

REINVENTING TALENT MANAGEMENT

Annual Sponsors' Meeting

Center for Effective Organizations

USC Marshall School

May 2, 2017

Edward E. Lawler III

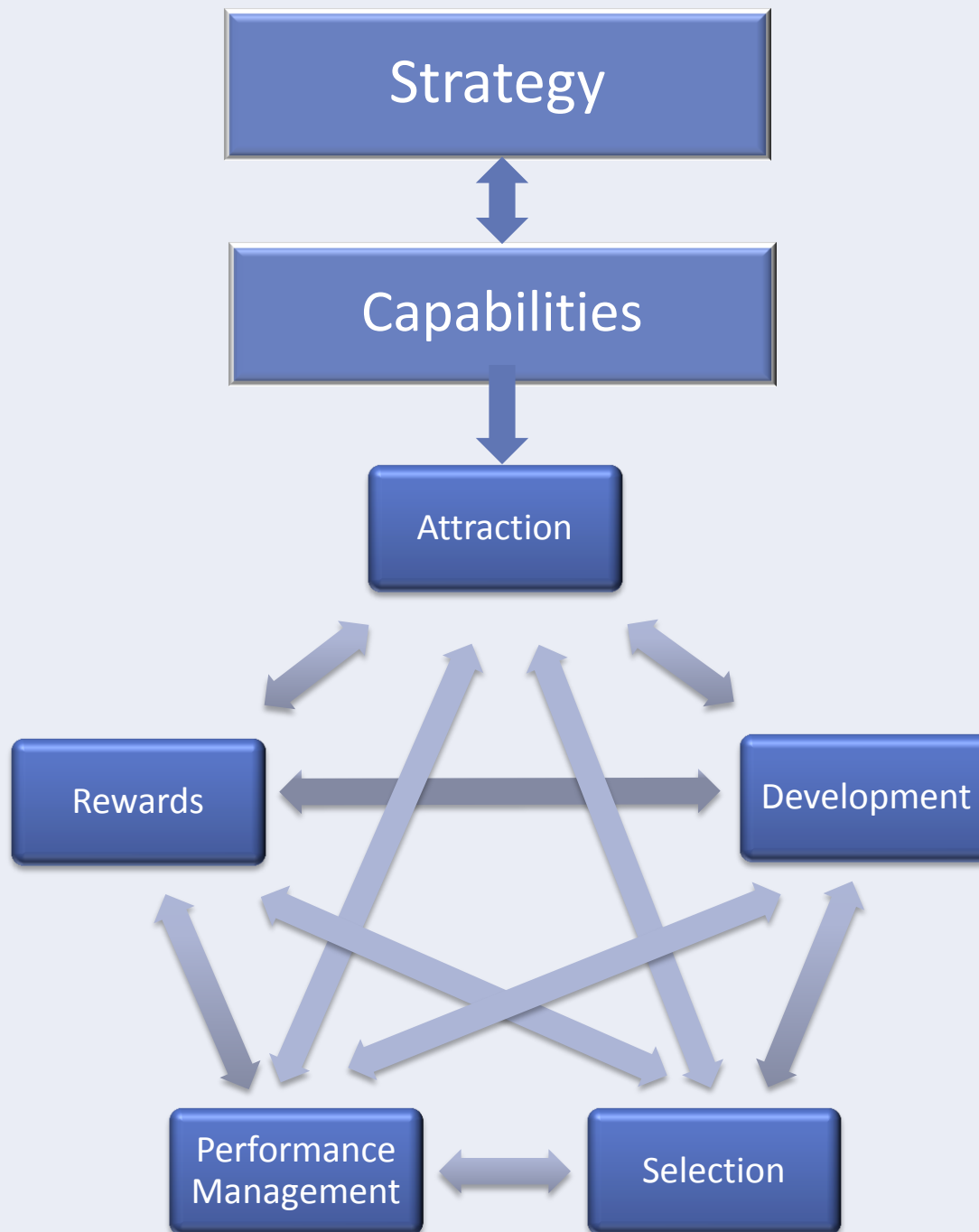
Center for Effective Organizations

USC Marshall School

ceo@usc.edu

Growth and Future Importance of Major Changes

	Importance	Growth
Globalization	high	moderate
Technology	high	rapid
Diversity	medium	slow
Sustainability	medium	moderate
Change/Agility	high	rapid
Critical Talent	high	moderate



Talent Management Principles and Changes

	Changes						
Talent Management Principles	Global	Sustainable	Technology	Diversity	Change	Talent	Average
Strategy driven	2	2	3	1	2	2	2.0
Skills based	2	2	3	1	3	3	2.3
Performance focused	3	2	2	2	2	3	2.3
Agility	2	1	3	1	3	2	2.0
Segmentation	3	1	2	3	1	2	2.0
Evidence based	2	1	3	2	2	3	2.2

1 = Little or no importance; 2 = Moderate importance; 3 = Very high importance

Attracting the Right Talent

Strategy driven

Target brand and recruiting process to attract key talent

Skills based

Fine tune attraction based on key skills

Performance focused

Clear message about the importance of performance and how it is rewarded

Agile

Clear contract with respect to continued employment and to change; use gig talent

Segmented

Multiple recruiting messages and approaches based on skills and strategy

Evidence based

Analyze who is attracted, why they are, and compare this to performance and retention

Selecting the Right Talent

Strategy driven

Focus on selection for key jobs and behaviors

Skills based

Use tests, work history, simulations, and structured interviews

Performance focused

Assess past performance; use internship and work samples

Agile

Look at history of skill and skills development

Segmented

Use work specific selection practices; focus on work that makes a difference

Evidence based

Validate all selection practices and decisions on a continuous basis

Developing Talent

Strategy driven

Target key talent; develop mix of employment deals that fit strategy

Skills based

Focus on developing and retaining key skills

Performance focused

Reward and retain based on skills and performance

Agile

Structure employment deals and employee development to fit the need for agility

Segmented

Develop and create work relationships based on skills needed

Evidence based

Analyze costs and benefits of development; assess engagement and turnover of talent

Performance Management

Strategy driven

Goals and measures used are driven by the strategy

Skills based

Assess skills and set development goals

Performance focused

Use measureable performance goals

Agile

Use frequent goal setting and performance review to adjust for strategic change

Segmented

Adapt process to type of work and skills of participants

Evidence based

Appraise the appraisers and measure the outcomes of the process

Rewarding Talent

Strategy driven

Target skills for higher pay; reward key performance

Skills based

Base pay rates on skills

Performance focused

Reward individual, team, and organization performance with bonuses and stock

Agile

Reward skill development to fit the need for agility

Segmented

Different amounts and kinds of rewards based on skills and performance; reward choices available

Evidence based

Analyze performance of individuals making different reward choices; impact of rewards on performance, turnover, and attraction

Talent Management Reinvented

- Realistic and targeted
- Segmented
- Focused on social media
- Based on evidence

Attraction

- Public pay
- Choice
- Based on skills
- Rewards performance
- Based on evidence

Rewards

Development

- Focused on agility
- Targets key talent
- Segmented
- Based on evidence and cost

Performance Management

Selection

- No ratings
- Frequent
- Based on goals
- Determines rewards

- Focused on key skills
- Work history
- Structured interviews
- Continuous validation
- Focused on agility

Organization Design

Strategy driven

CHRO Board presence; member's with talent expertise

Skills based

CTO senior management position

Performance focused

Talent decisions and practices influenced by management approach

Agile

Talent decisions integrated with strategy and organization design changes

Segmented

Analytics that can show differences in results and preferences by segments

Evidence based

Analytics group that creates talent management evidence

Percentage of current time spent on various HR roles, United States

HR Roles	Means							
	1995 ¹	1998 ²	2001 ³	2004 ⁴	2007 ⁵	2010 ⁶	2013 ⁷	2016 ⁸
Maintaining records: Collect, track, and maintain data on employees	15.4	16.1	14.9	13.2	15.8	13.6	15.2	13.2
Auditing/controlling: Ensure compliance with internal operations, regulations, and legal and union requirements	12.2	11.2	11.4	13.3	11.6	12.5	13.0	12.0
HR service provider: Assist with implementation and administration of HR practices	31.3 ⁷	35.0 ⁵⁷	31.3 ⁷	32.0 ⁷	27.8 ²	30.4	25.7 ¹²³⁴	25.9 ²
Development of HR systems and practices: Develop new HR systems and practices	18.6	19.2	19.3	18.1	19.2	16.7	19.0	20.9 ⁶
Strategic business partner: Member of the management team; involved with strategic HR planning, organizational design, and strategic change	22.0	20.3 ⁶⁷	23.2	23.5	25.6	26.8 ²	27.1 ²	28.1 ²

¹²³⁴⁵⁶⁷⁸ Significant differences between years ($p \leq .05$).

From: Lawler, E.E., & Boudreau, J.B. (2015). *Global Trends in Human Resource Management: A Twenty-Year Analysis*. Palo Alto: Stanford University Press. Results from 2016 are new and not included.