

## Talent Strategies

### Building the bridge to more business value

How deep is your bench? Are you attracting the most valuable talent – and keeping it? How does globalization and the 24/7 work day affect your workforce needs? From Mergers & Acquisitions to pricing to real estate, there's a talent component to almost every business challenge, and Human Resources (HR) isn't the only department looking for answers. But many companies have yet to look at the whole talent picture in a way that can generate both bottom- and top-line advantage.

#### Look first so you can take a bigger leap

Every organization wants to build and maintain a strong leadership bench, secure the supply of critical workforces and keep the people they have satisfied, motivated, and in a state of constant development. In many companies, the programs designed to accomplish those goals were designed before the world became flat and organizational ladders gave way to organizational lattices. When it comes time to rebuild those capabilities, they have a lot of catching up to do.

Organizations facing these complex, urgent talent challenges can be tempted to jump in and start applying piecemeal solutions. That rarely works. A better approach is to understand business priorities, build a foundation of facts, identify gaps in your workforce, and then create a talent strategy with associated solutions that bring it all together. No two businesses have identical formulas for talent, and assembling a talent strategy requires knowledge across key areas of an organization's goals, metrics, differentiators, and infrastructure.

#### How we can help

Deloitte's integrated talent approach helps clients align their business and workforce strategies to achieve their enterprise goals through five key business triggers: Mergers & Acquisitions, rapid business growth, retention, employee engagement and workforce planning and analytics. We work to gain a deep understanding of your employee populations and help you see your workforce as a value driver. From there, it's all about creating and implementing solutions that put the right people with the right skills in the right roles

at the right time. We approach talent management as an investment in programs, processes and technologies that delivers a measurable return in improved business performance.

Our core services include:

- Talent strategy and design
- Process articulation and optimization
- Competency modeling development
- Workforce analytics and planning
- Talent operations and technology
- Talent programs and policies
- Recruiting and staffing
- Onboarding and orientation
- Career development and Mass Career Customization
- Performance management
- Succession management
- Employee value proposition

#### Bottom-line benefits

Our professionals can build a rigorous business case for any investment in talent – and track return on investment continually. We use data mining, statistical analysis and predictive modeling to demonstrate the increased value that talent strategies can bring to an organization.

- Talent strategy and design: determining future talent strategy, which includes activities such as talent diagnostics, and developing a talent roadmap for sequencing and implementing talent solutions
- Process articulation and optimization: defining and streamlining core HR talent processes
- Competency modeling: developing competency models to help enable execution of performance management plans and support learning and development
- Workforce planning and analytics: predictive modeling that enhances the way clients understand the skills that currently exist in the workforce today and analyzes existing data to plan for future talent needs



- Talent operations, process and technology: implementing talent operations and technology solutions to enable talent programs and processes
- Talent programs and policies: helping our clients transform their compensation and benefit programs, benchmarking them against their competitors, and defining and executing differentiating talent solutions

### Three ways to get more value now

**Make talent a pillar of business strategy, not an afterthought.** Talent management strategies should focus on creating business value. By aligning your talent strategy to your business objectives, you can acquire and develop the necessary talent to meet market challenges.

#### Motivate and support critical workforce segments.

Most organizations typically have two to three workforces that generate a disproportionate share of value, are in high demand and low supply, and cannot be replaced easily. When you focus on recruiting and developing this critical talent pool, you build the resource pools required to achieve your business strategy.

**Support talent with the right infrastructure.** Change management, training and technology enablers can help make talent programs sustainable. Some of what you need may already be in place, but you may have to upgrade systems – and maybe even your culture.

### Talent Strategies in action

- The president of a women’s apparel retailer recognized that talent management should become a strategic lever in achieving overall business objectives. Deloitte was engaged to conduct a diagnosis of the company’s talent management capabilities and advised the creation of a Chief Talent Officer (CTO) position. The results were a three-year roadmap for the talent management activities, as well as development of a new HR organizational structure and CTO roles and responsibilities to support execution of the roadmap.
- A global biotech company was facing regulatory and compliance issues resulting from fragmented clinical operations. The lack of a common competency framework led to nonstandard roles, responsibilities, processes and procedures, and the result was a series of

performance and skill gaps. The client engaged Deloitte to align the organization around a common operating model for the clinical operations group, including the development of a business capability model, future state job families, and a functional competency model. The process, still under way, is projected to enhance organizational efficiency and improve service to the business through standardized roles and expectations. In addition, adherence to legal rules and regulations is improving thanks to a common competency model and job descriptions.

- A gaming software company didn’t have a system in place to meet its needs for compensation management, performance management, learning management, or succession planning. Deloitte was engaged to drive the selection process, coordinating with global stakeholders across lines of business. The result was the selection of a talent management solution that was the right fit for the client, providing it with an integrated talent management system to help achieve its talent and business objectives.

### Related insights

- [The Chemistry of Talent](#)
- [Managing Talent in a Turbulent Economy](#)
- [The Corporate Lattice](#)

### Related offerings

- [Workforce Intelligence](#)
- Global Mobility Transformation
- Learning and Talent Development
- Talent Operations and Technology
- Organization Strategy and Design
- Strategic Change
- Capital Real Estate Transformation

### For additional information

[www.deloitte.com/us/talentstrategies](http://www.deloitte.com/us/talentstrategies)

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