TM^3: A framework for superior talent performance

Planning, managing and leveraging talent for higher flexibility, scalability and agility.

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INTRODUCTION

Our increasingly complex, faster and competitive world makes planning and execution more difficult than ever. This is no problem if you have the right people. But, the same and other trends make talent management harder than ever before.

Organizations risk getting pulled into an accelerating down-ward spiral of talent challenges, limited strategic options and execution failure.

Organizations that recognise the new realities will avoid its pitfalls and exploit the new opportunities to enter a virtuous circle of higher organizational agility, readiness and competitiveness.

This paper first explores the important business and talent trends, VUCA, the emerging freelancer economy, and the war for talent. Then, a framework for the design of a virtuous circle for higher talent and organizational performance is introduced.
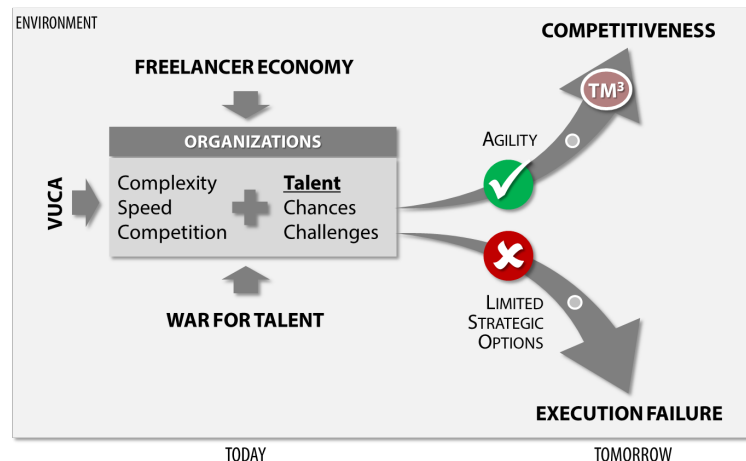
TREND 1: VUCA

Our business world is more inter-connected than ever. It is global, virtual and mobile. Technology and affordable transportation allows for execution at the speed of light, diseases can spread around the globe in 24 hours and new competitors can emerge any-time and from any-where.

This chaotic world is described as VUCA. It is Volatile, Uncertain, Complex and Ambiguous. VUCA is increasing the rate of change in most of our social, biological and economic systems. It challenges our ability to understand what is happening and to devise and assess the impact of actions we take.

The accelerating rate of innovation creates new skill requirements. Knowledge and skills are expiring faster than ever. Examples include engineers across many industries and data scientists required for big data labelled as the "sexiest job of the 21st century"[1].

Most people and organizations initially react defensively to VUCA. They hold back investments, cut costs and reduce hiring. But managing successfully in a VUCA world requires new proactive and forward-looking leadership capabilities. It also requires reserve resources including information, money and people.

Resources do not only need to be available at the right quality and quantity, they also need to be held in reserve to increase organizational responsiveness and agility. Reserves ensure that unforeseen events and situations can be quickly responded guided by forward-looking strategies and informed by principles, values and vision.

Organizations operating in a lean, just-in-time fashion traditionally do not possess excess reserves. Businesses that are only focusing on their immediate environment and the next quarter do not possess the necessary strategic foresight to anticipate events. Companies without fast decision making and edge-execution abilities cannot react quickly enough. All of them risk elimination by increasingly common surprise events such as rapid technology disruptions, social unrest or natural disasters.

TREND 2: THE FREELANCER ECONOMY

After many years of cost cutting and productivity improvements, businesses have exhausted their ability to drive more bottom-line growth. Despite the fact that CEOs still see cost-cutting as their top priority[2], the focus is slowly shifting to top-line growth, lasting customer relationships and innovation. At the same time employee skills like collaboration, communication, creativity and flexibility are being considered the most critical for future success[3]. The new interest in talent finds organizations in a new world governed by different realities and rules. It's a world to which many will have to adapt: the Freelancer Economy.

After years of lay-offs[4] and delayed hiring[5] despite higher than ever profits[6] businesses are seen as having finally revoked the implicit social contract of "security for loyalty". Life-long employment is a thing of the past. In the new world humans are treated as resources: Human Resources. Like money and IT, also people are increasingly "fired-and-hired-back", put off the balance sheet, outsourced or off-shored and converted them from Capex to Opex. Achieving higher flexibility for a resource that is the highest cost factor for many businesses makes a lot of business sense. Payment for results replaces payment for presence, tenure, experience or degrees. Task work becomes more common.

HR is challenged to keep up. Staff engagement is low[7]. Established HR practices like performance management or career planning seem to have lost their effectiveness and credibility being used by their creators primarily to limit salaries[8]. Leadership, retention and engagement, reskilling the HR function and talent acquisition and access are the top HR priorities[9]. HR managers are under immense pressure and are seen to fail to deliver against business expectations.[10]

In a world without job security and loyalty, money rules. Nowhere is this more visible and tragic than with youth unemployment. It stands at 24% in Europe and is peaking at 58% in Greece[11]. Even in a rather stable economy like Germany, university graduates struggle to find permanent positions: a third of the highly educated young can only secure low-paying temporary positions. A "generation internship" is created and another social contract is voided: "get a degree and you will get a good job". Opportunistic job-hopping prevails even in booming markets like Thailand, the Philippines and Singapore.

The effects are long-term. We are creating a young generation that has learned to be entrepreneurial from the beginning, has tasted the benefits of individuality and freedom while making financial ends meet. It's a generation that will not want to be employed anymore[12]. Having a job seems to be so "old". Being entrepreneurial, launching a start-up and living the life of a digital nomad is hip.

On the other end of the experience scale, more and more senior executives are quitting their jobs in search for a more balanced life in evasion of organizational pressure, politics and burn-out.

These trends among our young and our most experienced people are only one sign of the emerging freelancer economy. New developments usually start at the fringes before they become mainstream.

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[2] PwC 17th Annual Global CEO Survey
[3] IBM Global CEO Study 2012
[4] Challenger & Gray Job cuts Report, January 2014
[5] New York Times
[6] The Infamous Chart Of Corporate Profits Vs. Total Wages, Business Insider, 29/11/2012
[7] Gallup State of the Global Workplace Survey, 2013
[8] Forbes, June 2014
[9] Global Human Capital Trends Report, 2014, Deloitte University Press
[10] Ron Ashkenas, Why Managers and HR Don't Get Along, HBR.org, July 2014
[11] Eurostat 2013

The Freelancer Economy is enabled by globalization, technology and mobility and accelerated by marketplaces of Elance, Odesk or Freelancer.com that create market transparency allowing everybody to find tasks, temp positions, projects or contracts at an individual sweet-spot of pay, passion and purpose that many organizations are struggling to hit.

The Freelancer Economy benefits from the free availability of information on the Internet. Just in passing by it accelerates the demise of the classic information access advantage of traditional consultancies while putting their fees further under pressure. Experts are more accessible and prepared to engage than ever before.

People who are prepared to work virtually and globally, hold standardized professional certifications, master English and technology are increasingly able find work everywhere, every time.

In the Freelancer Economy people pursue work, not jobs, are paid for results not attendance or degrees. Freelancers don't suffer from micro-management, office politics, bad work conditions and are not forced into only superficially objective performance and career planning systems for stagnating salaries.

As the rich are getting richer and the poor are getting poorer being part of the old labor market feels like being on the wrong side of this development. The Freelancer Economy gives everybody at least the illusion to working themselves into the other direction.

The labor market is becoming global and transparent. By 2020 the economies in mature markets like the US are expected to reach a freelancer share of 50%[13]. For the average company that translates to a contingent staff level of 40%. Trend: growing.

The latest Gallup Employee Engagement Survey[14] found that only 12% of employees are engaged. The rest presumably suffers and only works for money. Finding work at similar and sustainable pay levels and pursuing your passion is becoming easier. Attrition rates will continue to rise and the loss of knowledge for organization can reach critical levels.

As Dan Pink puts it so succinctly: "Talented people need organizations less than organizations need talented people."

TREND 3: THE WAR FOR TALENT

By 2020 there could be an 18 million person shortage in the supply of high skill, college-educated workers in advanced economies alone. If you add China, the shortfall could be as high as 35 million.[15] The number of CEOs concerned about their ability to find key skills is growing and has now reached 63%. 32% have already adjusted their talent strategy[16].

The war for talent rages. It is fuelled by VUCA, the emerging of the Freelancer Economy, technology change, value changes and ageing. As the old generation makes room for the next different work styles, values and expectations are joining the workforce and exert cultural pressure on organizations.

Ageing together with low birth rates is expected to reduce the size of the active workforce in Europe by 29 per cent in 2050[17].

Globalization is entering a new phase where business are not only competing globally for customers but also for resources, including talent. The war for talent is global. Driven by de-regulation, technology and

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[13] Workmarket
[14] Gallup State of the Global Workplace Survey, 2013
[15] McKinsey, November 2012
[16] PwC 17th Annual Global CEO Survey

organizational flexibility some businesses are increasingly capable to find, engage and hire talent no matter where they are.

In his book "One World, One Company" Fredrik Härén describes a new type of company: Truly Global Companies (TNCs). Different to Multi National Companies (MNCs) they see the world not just as a single market full with customers who want to buy their products that are produced back in Head Quarters. TNCs are prepared to execute globally. They do not only sell globally but enter all markets in parallel. They adopt "bad English" as the common language, conduct research in Israel, design & pilot in Singapore, produce in Vietnam and Mexico, run HR as a virtual function and move their HQ to wherever the CEO comes from.

New companies are increasingly born as TNCs. The generation of "digital natives" are beginning to create their own companies. Their assets are in the cloud, their employees work from home, their language of business is English, they offer flexible vacation and working hours and hire based on beliefs, purpose and values. They can be setup within days and execute globally immediately.

Organizations who cannot adjust will continue to lose experienced people at the top and struggle the hire entry level positions from an increasingly independent roster of young. It leaves them with a "middle market" comprised of people in their 30 to 50's who have grown-up in the old world where having a job was the way to go.

Faced with lay-offs and stalling careers, employees increasingly realize that they also need to change and find answers to questions like "What do I want?", "What can I do well?" or "What is my product?" As the answers come in those who have an entrepreneurial spirit and marketable skills and experiences will leave first. The war for talent becomes fiercer.

We are entering a world where the unnatural separation of life and work that was introduced by industrialization is dissolving. We will not be forced to take predefined roles or jobs at fixed salaries and hours in remote office locations that contradict our preferences or even values anymore. Who we are and what we do becomes compatible again. Current ailments of the workplace like burn-out, mobbing or work-life balance will become non-issues. When, how much and for whom we work is not predefined and fixed anymore.

OUTLOOK

Some hope that these challenges will soften over time as special effects like baby-boomer retirement fade. They hope that VUCA or the war of talent will go away. They hold on and wait for the storm to pass. They expect that everything will be back to normal soon.

But the next round of challenges is just around the corner. Technologies like the Internet of Things, Artificial Intelligence, Robotics or 3D printing have only started to show their disruptive potential.

Robots are expected to kill every 2nd job by 2050[18]. Cars don't need drivers anymore. Digital end-to-end product life-cycles enable fully automated production. Production will move from remote locations like China or Vietnam back to where the consumers are.

In the long-term we will live in a world where there is not enough work anymore. In the far future the amount of work will decrease to a point where not everybody will have to work full time or find any work at all.

Our societies will need to devise new taxation, social and education systems to cope. Work will be increasingly an individual option and choice. Organizations, people and governments will continue to

use the new talent capabilities that they acquire at the moment to cope with those new challenges in the future.

The war of talent will not go away. It will be different, more qualitative than quantitative.

Our world will continue to become more inter-connected. Technology change will continue to increase. The world of work will continue to change. These trends are hard. They need hard responses.

The trends challenge our traditional way of thinking about talent and they make established processes, systems and organizational structures irrelevant, or dysfunctional at best. These trends are systemic. They need systemic answers.

ORGANIZATIONAL CONSEQUENCES

As companies move out of the recession, growth is back at the top of the CEO's agenda. Growth lead by expansion into new and emerging markets like Asia, product and service innovation, and most importantly, people.

No talent, no growth. Lack of talent is emerging as a critical inhibiter of growth strategies. Many companies lack sufficient levels of talent to devise repeatable game-changing, next-generation offerings. To execute any particular growth strategy, companies need retain and engage the people who are critical to their current business whilst attracting and assimilating new talent with relevant skills to lead future endeavours.

The impact of the war of talent on organizations is to a lesser degree caused by the actual un-availability of talent but more by the in-ability to adjust to and exploit the new realities. People still want to work, but not in the traditional way offered by most companies. If organizations embrace and adapt to the new realities they will continue to thrive.

In a world where one cannot assume that the talent will fit the organization the organization needs to fit the talent. We need to learn faster. Our current organizational capabilities and knowledge especially in HR, Strategic Planning and Innovation may be irrelevant. Some will need to change more than others, some faster than others. All will need to become more open, externally focussed, pro-active and flexible.

Yet, many organization's ability to plan and execute change is low. **Strategy Execution remains both the number 1 and 2 challenges for many CEOs**. Strategic Workforce Planning (SWP) is only considered a priority by 46% of organizations and only 13% thought it effective.

34% of CEOs want to increase their planning horizons. Only 9% want to decrease it. 51% of companies are already planning or would like to plan to 5 years or more.[19]

Better long-range planning is needed as traditional responses and thinking based on internal balance sheet views will not be enough to remain competitive. Leadership and strategic talent to drive and manage this type of transformation are also in critically short supply.

Companies who are not truly global are facing growing difficulties to find the right talent as their local job markets are being raided by competitors who see only one single global talent market.

The talent shortage is so severe that some companies already need to change their approach to strategic planning. Traditionally, talent is an after-thought of strategy: define the strategy, plan it and provide funding. The required talent is assumed to be available when you need to execute.

We are seeing the first companies who cannot find the right talent when they want to execute their strategies. For them, talent is already a limiting scarce input factor. They are forced to ask the question "What can we do with the talent we have?" They need to limit their ambitions and adjust their strategy accordingly. They are faced with limited strategic options and might not be able to respond appropriately in a VUCA world.

Approaches to addressing these challenges have played at the edges, providing temporary fixes to the FTE critical talent shortfall through developing contingent workforces, sub-contracting and outsourcing. This ad-hoc approach fails to address the fundamentals of how to plan and design the organization to meet the needs of a highly disperse and diverse 21st Century workforce.

Today's evolving workforce is a portfolio of full-time employees, contract and freelance talent, and, increasingly, talent with no formal ties to a company at all. People move from role to role and across organizational and geographical boundaries more freely than ever.

Global markets and products are driven by accelerating innovation and growing scale, and they demand talent pools and systems that can be rapidly assembled and reconfigured. Business leaders and customers expect agility, scale, and the right skills on demand.

We are now entering an era in which firms will compete on knowledge and intangible assets, and access to and management of critical talent is of strategic importance. Competing successfully will require work in a broad range of areas including:

- **Talent Management Strategy:** effective talent planning, acquisition, engagement & retention, higher staff mobility, better succession planning, on-boarding & knowledge management, more flexible incentive & remuneration systems and employment schemes

- **Leadership Development:** building future leaders that provide vision, shape culture, build external and internal relationships, manage change from the outside in and represent the organization

- **Organizational Design:** re-defining the operating model, processes, governance and organizational structure for higher social and digital media mastery, wider adoption of out-sourcing and off-shoring, seeing project management as a core competitive skill, faster project approvals, faster budgeting and assignment of IT resources, the flattening of hierarchies and de-centralization of decision-making, the projectization of existing processes for higher scalability and external talent access

- **Culture Transformation & Employer Brand:** Attracting diverse workforce groups based on an open, diverse & inclusive corporate culture and new engagement practices for a higher sense of belonging and purpose enabling higher levels of performance.

These new business and talent models look less like traditional companies and more like connected networks and ecosystems with a multitude of new and evolving approaches to attracting, deploying, and engaging talent, skills, leaders, and ideas.

Organizations that transform themselves in those ways will be able to be more competitive and successful in a VUCA world, win the war of talent and thrive in the freelancer economy. The transparency of the freelancer economy provides faster access to better talent. Organizations with faster access to talent will beat their slower competitors. VUCA constantly creates new opportunities. It is Vibrant, Unreal, Crazy and Astounding. These are only some of the chances for organizations who are prepared and ready.

TM³ FRAMEWORK: EXECUTING A NEW PARADIGM

Introduction

The TM³ framework describes how organizations can ready themselves and position talent a strategic resource to benefit from the changes and opportunities ahead. It provides a model and starting point for re-assessing your current business & talent capabilities. It provides business driven design principles to ensure outcomes are scalable, repeatable and standardized.

It guides the development, planning and implementation of an individual talent management vision on a strategic and tactic level. It drives not only the needed change within the talent management function but also the business overall.

TM³ combines new ideas about how to look at and position talent management to enable new levels of talent performance. It contains new approaches to realise higher value from talent in a consistent, tangible and implementable form.

Framework Components

The TM³ framework has four components.

1. **Drivers:** A collection of external trends that shape the future of organizations and its talent needs.

2. **Design Space:** Defines the options an organization has to respond to the trends.

3. **Methodology:** Provides the tools and approaches to define solutions within the design space. It combines established best practices with new thinking to provide the building blocks for the construction of a modern talent management function.

4. **Solution Templates:** Provide specific guidance about how to apply the methodology to achieve selected key objectives.
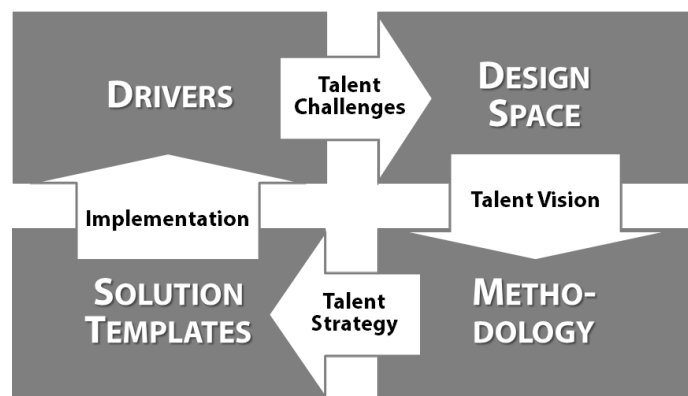
Drivers

An organization's talent needs are determined by its unique position relating to its markets, competitors and customers. The TM³ framework provides a collection of generic market and a talent trends that provides a foundation for identifying and assessing the trends relevant for an individual organization.

The trends constitute external change drivers and pose opportunities and/or risks for an organization. The external trends are combined with internal trends and mapped to the organizational success factors to identify the talent challenges. Working with the drivers ends with the definition and prioritization of an individual organization's talent challenges.

TM³ Design Space

The design space describes the dimensions, objectives and paradigms to re-think and define a modern high performance talent management system.

Dimension & Objectives

The design space outlines the possibilities and directions into which to evolve the current talent management to achieve higher levels of talent performance in response to the talent challenges identified. The design space defined by three dimensions that represent the three main objectives. They give TM³ its name:

1. **Higher performance** of the talent management function itself e.g. regarding reliable recruitment or higher staff retention and engagement using established best practices and new methodologies like Projectization™. Higher performance leads directly to higher organizational and talent agility by improving the accuracy and speed of the talent management processes.

2. **Higher integration** of talent management with the business as well as with procurement and finance in realization of a unified approach to a global and single talent market. Higher integration leads directly to higher talent quality by improving the access to talent.

3. **Higher leverage** of the talent for the business by enabling external talent access or increasing talent flexibility & mobility. Higher leverage leads directly to higher talent business impact by giving the talent management function an active role in the positioning and management of talent.
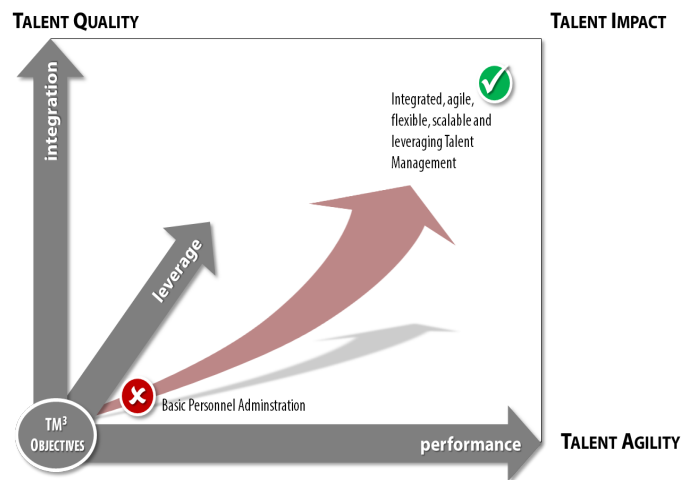
At the bottom to the three dimensions is the core of every talent management: basic personnel administration. At the very far end is the ultimate vision of talent management: an integrated, agile, flexible, scalable and leveraging talent management that continuously maximized talent value for its organization.

Every organization will be able to define its current and aspired position within the three dimensions. Moving from where you are to where you want to be is simple: decide what objective/dimension is most import for you at the moment and take the first step into that direction.

"The ability to perceive or think differently is more important than the knowledge gained."
David Bohm

The work in the design space ends with the definition of an individual Talent Vision.

New Paradigms

Reaching the highest levels in each dimension will not be possible without re-thinking key assumptions about talent planning. A paradigm shift will often be needed.

The old paradigms manifest the old thinking and can hold you back. The new paradigm succinctly describes and empowers the talent management vision at the far end of the three TM³ dimensions.

Table 1: Paradigm Shifts

|	From…..	…To
What is talent?	People inside the organization who work for us permanently	Everybody who is, has or could be working for us permanently or contingently
What are the talent sources?	Different types of talent like full-time employees, temps and freelancers are sourced from different local markets	There is only one global talent market
Who owns talent?	The manager supported by high-level HR guidance regarding performance and career management	The organization supported by talent portfolio management
Talent Planning & Design	Plan and acquire full-time or part-time employees. On-Balance sheet approach	Open Source Talent. Development of talent ecosystems. Design and branded to attract and access all talent workforces. Flexible structures
Talent Acquisition	Closed balance sheet approach to attracting "top talent" for full-time and part-time roles.	Build and manage a portfolio of talent networks to attract the right talent: Full-time & part-time, joint ventures, borrowed, freelance and Web communities
Talent Management & Development	Training and deployment, command and control approach. Vertical career ladders. Compliance culture.	Participation, Learning and Leadership networks. Project & network based approach. High Performance Culture. Flexible engagements and rewards.
Talent Performance & Rewards	Rewards based on salary grading and sorting into bands. Money is only differentiator. Focus on a linear performance management.	Based on experience and rewards. Focus on performance engagement, what does success look like for each workforce? Rewards linked to value produced and type of participation.
Talent Engagement	Employee value propositions focus on value/ monetisation of employee benefits (Pensions /Medical/ Training etc.) as part of total rewards package	Developing an Employer Brand to attract multiple sources of talent, develop greater meaning and engagement to meet the changing expectations and flexibility of the new workgroups. Provide Collaborative work environments.

Methodology

The TM³ framework comprises tools and processes that guide the planning, development and implementation of individual talent management solutions.

1. **Maturity Model:** Defines the different talent management capabilities and maturity levels. Supports the fast and comprehensive identification of the current situation, the aspired situation and the steps required to get there.

Process Areas	Business Strategy	Human Resources Strategy	TM3 Talent Strategy	Talent Planning & Workforce Design	Talent Acquisition	Talent Management & Development	Talent Performance & Rewards	Talent Engagement
Organisational Maturity Level	Strategy is the touchstone that keeps management grounded, employees aligned toward core objectives, and resources allocated effectively and provides clear assumptions of a company's view of the future.	Developing a future looking integrated People agenda, developing clear visions and strategies to meet the strategic business goals to deliver the right people with the right skills, capabilities and competencies to the right place at the right time. Enable a High performance culture.	All functions and processes are defined to maximize the use of external talent	Creating meaningful and added-value Roles and Structures • To enact the Business Strategy, and • To enable Business Processes; and Managing the processes of Change Building and maintaining role clarity and job satisfaction & significance.	Integrated talent communications and outreach strategy to build Employer Brand to a diverse ecosystem of workgroups. Agile, flexible, meaningful and streamlined recruitment processes minimise talent sourcing timefrom established talent pipelines and pools.	Talent Management is business driven. Defining, Attracting and Retaining the right Workforce, to meet current and future organisational needs. Developing Performance Excellence and a High Performance Culture, with integrated rewards and recognition policies based on value and contribution to the business.	Organisational Performance Alignment linking organisational intent to personal behaviour, creating an environment in which each employee can succeed. Integrated approach to Contribution-Related Pay, holding employees accountable for delivering outcomes and providing a 'Just' recognition and total rewards program	Generating 'Share of Mind' for Business and Employer Brand Messages to all workgroups inside and outside the organisation, to become Employer of Choice. Increasing employee understanding of, engagement with and contribution to Business Plans. Enabling Employee Voice and Participation,
Level 5. Optimised.	Strategic Outcomes:	Business Integrated HR.	Strategic Management	Strategic workforce planning on a company wide level	Strategic Talent Acquisition.	Integrated Workforce Planning	Tailored Performance Management.	Development of Internal Marketing/Employer Brand
Level 4. Predictable.	Strategic management process is dynamic and agile.	Strategic HR Department.	Capability Management	Strategic Workforce Planning.	Strategic Onboarding.	Integrated Talent and Succession Management.	Integrated Performance Management. Integrated career and succession management.	Functional Messages & Briefings
Level 3 Defined.	Strategy Execution:	Fundemental HR Services.	Process Management	Workforce Analytics.	Automating the Process.	Establishing Operational Effectiveness	Enterprise Performance Management. Competency Based Practices	Basic Communication Channels
Level 2. Managed.	Alignment & Accountability:	Compliance Driven HR Services.	Compliance Management Flexible & Mobile Working Practices	Headcount Planning.	Transactional, Paper Based Talent Acquisition Process.	Siloed HR Processes.	Compliance driven process	"Tell & Sell" communications style
Level 1. Initial.	Strategy Creation:	Ad-hoc HR Administration	Ad-hoc or no Management processes	Inherited Structures and Roles	No forward planning.	No Talent Management processes	Compensation. Payroll Administration	No Talent Engagement

2. **Process Model:** Illustrates how a modern high performance talent management function operates. It animates the vision at the far end of the TM³ dimensions.
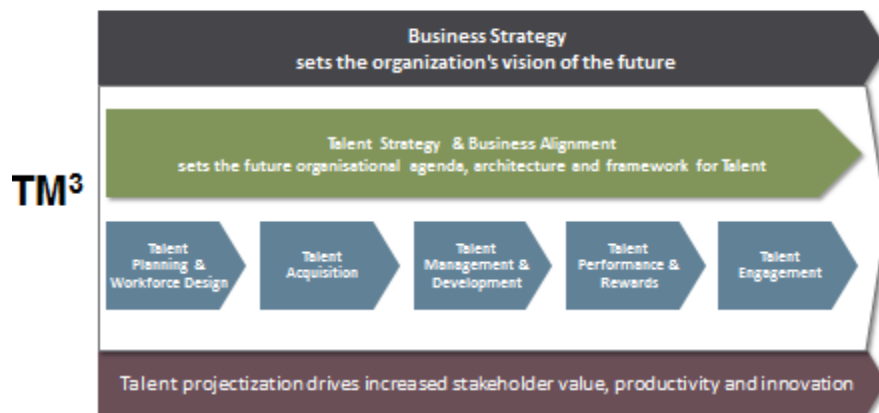
The TM³ Process Model comprises 6 major talent processes, with over 40 integrated sub-processes which allow us to deep dive into your current situation, diagnose and identify priorities for further evaluation to develop the desired integrated talent management function.

3. **Integrated Artefact Model:** Describes which documents, templates and IT solutions, are needed to implement an integrated talent management function.

4. **Domain Best Practices:** A library of established approaches to manage human resources, procurement, finance, knowledge management, asset management and social media.

5. **KPI Model:** A collection of existing and new metrics to measure talent management success.

6. **Projectization™:** Projectization is an approach to apply project management best practices to optimize or re-define business processes for higher flexibility, agility and scalability, engaging external talent and implementing a culture of project management on a personal and organizational level. Projectization is being used within TM³ to improve the performance of the talent management processes and to enable all business units to become more open and better leverage external talent.

Working with the TM³ methodology ends with the definition of the talent management strategy. The talent strategy defines the solutions to be implemented, their priority, logical sequence and timing to achieve the talent management vision.

Solution Templates

The TM³ framework provides Solution Templates that demonstrate how to apply the methodology components to implement a specific solution in execution of the selected strategy. The library of solutions templates grows every day. Examples include:

▪ **Integrated Talent Management:** a blue-print for a talent planning, management operations that combines the best practices and resources from HR and procurement to efficiently engage a global and single talent market.

▪ **Projectization™ Services:** a template-supported approach to review and optimize business functions, departments and processes to improve talent access.

▪ **Talent Management Projectization™:** a selection of pre-defined projectized talent management processes and activities.

BENEFITS

TM^3 provides a robust and fully integrated framework that addresses the needs for greater talent and organizational flexibility, agility and scalability. It enables organizations to re-assess their position against the four key business challenges identified**:**

- **Talent Management Strategy:** TM^3 allows companies to assess their individual talent situation and define their talent strategy, business models, processes and structures at a tactical or strategic level.

- **Organization Design:** TM^3 integrates talent deeply into the business. It is business driven and actively shapes the business environment to leverage talent leverage and drive talent productivity. The artefact, KPI and process models detail how to integrate effective talent planning and management with the rest of the business.

> "Vision without action is a daydream
> Action without vision is a nightmare."
> Japanese proverb

- **Leadership Development:** TM^3 provides new perspectives that guide the development of critical leadership capabilities, support the selection and development of future leaders.

- **Culture Transformation:** TM^3 defines an open and diverse talent management approach. Its application will already positively impact an organizations' culture. TM^3 reaches deeply into the business. It actively shapes the business environment and gives HR managers direct influence on the formation of culture.

TM^3 delivers answers for critical and difficult talent management questions including:

- What are the current and future critical workforce segments in my organization that will drive results and a better capability to execute a given strategy, both now and in the future?
- What are the symptoms, consequences, root causes for talent issues and the roles & responsibilities of all talent stakeholders in their resolution?
- How can we provide the business with the right talent that drives significant value, competitive and innovative advantage from a diverse set of existing, emerging and future talent work groups?
- How can build and manage a diverse talent pool comprised of permanent and contingent staff in a consistent way to ensure engagement and retention?

The full TM^3 framework provides answers for a comprehensive set of talent questions. An individual organization benefits from this but may not require everything based on their individual situation and needs. The individual situation and needs of an organizations can be described as scenarios. Some common ones are summarized below.

TM^3 Scenarios

GOAL, PROBLEM OR NEED	FEATURES (WITH THIS)	ADJECTIVE (YOU CAN)	BENEFIT (WHICH MEANS)
Need a strategic workforce planning approach that defines the forward planning talent issues and increase HR Leadership capabilities	Strategy planning integrates workforce planning for talent role requirements	Reconcile current talent resource issues of supply vs demand faster with bottom-up input and project portfolio resource analytics. Understand business and talent requirements sooner	You have a better understanding of the "executability" of a Strategic Plan; you know the actual resource allocation requirements to execute a strategy without re-scoping the strategy much later
Need to find Quality Talent to Execute Strategy	Integrated Talent Management between HR, Procurement, and Business Managers	Use a unified system (with clear roles and responsibilities) to access the single global talent pool	Higher integration leads directly to quality talent by improving the access to the talent market (internal and external). You will have more forward looking strategic workforce planning
Need for getting talent productive faster and more reliably (select, engage, on-board). Talent readiness execution speed	TM^3 Talent management process maturity assessment	Projectization of Talent Management for better performance	Higher talent management performance leads directly to improving the accuracy and speed of the talent management processes.
Need to maximize the talent's value contribution to a project, function and business process results	Projectization of processes with effective project-centric planning and management practices. Projectization Services and Skills	Execute Strategy with more performance "target" predictability and increase the ability to react to changes, problems and the ensuing variability	Higher leverage of people's talent leads directly to better talent engagement and business impact

GETTING STARTED

The urgency faced by many organizations in the talent space internally and externally is increasing. Business leaders demand answers and action.

This situation is aggravated by the fact that changes in the talent space are neither implemented nor accepted quickly. Working with people takes time. Breaking old habits, communicating and enacting paradigm shifts is not easy. Some organizations might require fundamental changes to how their business operates and works with talent. IT and finance systems may require upgrading. These things take time to implement and become effective.

To deliver results fast you need to choose your battles wisely: the right high impact area, specific goals and effective approaches. A common way to achieve this is to gain clarity on the nature and gravity of your current and future talent management issues. Typical ways to accomplish this with the TM^3 framework are:

- **Maturity Assessment** to define the current and future capabilities levels.
- **Discovery Workshop** with different talent stakeholders to identify and prioritize talent issues.
- **Strategic Workforce Planning** to establish a comprehensive and long-term view of an organizations' talent needs.

Each of these or a combination will provide you with the first steps to take towards an integrated, agile, flexible, scalable and leveraging talent management that continuously maximized talent value for its organization.

The Talent Management Group