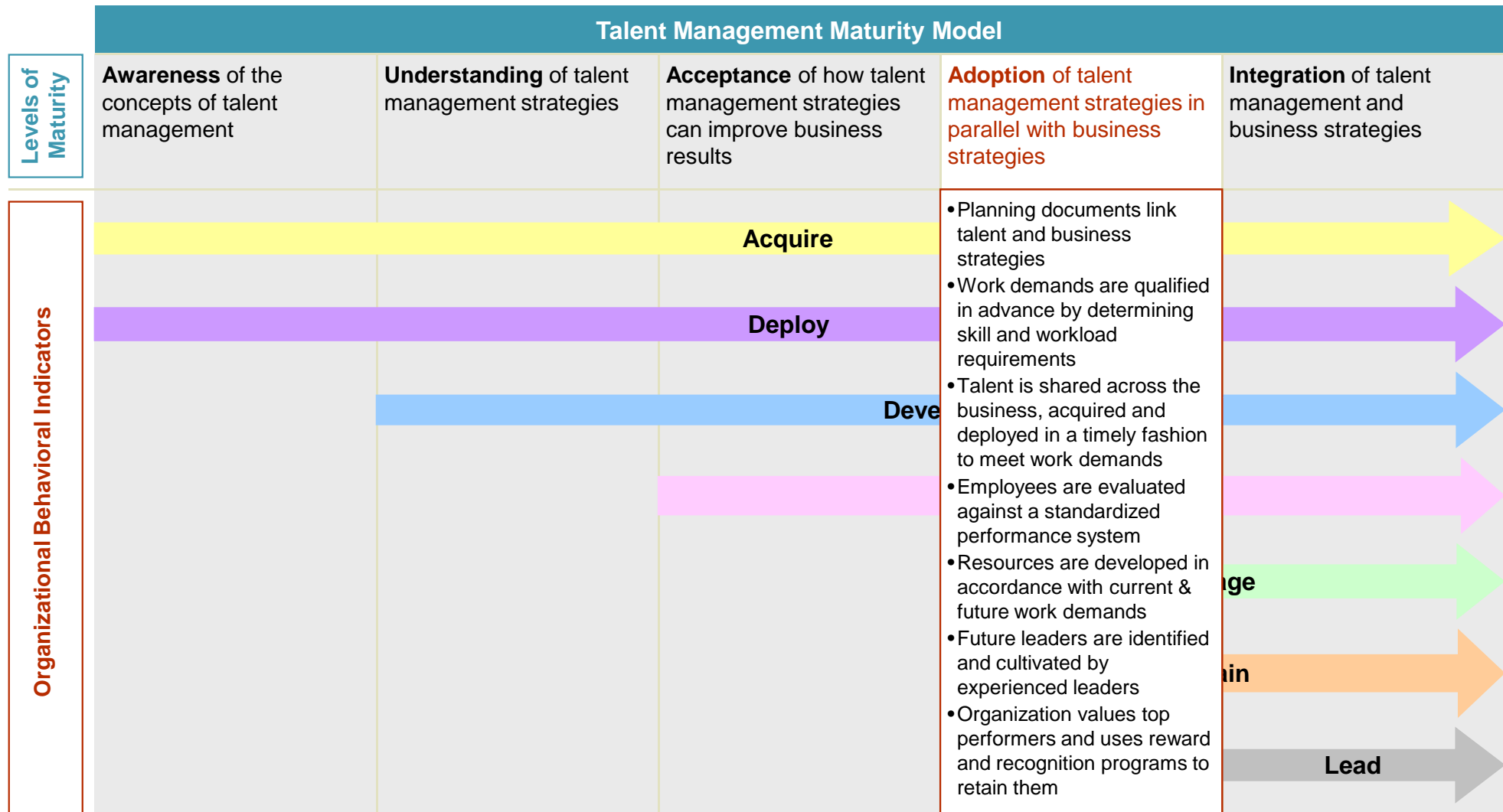
# Organizations UNDERSTAND talent management when they put strategies into practice



# Organizations ACCEPT talent management as a critical strategy when the nexus between talent and business results are realized



# Organizations ADOPT talent management when there is are actionable talent management and business strategies



# Organizations INTEGRATE talent management and business strategies which leads to overall business results

Talent Management Maturity Model					
Levels of Maturity	Awareness of the concepts of talent management	Understanding of talent management strategies	Acceptance of how talent management strategies can improve business results	Adoption of talent management strategies in parallel with business strategies	Integration of talent management and business strategies
Organizational Behavioral Indicators	Acquire				<ul style="list-style-type: none"> <li>• Human capital is treated as an asset</li> <li>• Talent is shared across the organization to meet work demands and priorities</li> <li>• Employees take an active role in supporting efforts across the organization</li> <li>• Employees take ownership to find work that engages them</li> <li>• Employees are continually evaluated and supported to build capability &amp; performance</li> <li>• Employees are put in positions to maximize capability &amp; growth</li> <li>• Resources are deployed freely Managers use “forced ranking” to determine the top and high potential performers</li> <li>• Talent management is practiced throughout the organization</li> <li>• Acquiring and retaining top talent is a business priority</li> </ul>
	Deploy				
	Develop				
	Plan				
	Engage				
	Retain				

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# Organizations can use a diagnostic questionnaire to evaluate the maturity levels of talent management practices

## ▶ Purpose

- The diagnostic questionnaire is a series of questions designed to pinpoint the approximately level of maturity within the Talent Management Maturity Model

## ▶ Methodology

- Questions were designed based on the organizational behavioral indicators identified in the Talent Management Maturity Model
- Each multiple choice question includes answers that ties back to seven key components of the talent management strategy
- The answers will be used to determine the closest level of maturity within the model, and help the organization assess its talent management practices and prioritize areas for improvement

# The diagnostic questionnaire includes 12 questions designed to assess the key components of talent management

Talent Management Diagnostic Questionnaire	
<b>Plan</b>	<ol style="list-style-type: none"> <li>1. At which level of the organization does the human capital or human resources function reside?</li> <li>2. What is the primary objective of the workforce planning function in your organization?</li> </ol>
<b>Acquire</b>	<ol style="list-style-type: none"> <li>3. How does your organization acquire its critical workforce?</li> </ol>
<b>Engage</b>	<ol style="list-style-type: none"> <li>4. How does your organization motivate high performance?</li> <li>5. Who is responsible for talent management and engagement in your organization?</li> </ol>
<b>Develop</b>	<ol style="list-style-type: none"> <li>6. What programs and tools are available strengthen competencies and acquire new capabilities?</li> <li>7. How are training programs viewed by senior leadership?</li> </ol>
<b>Deploy</b>	<ol style="list-style-type: none"> <li>8. How does your organization fill needs?</li> <li>9. How does your organization manage workload?</li> </ol>
<b>Lead</b>	<ol style="list-style-type: none"> <li>10. How are leaders identified?</li> <li>11. How does your organization perceive human capital?</li> </ol>
<b>Retain</b>	<ol style="list-style-type: none"> <li>12. How does your organization retain top talent?</li> </ol>

# The questions for PLAN focus on the level of human capital influence and workforce planning tactics

## Talent Management Diagnostic Questionnaire: Select the best answer

### Plan

- 1. At which level of the organization does the human capital or human resources function reside?**
  - A. In the Office of the Chief Human Capital Officer (In the first line/level below the CEO/President)
  - B. Under the CFO (in the second line/level below the CEO/President)
  - C. Under the COO (In the second line/level below the CEO/President)
  - D. In the third line/level below the CEO/President
  - E. Below the third line/level below the CEO/President
  
- 2. What is the primary objective of the workforce planning function in your organization?**
  - A. Identify work types based on the mission of the organization
  - B. Plan for future workforce requirements based on evolving needs of the organization
  - C. Develop position descriptions for senior management posts
  - D. Identify workforce gaps and develop plans to close the gaps
  - E. Support recruiting

# The questions for ACQUIRE focus on the methods by which the organization recruits and selects new employees

## Talent Management Diagnostic Questionnaire: Select the best answer

### Acquire

#### 3. How does your organization acquire its critical workforce?

- A. Through advertising in classified ads and recruitment agencies to near term needs
- B. Through succession planning that looks at both internal and external pipelines
- C. Through employee training (targeting high potential performers)
- D. Through search committees consisting of direct stakeholders (e.g. Board, etc.) and executive search firms
- E. Through a multi-prong approach based on the strategic workforce plan that lays out near-term, mid-term and long-term business needs

# The questions for ENGAGE focus on employee motivation and accountability

## Talent Management Diagnostic Questionnaire: Select the best answer

### Engage

- 4. How does your organization motivate high performance?**
  - A. Reward and recognition program with transparent criteria and consistent application
  - B. 360-degree, standardized performance evaluation system
  - C. Training programs are to the organization's mission and priorities
  - D. Everyone is treated and rewarded more or less equally regardless of performance
  - E. Social and team events to promote and strengthen team-building
  
- 5. Who is responsible for talent management and engagement in your organization?**
  - A. Human capital office
  - B. Senior leadership
  - C. Your supervisor / manager
  - D. Colleagues
  - E. Everyone

# The questions for DEVELOP focus on skill development and training programs

## Talent Management Diagnostic Questionnaire: Select the best answer

### Develop

- 6. What programs and tools are available strengthen competencies and acquire new capabilities?**
- A. Training program and professional conference allowances
  - B. Mentoring program with senior executives
  - C. Rotation programs to gain experience and knowledge across the organization
  - D. Selective, targeted training for high potential performers
  - E. None
- 7. How are training programs viewed by senior leadership?**
- A. Perk for employees
  - B. Investment for the organization's business strategy
  - C. Cost
  - D. Time away from work
  - E. Career development for employees

# The questions for DEPLOY focus on filling resource needs and managing workload

## Talent Management Diagnostic Questionnaire: Select the best answer

### Deploy

#### 8. How does your organization fill needs?

- A. To fill immediate vacancies or needs
- B. To fill near term needs
- C. To fill needs and informal skill sets
- D. To fill needs based on some structured skill sets
- E. To fill needs based on required core and supporting skill sets

#### 9. How does your organization manage workload?

- A. No standard for tracking workload
- B. Workload problems are reported by managers when it exceeds capacity
- C. Workload is tracked inconsistently across the organization
- D. Workload is tracked centrally and adjusted when possible
- E. Workload is tracked centrally and adjusted regularly against priorities

# The questions for LEAD focus on identifying leaders and perception of human capital

## Talent Management Diagnostic Questionnaire: Select the best answer

Lead

### 10. How are leaders identified?

- A. Leaders are not identified
- B. Leaders are already in positions of leadership
- C. Informal process of identifying leaders
- D. Structured process of identifying high potential leaders placement in some growth areas
- E. Structured process of identifying and positioning high potential leaders in the best fit possible

### 11. How does your organization perceive human capital?

- A. HR paperwork
- B. HR is there to recruit potential employees and handle benefits
- C. Human capital is a business cost
- D. Human capital is a business investment
- E. Human capital is a business asset and resource

# The questions for RETAIN focus on efforts to retain top talent

## Talent Management Diagnostic Questionnaire: Select the best answer

### Retain

#### 12. How does your organization retain top talent?

- A. We never fire anyone
- B. Informal performance evaluation process with irrelevant goal setting
- C. Structured performance evaluation process with goal setting with minimal monitoring
- D. Structured performance evaluation process with criteria that identifies high performers and regular monitoring
- E. Structured performance evaluation process with criteria that identifies and cultivates high performers and holds individuals accountable for not meeting goals – people are placed on performance improvement plans to get to stretch leadership positions, and individuals who do not meet goals after six months are let go

# This sample diagnostic questionnaire outlines how an organization determines its talent management maturity level

Talent Management Diagnostic Questionnaire (Sample Results)					
Component	Question	Answer	Score	Rating	
				12 – 1 24 – 2 36 – 3	48 – 4 60 – 5
Plan	1. At which level of the organization does the human capital or human resources function reside?	B	3	5	
	2. What is the primary objective of the workforce planning function in your organization?	C	2		
Acquire	3. How does your organization acquire its critical workforce?	B	4	4	
Engage	4. How does your organization motivate high performance?	A	1	6	
	5. Who is responsible for talent management and engagement in your organization?	E	5		
Develop	6. What programs and tools are available strengthen competencies and acquire new capabilities?	D	4	7	
	7. How are training programs viewed by senior leadership?	C	3		
Deploy	8. How does your organization fill needs?	A	1	2	
	9. How does your organization manage workload?	A	1		
Lead	10. How are leaders identified?	B	2	5	
	11. How does your organization perceive human capital?	C	3		
Retain	12. How does your organization retain top talent?	C	3	3	
<b>TOTAL</b>				<b>30 (Level 2-3)</b>	