The Bersin & Associates Membership Program

This document is part of the Bersin & Associates Research Library. Our research is provided exclusively to organizational members of the Bersin & Associates Research Program. Member organizations have access to the largest library of learning and talent management related research available. In addition, members also receive a variety of products and services to enable talent-related transformation within their organizations, including:

- **Research** – Access to an extensive selection of research reports, such as methodologies, process models and frameworks, and comprehensive industry studies and case studies;

- **Benchmarking** – These services cover a wide spectrum of HR and L&D metrics, customized by industry and company size;

- **Tools** – Comprehensive tools for benchmarking, selection and implementation, and measurement;

- **Analyst Support** – Via telephone or email, our advisory services are supported by expert industry analysts who conduct our research;

- **Strategic Advisory Services** – Expert support for custom-tailored projects;

- **Member Roundtables®** – A place where you can connect with other peers and industry leaders to discuss and learn about the latest industry trends and best practices; and,

- **IMPACT® Conference: The Business Of Talent** – Attendance at special sessions of our annual, best-practices IMPACT® conference.

For more information about our membership program, please visit us at www.bersin.com/membership.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>4</td>
</tr>
<tr>
<td>Bersin &amp; Associates Talent Management Framework®</td>
<td>6</td>
</tr>
<tr>
<td>How to Read the Talent Management Framework</td>
<td>7</td>
</tr>
<tr>
<td>In Summary</td>
<td>10</td>
</tr>
<tr>
<td>About This Report</td>
<td>11</td>
</tr>
<tr>
<td>Regarding This Research</td>
<td>12</td>
</tr>
<tr>
<td>Come Visit with Us</td>
<td>12</td>
</tr>
<tr>
<td>Join Our Research Membership Program</td>
<td>12</td>
</tr>
<tr>
<td>About Us</td>
<td>13</td>
</tr>
<tr>
<td>About This Research</td>
<td>13</td>
</tr>
</tbody>
</table>
Introduction

The phrase “talent management” was coined many years ago and initially referred to the programs we used to manage the “top talent” in an organization. Over the last five years, with the help of our Talent Management Framework®, organizations have come to realize that integrated talent management strategies should be applied to all workforces in the organization.

As a matter of fact, organizational talent management has become one of the most critical priorities in human resources. Even more importantly, we now clearly understand that highly integrated and business-focused talent management strategies directly drive business results.

We first published our comprehensive research on this topic in 2007\(^1\), a time when most HR, and learning and development (L&D) managers were still new to these concepts (e.g., the integration of recruiting with performance, succession, leadership development and compensation). Today we find a wide variety of “definitions” for talent management – even within the same company. The concepts have been expanded to address new challenges in the workforce and workplace.

The exciting news is organizations realize that talent management, however they choose to define it, is important. Despite the growth and increasing importance of this topic, however, organizations still struggle with definitions. Our report, *The Talent Management Framework: A Modern Approach for Developing and Mobilizing Talent*\(^2\), is designed to refresh, update and “modernize” our Talent Management Framework.

Some important changes in our revised Talent Management Framework include:

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The concepts of talent management have been expanded to address new challenges in the workforce and workplace.

- An enhanced emphasis on the proven value of business ownership of the talent strategy;
- The addition of workforce planning as a new, critical and very high-value part of talent management;
- The expansion of competencies and learning into the broader domain of capability development;
- Additional focus on the connections between performance management, career management, succession management and leadership development as the focal points of the talent management infrastructure;
- The expansion and inclusion of talent acquisition and total rewards into the overall Talent Management Framework; and,
- The importance of defining and clearly developing foundational elements, such as organization and governance, talent infrastructure, talent segmentation, and analytics.

3 “Capability development” describes the integrated concepts of talent development, performance-driven learning and operational training.
Bersin & Associates Talent Management Framework®

Our research with hundreds of organizations has found that the world of talent management has changed significantly over the last few years. What initially began as an exercise of integration among disparate talent processes has evolved to a model that ensures business alignment and facilitates talent mobility. Our Framework is intended to show a visual, easy-to-read depiction of how all of the talent management processes come together, while highlighting the most important elements and practices to consider for high-impact talent management today.

“Talent mobility” is a dynamic internal process for moving talent from role to role – at the leadership, professional and operational levels. To achieve talent mobility, companies must adopt the principles of succession management at all ranks; provide transparent discussion of skills and potential, as well as organizational needs; and, focus on development across critical talent pools, based on business needs.
How to Read the Talent Management Framework

Talent management begins by defining a talent strategy in the context of the business strategy. In other words, the talent strategy should help the company to achieve its business goals. If what you are doing does not align to the business, then why are you doing it?

Alignment to the business strategy is critical for the next area, workforce planning. More than headcount, it is here that organizations will define their talent segments, identify critical roles and analyze organizational skills gaps. HR leaders will consider their talent needs for the next 12 to 24 months, and then use this information to drive succession plans, recruitment strategies and learning agendas.

Next, a company enters into the solutions phase of talent management. Capability and competency management was placed in this location of our Talent Management Framework for a very specific reason. It is this information – skills, competencies and experiences – that will enable organizations to answer the following questions.

• For what do we hire?
• Against what do we assess?
• Toward what do we develop?

Job profiles capture this critical information, and should be developed and managed (at a minimum) for all critical roles, which should have been defined in the previous area of workforce planning.

The largest section of the Framework, in the center, includes those processes that directly touch the employees at different stages of the employment cycle – recruiting, assessing, developing and rewarding.

One role of talent acquisition is to fulfill on the workforce plan. Whether filling positions with internal or external candidates, it is at this stage that a new “cycle” begins.

The next four areas are integral to developing and mobilizing talent to where it is needed.
• **Leadership Development** – Ensures that companies have high-performing leaders to run the company.

• **Succession Management** – Defines the kind of bench strength that is necessary for succession (top down – position-driven).

• **Career Management** – Creates awareness of employees’ career goals (bottom up – employee-driven).

• **Performance Management** – Provides a vehicle for assessing talent.

**Total rewards** is capped on the end of this center section. Throughout the employee lifecycle, it is critical that employees are rewarded appropriately.

**Learning and capability development** was placed toward the bottom of our Talent Management Framework, across the entire employee lifecycle, because it is truly an enabler for talent management strategies to be realized. Without learning, a company and its talent become stagnant. It is essential that talent continues to learn and develop as the business evolves and grows, and the workforce needs change. The learning and capability development function is, in turn, driven by gaps defined:

• Once an employee is hired or moved into a new role (the learning curve);

• By the data from performance management reviews (strengths and weaknesses);

• As a result of an employee’s career aspirations (progression); and,

• As necessary to fulfill a succession plan in some time period (readiness).

The pillars or bookends of the Framework are essential for keeping all of the moving parts connected. **Organization and governance** ensure alignment, oversight, accountability and follow-through, while **business**

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5 A “high performer” is an employee who is a key contributor, demonstrates high performance, is capable of a lateral move, may be qualified for a broader role within the same profession; and, has reached the potential to move “upward” in a management capacity.

6 “Bench strength” refers to the capabilities and readiness of potential successors to move into key professional and leadership positions.
metrics and analytics are defined to determine how effective the talent programs are, collectively.

An essential piece of our Talent Management Framework, the talent infrastructure ensures that data and processes are aligned, integrated and accessible. The infrastructure “maps” the processes, so that integration points are clear and provide the systems for enhancing the processes.
In Summary

Our Talent Management Framework® is a guide designed to help you build a comprehensive talent strategy for your organization. While individually each process solves problems to drive organizational impact today, you must consider the broad and wide range of options for integrated talent management.

The concept of talent management will continue to grow and change over time but, ultimately, it will and should follow the lead of business. As companies continue to diversify and innovate, so will our approach to engaging the talent that makes it possible.
About This Report

A detailed overview of the Bersin & Associates Talent Management Framework® is published in *The Talent Management Framework: A Modern Approach for Developing and Mobilizing Talent*. The report includes a compilation of research by Bersin & Associates analysts, which was drawn from major industry studies conducted in each defined area of the Framework.

Throughout our detailed report, we include the following four sections for each talent area:

- A high-level overview;
- Definitions of each of the fundamental elements;
- Strategic integration points between that specific talent area and other areas; and,
- Key metrics that companies should consider for evaluating the effectiveness of their processes and / or strategies.

Scattered throughout the report are best-practice examples from leading organizations.

For more information on this study, please visit [www.bersin.com/library](http://www.bersin.com/library).
Regarding This Research

We will be presenting highlights of this research at webinars and other events throughout the coming year. If you are interested in benchmarking your organization against the best practices developed in this report, please contact us. Our WhatWorks® Benchmarking service will provide your organization with the data, recommendations and strategic insights to determine the best course of action to adopt the high-impact learning practices of the modern learning function.

Come Visit with Us

We are continuing to expand our workshop and events program to bring research and best practices to your organization. In particular, we encourage you to attend our yearly research conference, IMPACT: The Business of Talent. We hope you will join us, and many other senior HR and L&D executives as they share their experiences and best practices with you.

Join Our Research Membership Program

Did you get a lot of valuable information from this report? If you like our research and would like to have complete access to more than 15,000 pages of research, case studies, analyses and bulletins, please consider joining our research membership program. Research members have access to all Bersin & Associates research and advisory services, as well as special discounts to our events and workshops. You can learn more by visiting www.bersin.com/membership or calling us at (561) 455-0622.

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7 For more information on our upcoming events and webinars, please visit www.bersin.com/newsevents.
8 For more information on benchmarking, please visit www.bersin.com/benchmarking.
9 For more information about this conference, please visit www.bersin.com/impact.
About Us

Bersin & Associates is the only research and advisory consulting firm focused solely on WhatWorks® research in enterprise learning and talent management. With more than 25 years of experience in enterprise learning, technology and HR business processes, Bersin & Associates provides actionable, research-based services to help learning and HR managers and executives improve operational effectiveness and business impact.

Bersin & Associates research members gain access to a comprehensive library of best practices, case studies, benchmarks and in-depth market analyses designed to help executives and practitioners make fast, effective decisions. Member benefits include: in-depth advisory services, access to proprietary webcasts and industry user groups, strategic workshops, and strategic consulting to improve operational effectiveness and business alignment. More than 3,500 organizations in a wide range of industries benefit from Bersin & Associates research and services.

Bersin & Associates can be reached at http://www.bersin.com or at (510) 654-8500.

About This Research

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