

Sample
Full results available to members only

Survey Results

Talent Management Practices and Opportunities



INSTITUTE FOR
CORPORATE PRODUCTIVITY

About i4cp

The Institute for Corporate Productivity (i4cp) is the world's largest vendor-free network of corporations focused on building and sustaining a highly productive, high-performance organization. With a combination of peer networking, research, tools and technology, i4cp is designed to lead organizations through an economic climate where improving productivity and performance is mandatory.

More information about this topic is available

The following results are a preview of the full results and analysis that are available to companies in the i4cp network. In addition to the results below, we offer the following related material:

- Research reports and analysis
- Interactive Data to compare and benchmark
- Corporate examples and best practices
- Practitioner-contributed commentary and practices
- Presentation-ready data in Microsoft PowerPoint format

Other Benefits and Features

Join the i4cp network of organizations to take advantage of these key benefits that many of the most successful companies in the world utilize to maintain a competitive advantage:

- Member-only discussions and solution groups
- Direct link to i4cp research analysts
- Just-in-time and on-demand research
- Access to peer experts and thought leaders (without the noise of consultants or vendors)

Join i4cp today – go to i4cp.com/contact to get started and take another large step towards improving your organizations performance.

About this report

The Institute for Corporate Productivity (i4cp), commissioned by the American Society for Training & Development (ASTD), conducted the *ASTD/i4cp Talent Management Survey 2008* during May and June 2008. The target survey population consisted of the i4cp e-mail list of primarily high-level business, HR and learning professional contacts from ASTD and i4cp. In total, 518 people responded to the survey. Respondents represented a variety of organizational sizes and industries.

Member companies may reproduce and distribute this report on an unlimited basis to their employees for internal management purposes only. Nonemployees (including outside consultants) may not be given copies of or access to i4cp's reports, online services or conference materials. Copyright the Institute for Corporate Productivity, St. Petersburg, Florida, U.S.A. All rights reserved.

Note: Due to rounding, percentages may not total 100.

Contents

■ Summary	2
■ Survey Process	6
■ Presentation of Survey Findings	6
■ Demographic/Company Profile Questions and Results	7
■ Performance Questions and Results	10
■ Talent Management Questions and Results	11
■ Authors and Contributors	24

Summary

The *ASTD-i4cp Talent Management Study* (the Study) found that integrated talent management is a relatively new practice that will become increasingly emphasized in organizations over the next three years. It's also an area where there's much room for improvement. Only about one in five organizations report that, to a high or very high degree, they manage talent effectively.

The Study put forth a definition of talent management that was viewed as valid by a large majority of respondents: *a holistic approach to optimizing human capital, which enables an organization to drive short- and long-term results by building culture, engagement, capability and capacity through integrated talent acquisition, development, and deployment processes that are aligned to business goals.*

The Study also identified multiple opportunities for organizations that wish to enhance their talent management capabilities: integrating TM components more effectively, focusing efforts on the right programs and processes, determining how best to lead talent management programs, nurturing talent-oriented corporate cultures, adopting talent management metrics, and cultivating the skills needed to manage talent effectively.

Integrating the Components of Talent Management

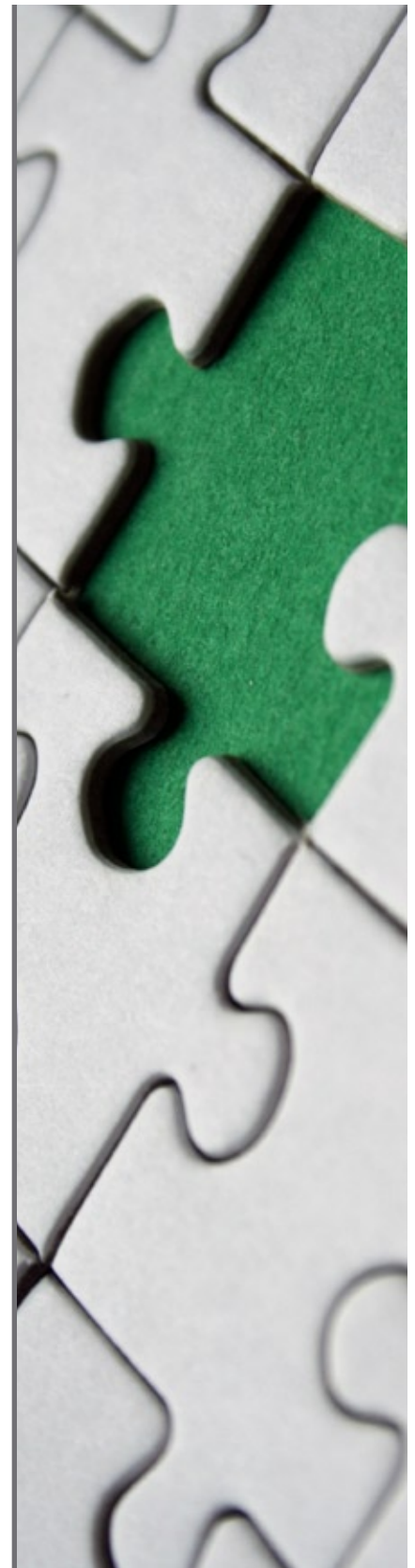
The Study asked respondents about 20 of the components of talent management. The results suggest that talent management comprises a whole that exceeds the sum of its parts. Integration serves to reinforce and support each of the components, generating synergy among them and lending cohesion to the talent management program. Performance management is the most commonly integrated component, followed by learning/training, leadership development, high-potential employee development and individual professional development.

But a lack of integration is a concern for most companies. Only 19% of the respondents said that their companies integrated talent management components to a high or very high extent, and only one in five said their firm has the technological capability to do so. This is a problem because a high level of integration is positively and significantly correlated with the ability to manage talent effectively. Significant opportunities exist for firms that wish to further integrate their programs and approaches.

Determining Focus and Responsibility

In the still-evolving field of talent management, there's no consensus on who is viewed as "talent." Three-fifths of Study participants said that, to a high or very high extent, their organizations directed talent management efforts toward senior...

The rest of the summary is available to i4cp members.



Survey Process

Target Survey Population

The target survey population of the *ASTD/i4cp Talent Management Survey 2008* consisted of the i4cp e-mail list of primarily high-level business, HR and learning professional contacts from ASTD and i4cp. In total, 518 people responded to the survey. Respondents represented a variety of organizational sizes and industries.

Survey Instrument

In this survey, multiple questions used the well-accepted 1-5 Likert-type scale, with a 1 rating generally designated as “not at all” and a 5 rating as “a very high extent.” There were 26 questions in all, including those geared toward the demographics of respondents. Various questions had multiple parts.

Procedure

A link to an online survey was e-mailed to the target population during May and June 2008.

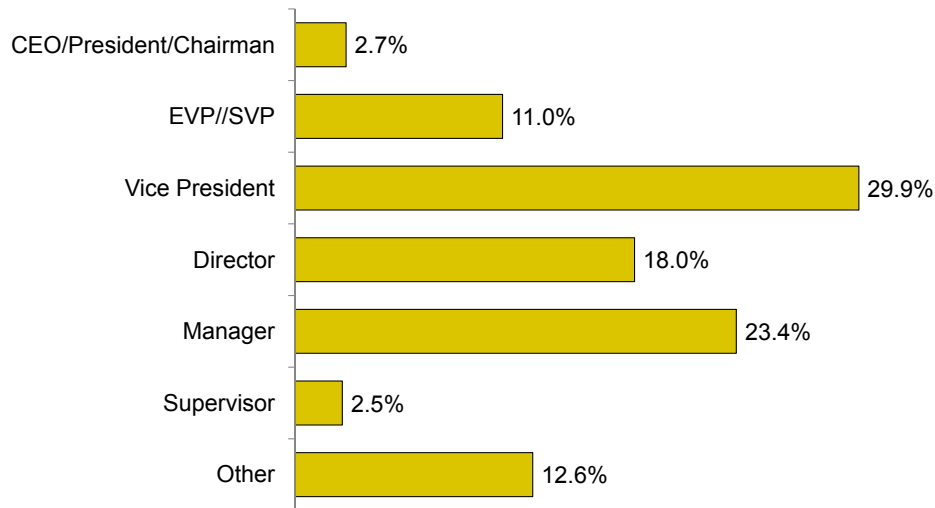
Presentation of Survey Findings

For various questions, survey findings are correlated with talent management effectiveness, which is based on the degree to which respondents believe their organizations are managing talent effectively. The correlation coefficient (r) is used to measure the strength and the direction of the relationship between two variables. The closer a correlation is to +1, the stronger the positive relationship between the two variables such that an increase in one variable is associated with an increase in the other. But, just because two variables are found to be correlated does not mean that a cause-and-effect relationship exists. When a correlation between the two variables is significant, for example at $p < .05$, you are saying that there is only a 5% chance that these results would have occurred by chance. Stated differently, you can be 95% confident that these results are not in error and that you would get these same results if you conducted this research again.

Demographic/Company Profile Questions and Results

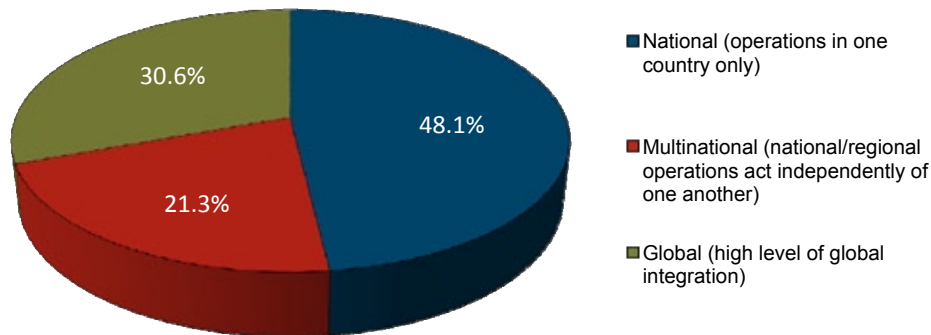
1. What is your current title?

Talent management is obviously a topic of interest at senior levels of the organization. Respondents at the vice president level or above comprised 44% of the survey participants. Another 41% were at the director or manager level.



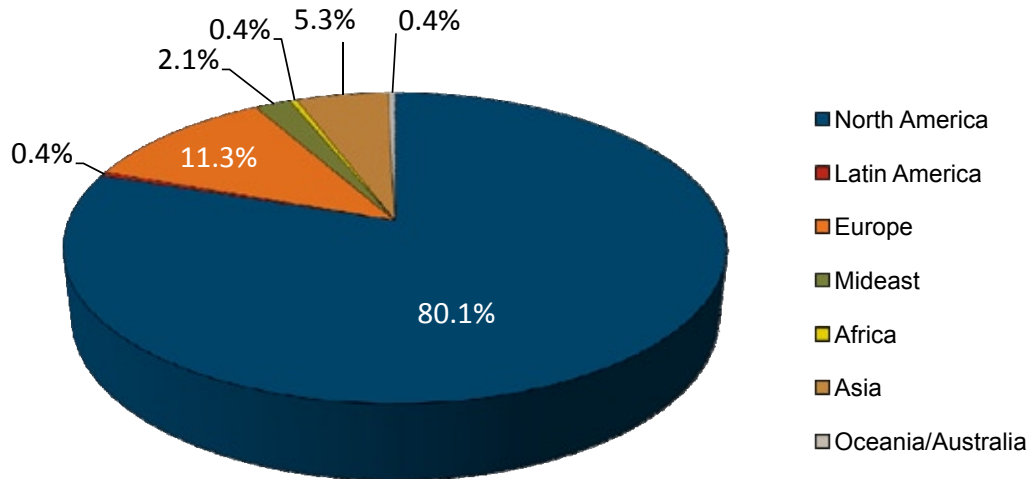
2. Describe your organization’s type of operation

Multinational and global operations were well represented. Fewer than half of respondents (48%) represented national companies (with operations in only one country), while 21% of those surveyed were from multinational firms (where national/regional operations act independently of one another) and 31% represented global firms (with a high level of global integration).



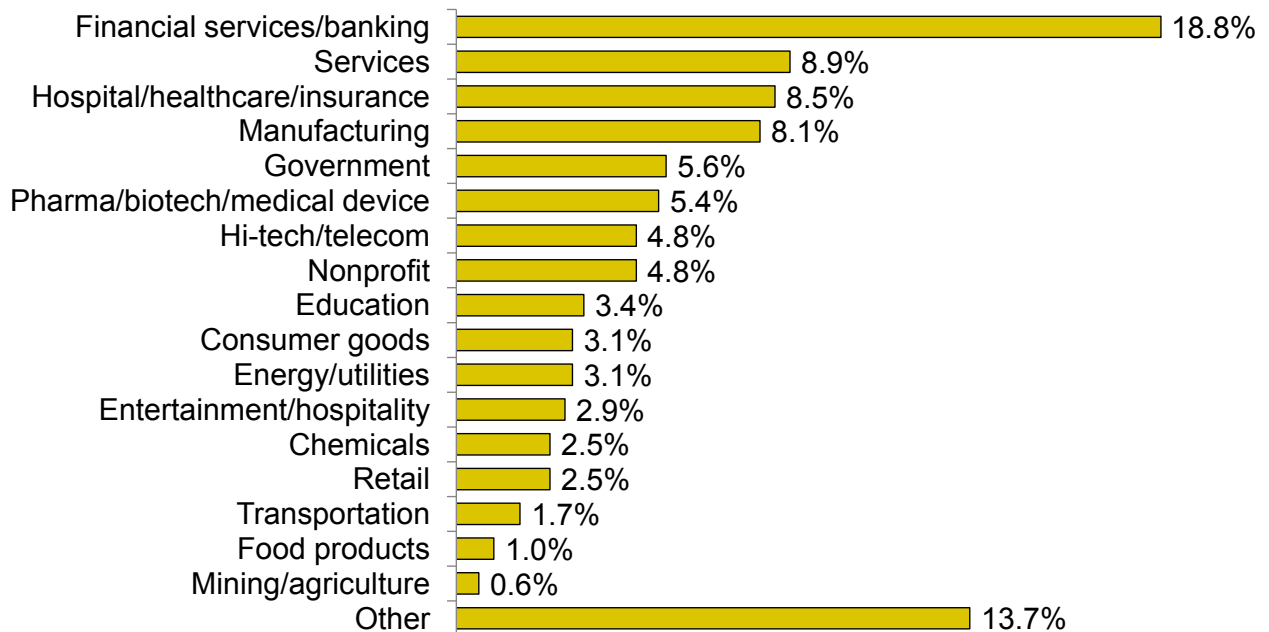
3. In what region is your organization headquartered?

North American-based organizations were heavily represented in the survey. Eight in 10 respondents indicated their firms were headquartered in North America. Firms based in Europe comprised 11% of survey participants. Respondents also represented firms based in Asia, the Mideast and, to a small extent, Latin America, Africa and Oceania/Australia.



4. In what sector does your organization operate?

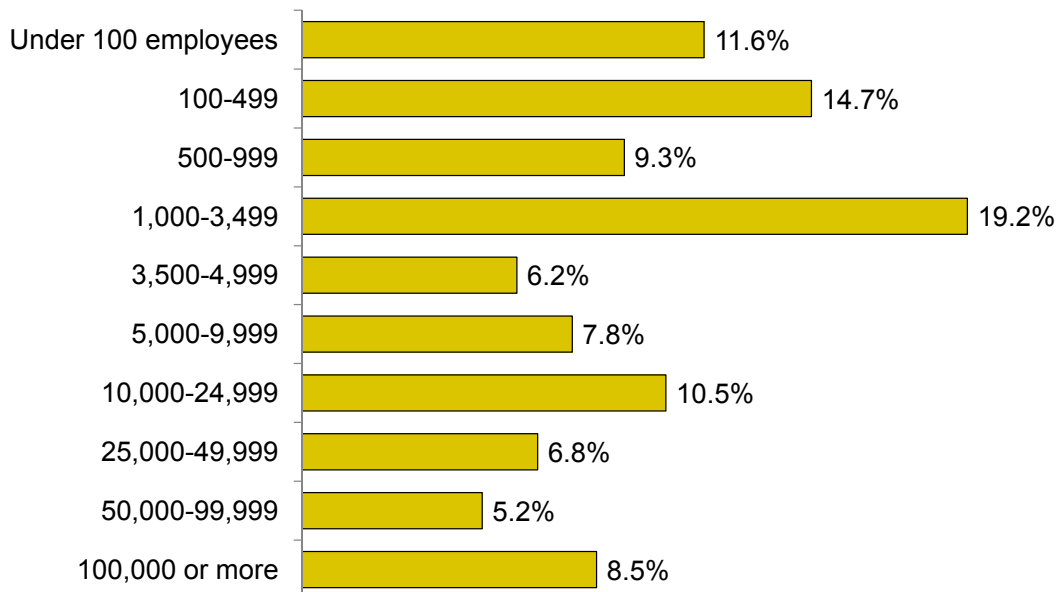
The talent management survey drew a broad response, with participants representing many sectors. The largest single cohort was the financial services/banking sector, with 19% of respondents. Each of the 17 sectors was represented.



5. What is the size of your organization’s workforce?

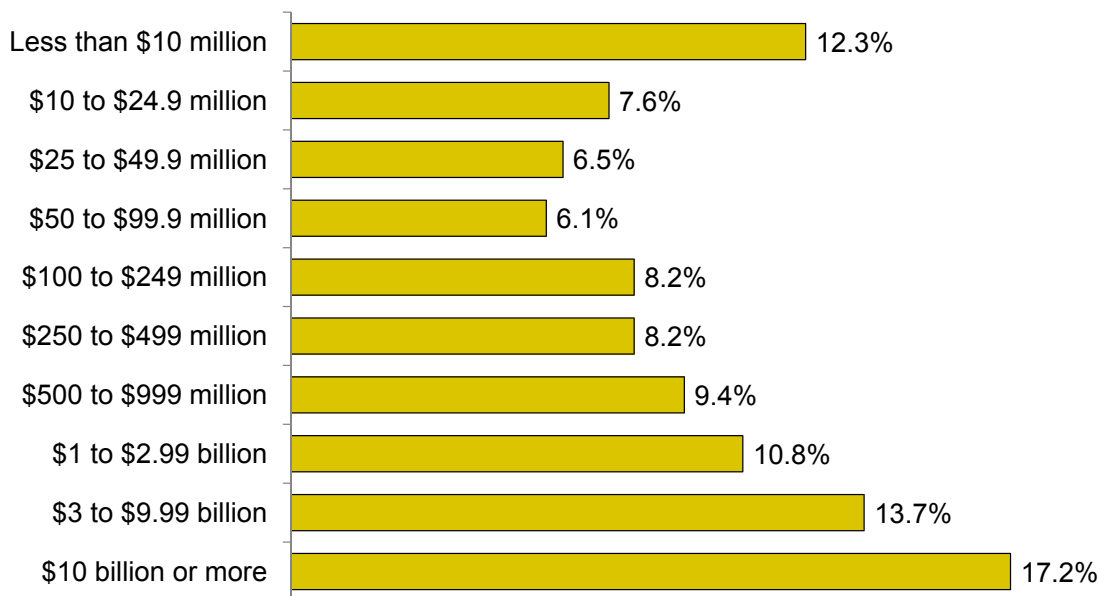
In terms of number of employees, organizations of all sizes participated in the talent management survey.

Nearly one-third of respondents (31%) represented firms of 10,000 or more employees, 33% were from firms of 1,000 to 9,999 employees, and 36% represented companies of less than 1,000 employees.



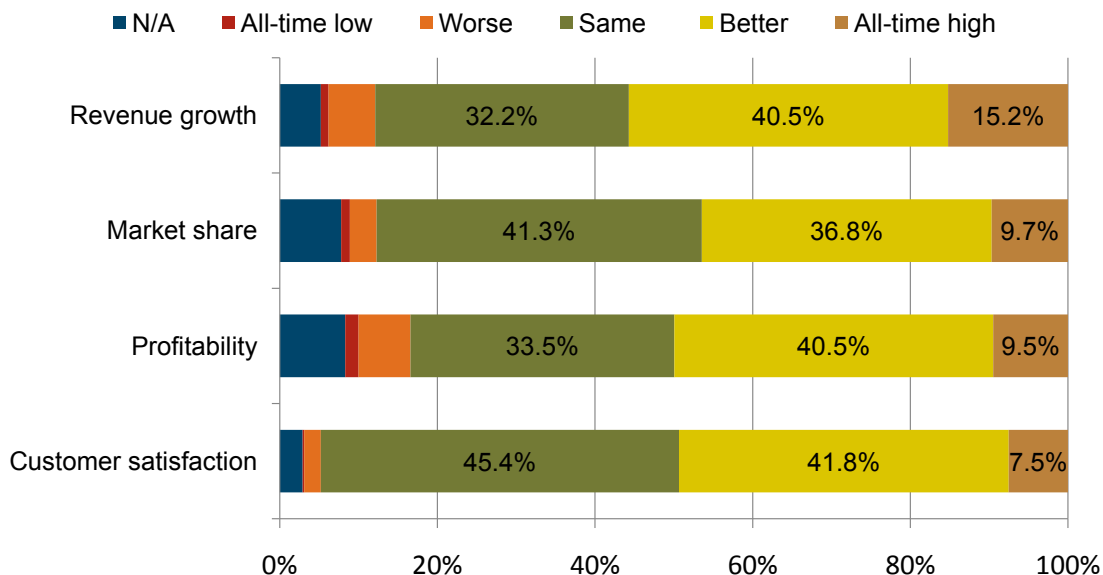
6. What is your organization’s total revenue?

Respondents represented a broad spectrum in terms of organizational revenues. Nearly one-third of respondents were from firms with less than \$100 million in total revenues, while 37% represented firms with revenues of \$100 million to \$2.99 billion. The final 31% of respondents were from organizations with \$3 billion of revenue or more.



Performance Questions and Results

1. Compared with the past five years, how would you rate your company’s performance now?



Revenue growth

Respondents reported positive changes in revenue growth. More than four in 10 said revenue growth now was better than in the past five years, and 15% even said it was at an all-time high. Just under one-third (32%) said it had remained about the same.

Market share

Similar positive results were reported in market share over the past five years. About 37% said their organization’s market share was better now, and 9.7% said it was at an all-time high. The biggest proportion, however, (41%) said it was largely the same.

Profitability

Half of survey respondents said profitability was better than five years ago (41%) or at an all-time high (10%). Another third (34%) said it was the same as five years ago at their firms; but 7% said it was worse.

Customer satisfaction

The largest proportion of respondents said customer satisfaction was the same (45%) or better (42%) than five years ago. Just 8% of them said their firm’s customer satisfaction was at an all-time high.



Peers • Research • Tools • Technology

411 First Avenue South • Suite 403 • Seattle, WA, U.S.A. 98104
Telephone 866-375-i4cp (4427) • Fax 206-624-6951

5959 Central Avenue • Suite 201 • St. Petersburg, FL, U.S.A. 33710
Telephone 727-345-2226 • Fax 727-345-1254
www.i4cp.com



INSTITUTE FOR
CORPORATE PRODUCTIVITY