

Taleo Research White Paper

## Unified Talent Management: A Global View

## Table of Contents

---

Executive Summary.....	1
Talent Management Survey.....	2
Talent Management is Essential to Business Success.....	2
Formal Talent Strategy .....	4
Increasing Executive Focus on Talent Management .....	5
Talent Shortages .....	8
Lack of Skill Sets .....	9
Impact of Talent Shortages on the Business .....	10
Economic Conditions.....	12
Talent Management for the Whole Workforce .	13
Talent Management Solutions .....	16
Most Important in Talent Management Solutions .....	16
Usability Promotes Adoption .....	17
Unified Talent Management .....	18
Talent Profile.....	19
Value Creation from Unified Talent Management ...	23
Methodology .....	26

Contact for Taleo Research:  
[research@taleo.com](mailto:research@taleo.com)

Contacts for Taleo:  
U.S. 888.836.3669  
International: 888.922.5665  
[info@taleo.com](mailto:info@taleo.com)

## Executive Summary

---

Talent management encompasses the activities, processes, and practices designed to drive business performance through the efforts of its workforce. Since workforce performance—efficiency, productivity, engagement—is directly related to output, revenue, and ultimately profits, the management of an organization’s talent is a high priority business management issue.

In the midst of increasing business competition and product commoditization, talent management techniques are being analyzed and more finely tuned for optimization. Concurrently, the systems and platforms for talent management practices have evolved to better meet organizational specifications.

Today, talent management practices need to address the total workforce, not just segments of the workforce. The practices—defined as including at least recruitment, performance management, and succession planning, and additionally onboarding, goals management, career planning, learning, and compensation—can be best supported by effective software solutions on a unified talent management platform.

This paper analyzes the results of a global survey of more than 900 business professionals, predominantly from mid to large enterprises in five geographic areas: US, Canada, UK, France, and Australia.

It examines views on the importance of and execution of talent management, talent management practices in the context of high pressure economic conditions, the challenges and finally, the desires and potential for great strides and business performance results through strategies supported by unified talent management technology systems.

Key survey findings show talent management is acknowledged to be of high importance and critical to business success, yet talent management presents both execution and technology challenges for most organizations.

- A majority (56%) of respondents indicate that talent management is essential for business success, yet only 42 percent has a talent management strategy in place.
- Only one-quarter of respondents report their talent strategy encompasses their whole workforce, and just 12 percent report that talent management systems are used by all staff.
- Additionally, the shortage of talent is superseding economic conditions as it impacts business success.

Most respondents (84%) either expect continuing talent shortage conditions (36%), or an increase (48%) in the shortage of talent; only nine percent anticipate a decrease in talent shortages.

- Talent shortages are identified as having considerable impact on businesses in the areas of leadership development (85%), growth (80%), productivity (79%), innovation (78%), and customer satisfaction (69%).

The negative impacts of talent shortages emphasize the business priority of talent management.

In a low growth economy:

- 70 percent see an increased need to retain top performers by driving focus on performance management and career planning.
- 57 percent think the importance of quality of hire increases.
- 55 percent think succession planning and internal mobility programs can maximize value from current employees.

Two criteria emerge as the most important for organizations using a talent management solution: 1) usability, and 2) unified or integrated talent management capability.

- 78 percent of respondents consider developing a unified or integrated approach to managing talent as challenging or very challenging for their organization.

The bottom line? The shortage of talent and lack of unified talent management systems and strategies are significantly—and negatively—affecting businesses. Without attention to these critical issues, businesses are putting their short and long term goals at risk.

## **Talent Management Survey**

---

Taleo Research conducted a global survey to assess the impact of talent management, in the context of today's economic environment and workforce challenges including demographic and generational workforce changes.

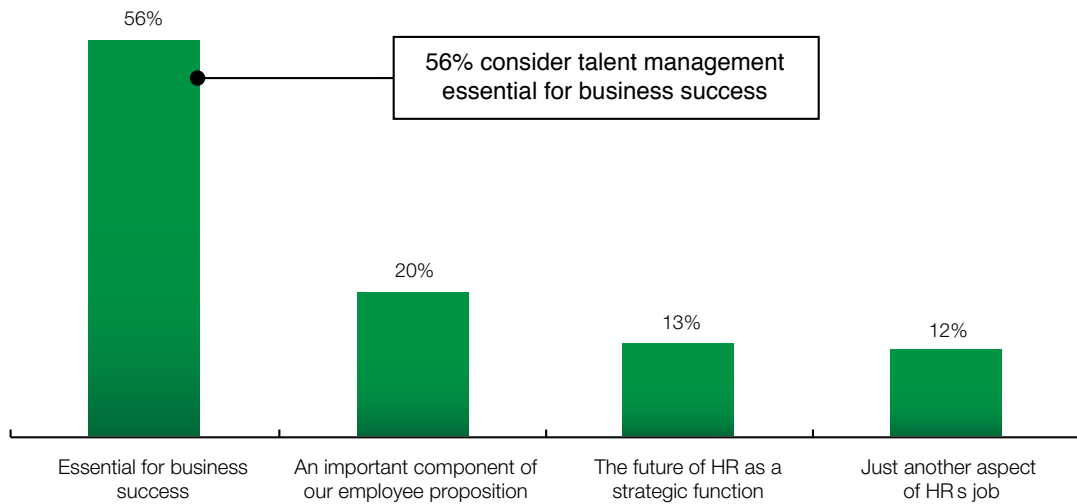
The Global Unified Talent Management Survey had responses from more than 900 business professionals, predominantly from mid to large enterprises, in five geographies: US, Canada, UK, France, and Australia. It examined their views on the importance of and execution of talent management, talent management practices in the context of high pressure economic conditions, the challenges and finally, the desires and potential for great strides and business performance results through strategies supported by unified talent management technology systems

### **Talent Management is Essential to Business Success**

According to survey responses, global business professionals consider talent management—defined as including at least recruitment, performance management and succession planning, and additionally: onboarding, goals management, career planning, learning, and compensation—as key for their organizations.

A majority of survey respondents (56%) consider talent management essential for business success.

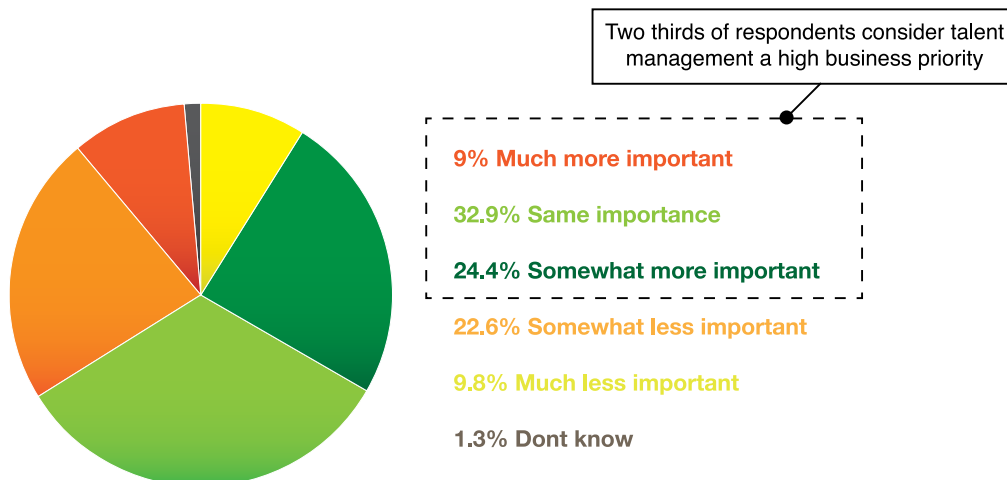
## Main Perception of Talent Management in Organizations



Source: Global Unified Talent Management Survey, 2008 by Taleo Research with Human Capital Institute(HCI), Business Intelligence, Markness International, Quantum Market Research.

These findings are consistent with an Economist and DDI survey of global executives in which the majority (66%) of respondents considers talent management a high business priority.

## Importance of Talent Management Compared to Other Business Priorities



Source: Growing Global Executive Talent: High Priority, Limited Progress, Economist Intelligence Unit and DDI, 2008.

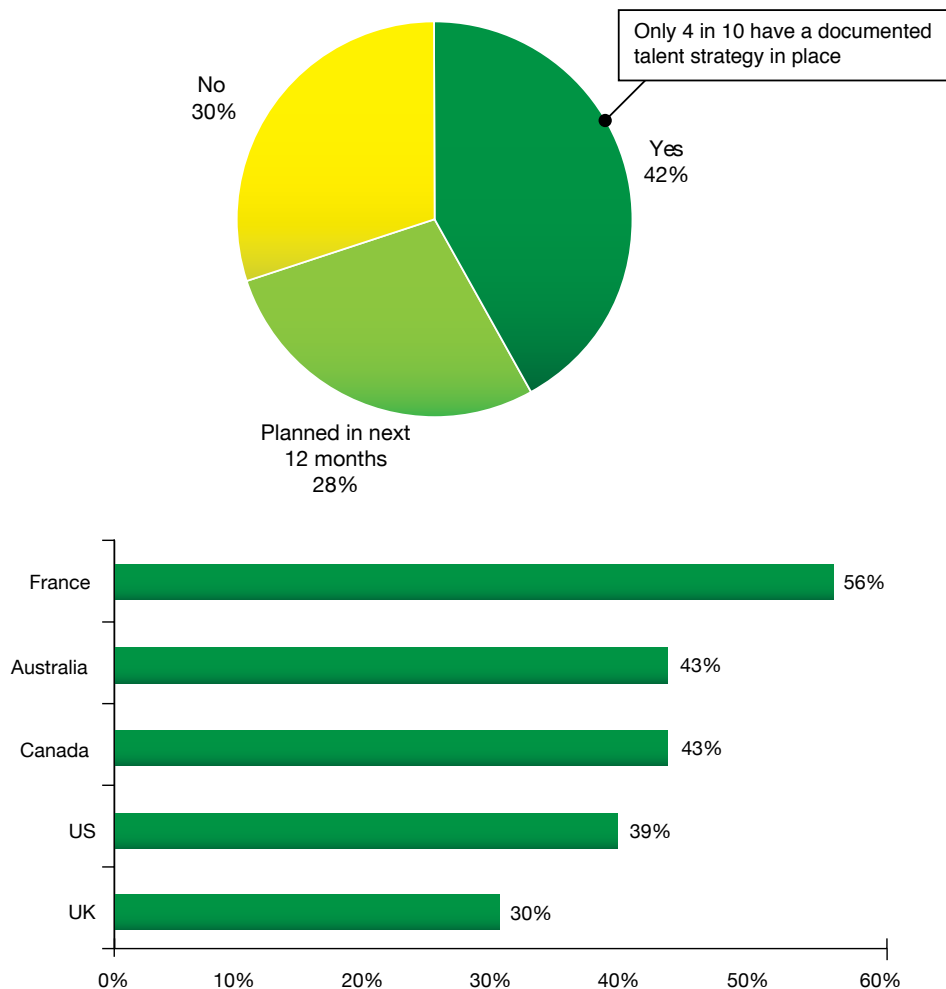
### Formal Talent Strategy

While talent management is considered a high priority, a minority of the Global Unified Talent Management Survey respondents reported the establishment of a formal talent management strategy.

Only four in ten respondents (42%) reportedly have a documented talent strategy in place. It is encouraging to note that another third (28%) have plans to document a talent strategy in the next year. Thirty percent, though, have neither a talent strategy currently nor have plans to develop one.

France has the highest percentage of those with a documented talent strategy (56%) and the UK has the lowest at 30 percent. The US has the highest percentage (39%) without plans to develop a formal strategy and Australia has the lowest with only 23 percent without plans.

### Have a Documented Talent Strategy Today



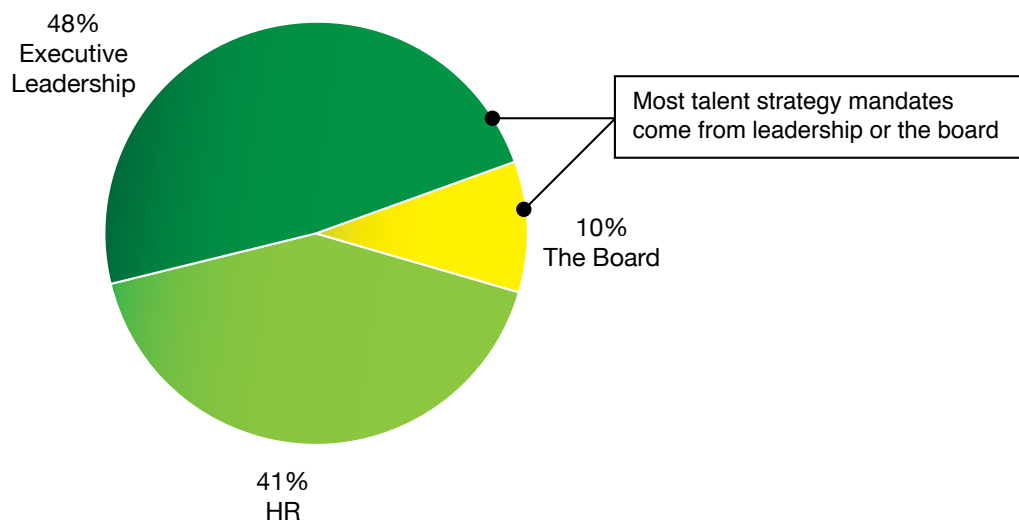
Source: Global Unified Talent Management Survey, 2008 by Taleo Research with Human Capital Institute (HCI), Business Intelligence, Markess International, Quantum Market Research.

Although the existence of a documented or formal talent strategy does not ensure the successful implementation of practices and the achievement of positive results, the process of gathering the stakeholders—HR, executive leadership, line managers, employee representatives—to focus on organizational talent management strategy and set priorities is an important step towards alignment of talent management goals.

### Increasing Executive Focus on Talent Management

For some organizations, talent management issues are garnering the attention of leadership outside of the HR department. For those organizations with a current or planned talent strategy, the mandate for its development came mainly from executive leadership (48%), or the board (10%), with less than half (41%) being driven by HR.

### Mandated Development of Talent Strategy

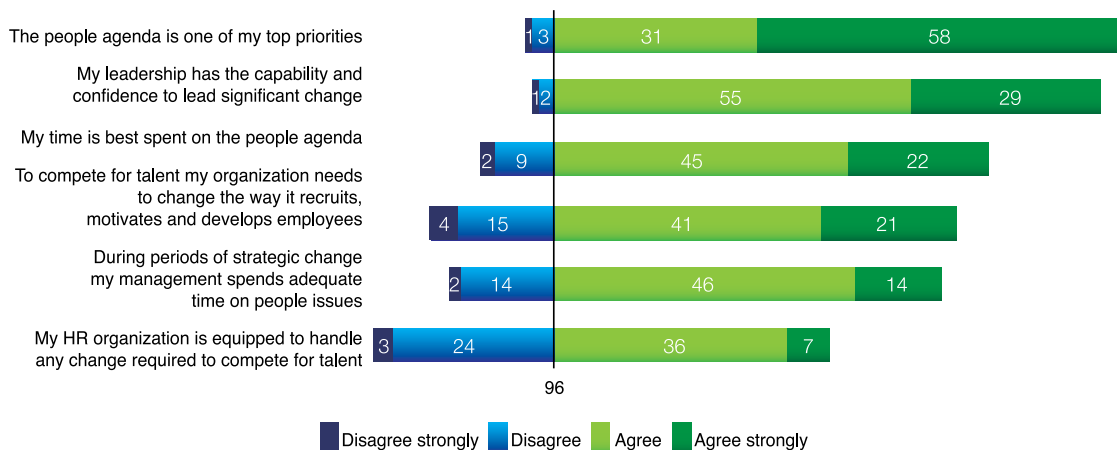


Source: Global Unified Talent Management Survey, 2008 by Taleo Research with Human Capital Institute (HCI), Business Intelligence, Markess International, Quantum Market Research.

This attention to talent by leadership may be motivated by the realization of talent management's direct bearing on the company's operational capability, not confined to HR's purview. This is also evident in the *PricewaterhouseCoopers 11th Annual Global CEO Survey 2008* that found 89 percent of CEOs surveyed said, "The people agenda is one of my top priorities."<sup>3</sup>

<sup>3</sup> Source: PricewaterhouseCoopers 11th Annual Global CEO Survey 2008

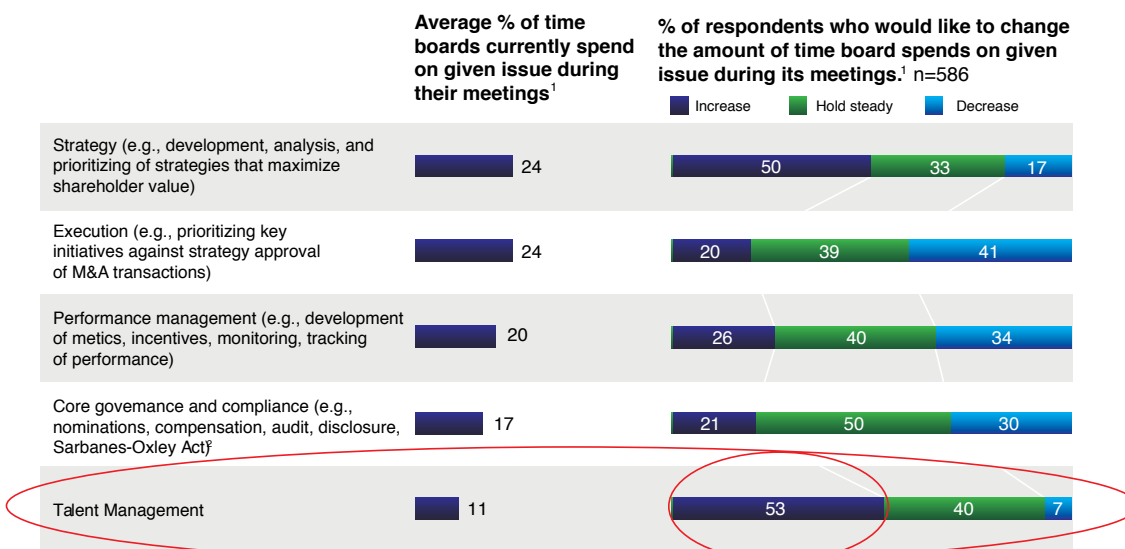
## 2008 Global CEO Survey



Source: Pricewaterhousecoopers 11th Annual Global CEO Survey 2008

Board members also want to spend more time on talent management issues. *Making the board more strategic: A McKinsey Global Survey* outlines responses from nearly 600 corporate directors. They are concerned about developing more forward-thinking strategies for value creation and shareholder return. At the bottom in terms of time spent—yet primarily top of mind—is talent management. Leading the pack of issues, 53 percent of respondents would like to increase the amount of time devoted to this issue.

## Boards and Time



<sup>1</sup> Respondents who answered "other" are not shown.

<sup>2</sup> Figures do not sum to 100 because of rounding.

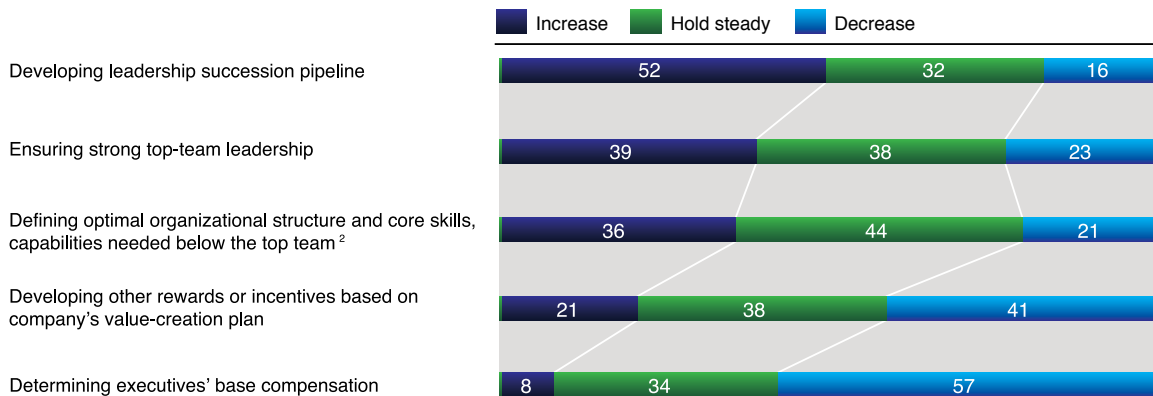
Source: Making the board more strategic: A McKinsey Global Survey



A more granular view identified specific areas of emphasis. Of course succession planning scored high. However, note the importance given to *Defining optimum organizational structure and core skills, capabilities needed below the top team*. That broader view of the organization by the board lines up with the value of unified performance and recruiting and a talent master system of record.

## Talent Management

Change in relative importance that board should give to each talent-management issue, % of respondents, n=499<sup>1</sup>



<sup>1</sup> Respondents who answered "other" are not shown.

<sup>2</sup> Figures do not sum to 100% because of rounding.

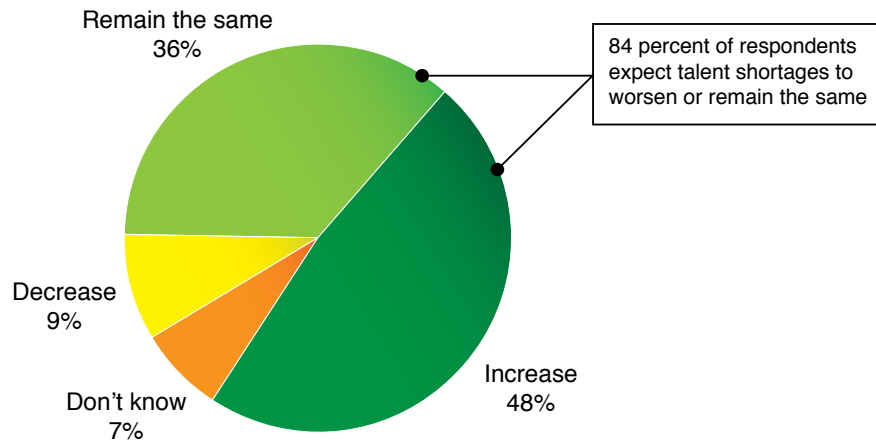
Source: Making the board more strategic: A McKinsey Global Survey

### Talent Shortages

Overall there is an expectation of lower hiring in 2009. Almost 30 percent of the executives responding to the *Global Economic and Hiring Outlook, Third Quarter 2008* survey expect their companies to shrink the size of the workforce in the next six months, up from 18 percent a year ago. However, 39 percent expect no change in the size of their company's workforce, and 30 percent expect an increase.<sup>2</sup>

Similarly, the Q4 2008 headcount expectations reported in Manpower's *Q4 2008 Employment Outlook Survey/Australia* found 26 percent forecast an increase, 64 percent expected no change, and eight percent anticipated a decrease. The Global Unified Talent Management Survey findings show that even in the midst of today's economic slowdown, the expectation over the next 12 months for talent shortages is severe. Only nine percent of respondents anticipate a decrease in talent shortages; the remainder either expects a continuation of the current talent shortage conditions, or an increase (48%) in the shortage of talent. In fact, the majority of respondents in France (56%), Canada (54%), and Australia (53%) expect an upcoming increase in talent shortages.

### Expectation of Talent Shortages



Source: Global Unified Talent Management Survey, 2008 by Taleo Research with Human Capital Institute (HCI), Business Intelligence, Markess International, Quantum Market Research.

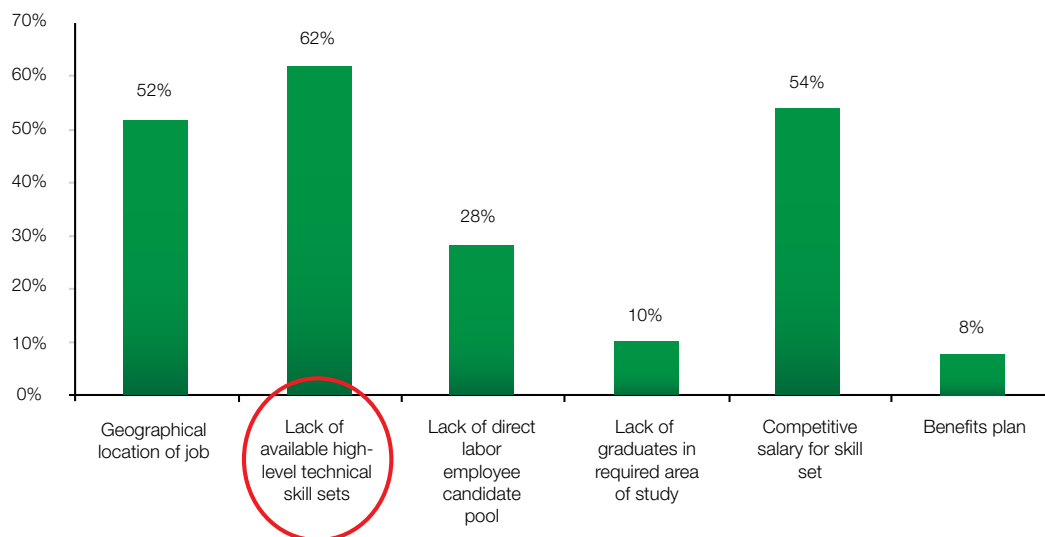
<sup>2</sup> Source: Economic and hiring outlook, Third Quarter 2008: A McKinsey Global Survey

## Lack of Skill Sets

Talent shortages are especially publicized for high-level technical skill sets. Nonetheless, globally, difficulty filling positions crosses a wide range of functions. These functional skills shortages ultimately impact many industries, since many use, for example, sales representatives, accountants, and office support staff.

### Survey Highlights: Recruiting Challenges

*What primary challenges have you or your company faced when recruiting for particular functions?*



Source: Sourcing and Recruiting: Trends, Challenges and Insights, The Newman Group

Employers indicating difficulty filling these positions:<sup>3</sup>

1. Skilled Manual Trades (primarily carpenters, welders, and plumbers)
2. Sales Representatives
3. Technicians (primarily production/operations, engineering and maintenance)
4. Engineers
5. Management/Executives
6. Laborers
7. Secretaries, PAs, Administrative Assistants & Office Support Staff
8. Drivers
9. Accounting & Finance Staff
10. IT Staff (primarily programmers/developers)

<sup>3</sup> Source: Talent Shortage Survey, 2008 Global Results, Manpower

### Impact of Talent Shortages on the Business

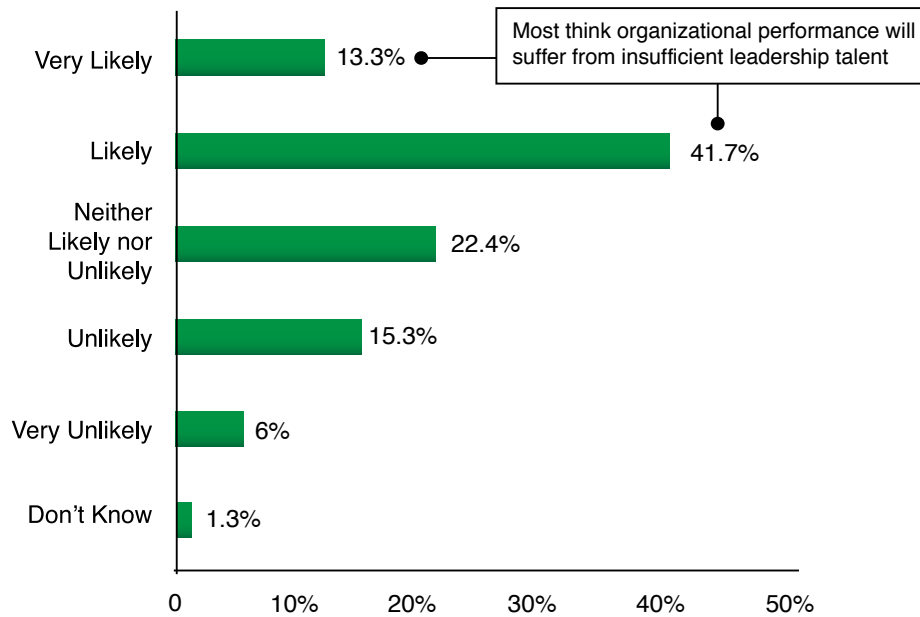
Talent shortages certainly intensify the workload for the HR department and recruiters, but more importantly they negatively impact the performance of the business.

Respondents Reporting Negative Impact from Talent Shortages	
<i>Leadership Development</i>	85%
<i>Growth Plans</i>	80%
<i>Productivity</i>	79%
<i>Innovation</i>	78%
<i>Customer Satisfaction</i>	69%

Source: Global Unified Talent Management Survey, 2008 by Taleo Research with Human Capital Institute (HCI), Business Intelligence, Markess International, Quantum Market Research.

Lack of available top talent can cause gaps in leadership, gaps which can result in a failure to execute business plans. The majority of respondents (55%) to one survey think there is a high likelihood that their organization's performance would suffer from insufficient leadership talent.<sup>4</sup>

### Likelihood Organizational Performance will Suffer due to Insufficient Leadership Talent<sup>4</sup>



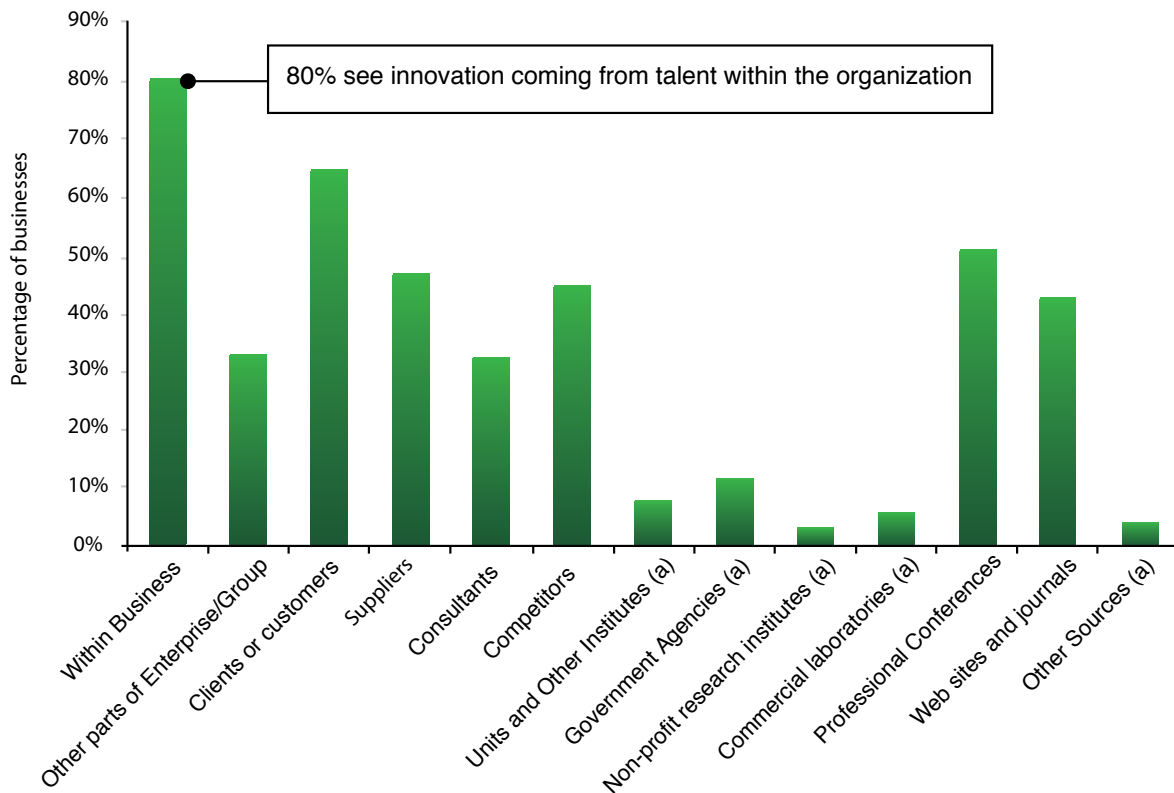
Source: Growing Global Executive Talent: High Priority, Limited Progress, Economist Intelligence Unit and DDI, 2008.

<sup>4</sup> Source: Growing Global Executive Talent: High Priority, Limited Progress, Economist Intelligence Unit and DDI, 2008.

The vast majority—85 percent—of Global Unified Talent Management Survey respondents report negative impact from talent shortages on leadership development in their organizations. While leadership development issues may be seen to fit into the realm of HR, achieving growth plans is clearly a business performance issue. 80 percent report an impact from talent shortages on their growth plans.

Productivity ties directly to top-line business results. Talent shortages are impacting productivity for 79 percent. Innovation may be the most significant driver of business longevity and success as product cycles hasten and marketplace competition heightens. For most companies, innovation comes from within the organization – from the talent of the workforce.

### Source of Innovation for Australian Business



Source: ABS, 2005, Innovation in Australian Business. (a) estimate has a relative standard error of over 10% and should be used with caution.

78 percent of Global Unified Talent Management Survey respondents report experiencing a strong impact on the ability to innovate. Satisfied customers remain loyal, purchase more goods and services, and are brand ambassadors of endorsement for organizations. Customer satisfaction is being impacted at 69 percent.

When viewed from the standpoint of business performance, each of these talent shortage impacts represents serious risks. Although leadership development may be categorized as having more of an effect on long-term business operations, innovation, and growth, productivity and customer satisfaction are vital aspects of both short and long-term organizational success. Today’s dynamic and competitive marketplace requires organizations across industries to finely hone their capacity in these efforts. The negative impacts of talent shortages emphasize the business priority of talent management.

### Economic Conditions

Talent management strategies and practices take place amidst a backdrop of talent shortages and the broader landscape of economic conditions. Global Unified Talent Management Survey respondents affirmed the critical need for talent management in a low growth economy, especially as it relates to top performers and employee retention.

In a low growth economy:

- 70 percent see an increased need to retain top performers by driving focus on performance management and career planning.
- 57 percent report that the importance of quality of hire increases.
- 55 percent think succession planning and internal mobility programs can maximize value from current employees.

Survey results found the US and UK place more importance on the quality of hire (69% and 63% respectively) in a low growth economy than Canada, France, and Australia. Canada and the UK place a higher value on succession planning and internal mobility (63% and 64% respectively) than other geographies.

Not surprisingly, all respondents report that talent management strategies in a high growth economy include the need for recruitment (69%). Yet, in a high growth economy the focus also remains on talent strategies for employees, especially including performance management and career planning for top performers (68%).

Effect of Economic Conditions on Talent Management Strategies		
	Low growth economy	High growth economy
Increased need to retain top performers drives focus on performance management and career planning	70%	68%
Succession planning and internal mobility programs maximize value from current employees	55%	69%
Importance of quality of hire increases	57%	54%

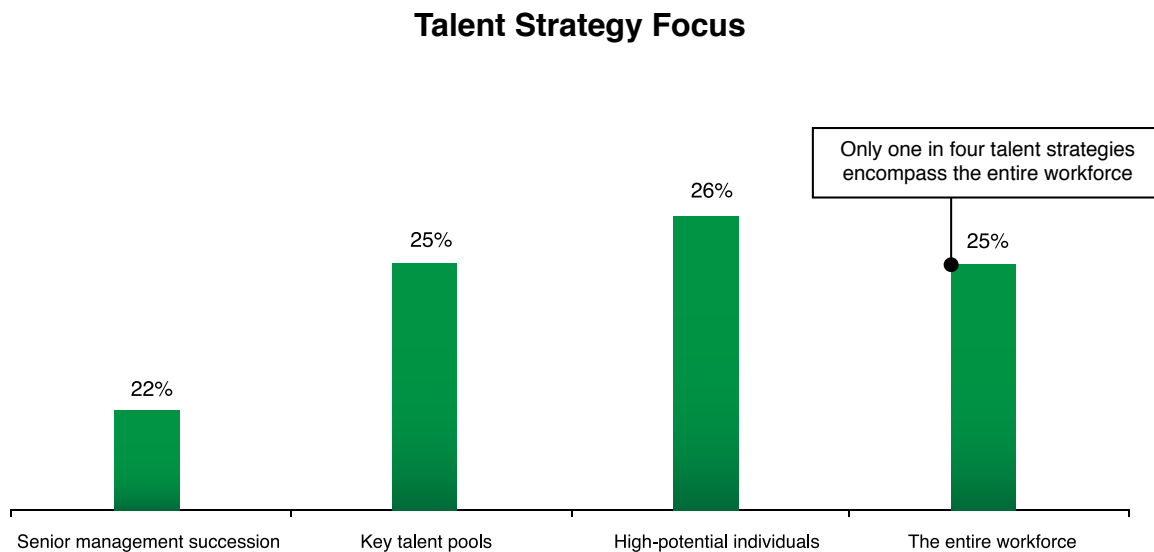
Source: Global Unified Talent Management Survey, 2008 by Taleo Research with Human Capital Institute (HCI), Business Intelligence, Markess International, Quantum Market Research.

Candidate relationship management (CRM) and performance management practices also play an important role in any economy. As candidates, future employees experience recruitment through the career site and application process. As employees, they experience the performance process through annual paper reviews, spreadsheets, or ongoing online performance feedback. Employers that offer end-to-end online recruitment with data capture at the door—in tandem with an advanced performance management system—reap the automated benefits of a unified talent management approach that include measuring quality of hire.

Tightly integrated systems that close the loop between performance data and the recruiting process are a state of the art development. They enable staffing to recognize a best fit performer and then optimize the process to hire more of that quality. This can only be accomplished when a closed loop process is in place.

### Talent Management for the Whole Workforce

Organizations vary the focus of their talent strategy on whether it applies to select groups of employees or extends to the whole workforce. Although technology tools exist, and many studies confirm the importance of all members of the workforce driving towards aligned business goals, a small minority of respondents report their talent strategy involves all staff. Only 25 percent of respondents report their talent strategy encompasses their whole workforce.



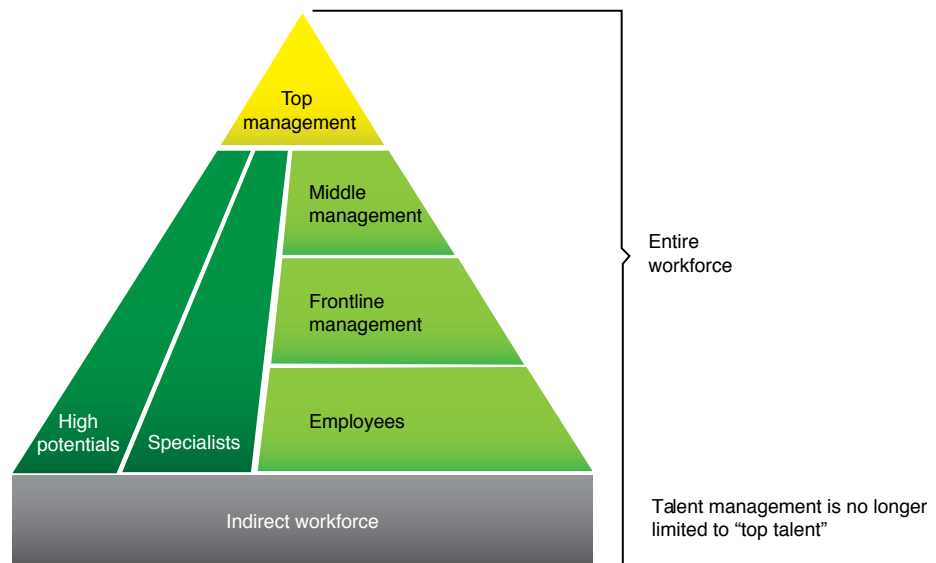
Source: Global Unified Talent Management Survey, 2008 by Taleo Research with Human Capital Institute (HCI), Business Intelligence, Markess International, Quantum Market Research.

Succession planning has long been in place for executives in organizations, but today's flattened organizations and slim profit margins call for optimum performance from all employees, without incurring opportunity costs associated with open positions due to voluntary turnover.

One of the returns from talent management is its role in retention. Career planning opportunities and meaningful performance reviews along with a well-designed internal mobility program, for example, may make the difference between losing a top performer and enhancing an ongoing valuable contribution.

Ongoing performance management has been difficult for managers. Performance reviews, for instance, are often relegated to an annual and arduous process. Now, technology tools can enable visibility into performance and goals alignment throughout the year for managers as well as employees. The expansion of talent management practices from the top down serves the organization's overall talent needs.

## Workforce Pyramid



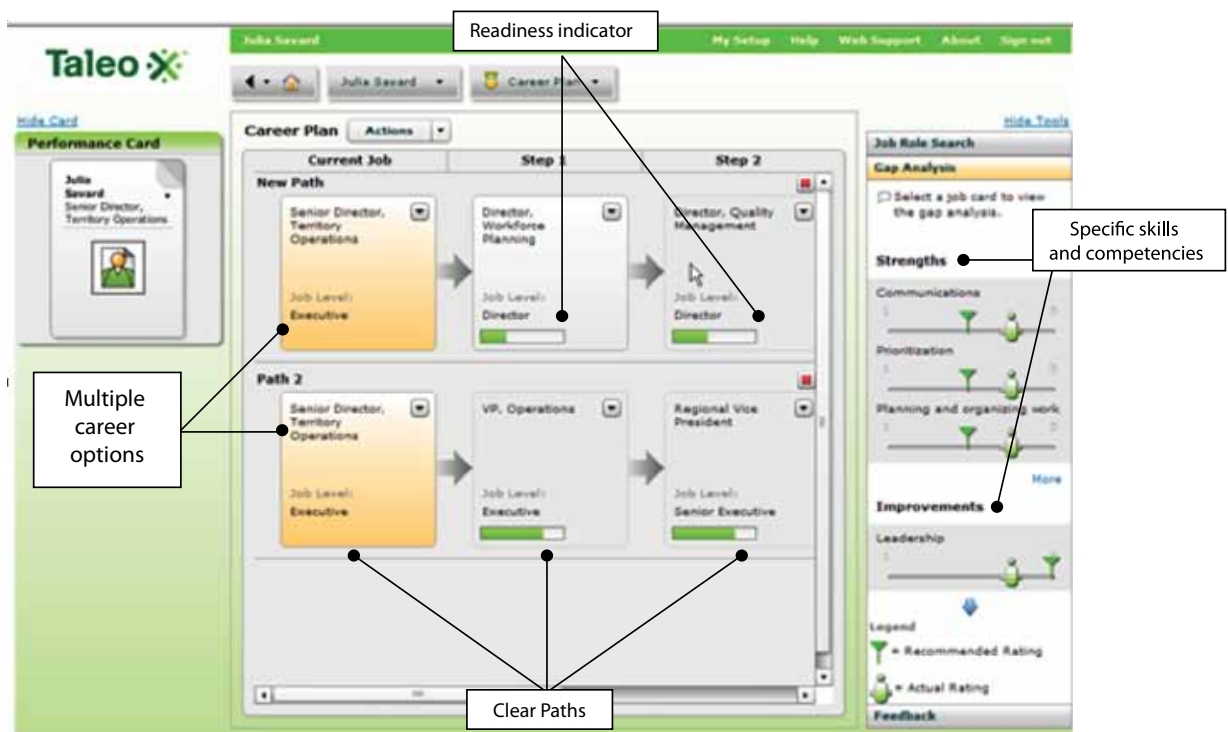
Source: Making Talent a Strategic Priority, The McKinsey Quarterly 2008



An example of the need for the extension of talent management practices such as career planning and internal mobility is obvious in a Taleo Research poll. Among college graduates who are no longer with their first employer, 61 percent report their first employer did not provide them with a clear path for career advancement within the organization.<sup>5</sup>

Many organizations expend significant resources recruiting college graduates who are a good fit for their organization. Losing them as employees because of a lack of visibility to opportunity within the organization wastes much of that investment.

### Example: Self-service Career Planning Solution



A large majority of respondents also noted significant challenges in getting managers to accept responsibility for talent management (90%), clearly linking talent management goals to business goals (85%), and having technology systems that enable their talent management (82%).

<sup>5</sup> Source: Taleo Research and Harris Interactive poll of May 2008: 2045 adults 18 and older 888 were college grads.

## Talent Management Solutions

---

For Global Unified Talent Management Survey respondents, one criterion emerged as the most important for organizations using a talent management solution: usability for managers and employees.

### Most Important in Talent Management Solutions <sup>6</sup>

1. Usability for managers and employees
2. Unified or integrated talent management capability
3. ROI
4. Cost
5. Integration with existing systems
6. Speed of implementation
7. Vendor stability
8. Vendor domain expertise in talent management

The overwhelming endorsement of usability as topmost in importance for a talent management solution—exceeding cost or even ROI—is a reaction to the perennial issue of low adoption for many existing systems. Quite simply, there can be no positive talent management results achieved through the use of a talent management system if its use is not adopted.

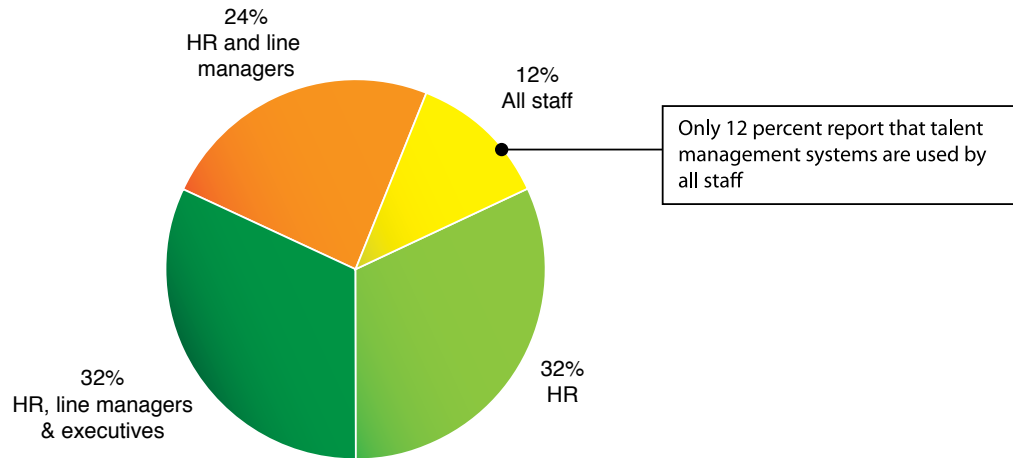
Talent management systems that have intuitive, easy-to-use interfaces draw on familiar Web 2.0 consumer-like functionality such as Amazon, Google, and eBay. These applications offer an unprecedented opportunity for acceptance and self-service among employees, line managers, and executives. Embedding optimized talent management processes throughout the talent lifecycle—from recruitment through onboarding and development—requires solutions that are—at their core—usable by all stakeholders.

While findings show an acknowledgement of the importance of usability—for all managers and employees—the findings also show that currently, systems are used by a fragment of the workforce.

---

<sup>6</sup> Source: Taleo Research and Harris Interactive poll of May 2008; 2045 adults 18 and older 888 were college grads.

## Who Uses Talent Management Systems?



Source: Global Unified Talent Management Survey, 2008 by Taleo Research with Human Capital Institute (HCI), Business Intelligence, Markess International, Quantum Market Research.

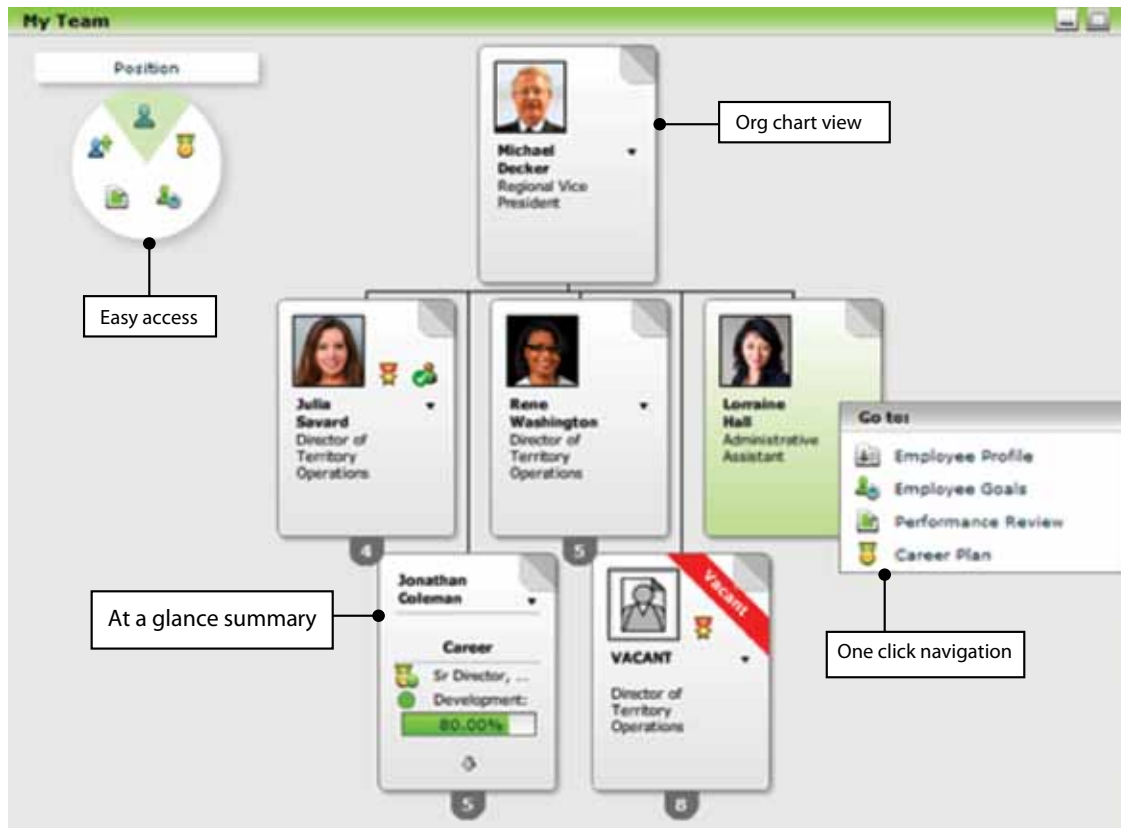
### Usability Promotes Adoption

Usability directly drives faster adoption and enables all other value propositions. Consumer-driven applications designed for the corporate world can drive faster adoption and require less end-user training. Consequently, HR can spend less time supporting managers and employees during performance evaluations, producing reports, or conducting analysis for candidate search or workforce planning.

A talent management solution user interface should:

- Be designed for simplicity and the needs of the user in mind.
- Provide ready access to all the performance information a manager needs including:
  - A familiar org chart view of their team.
  - Intuitive navigation to any team member's detailed performance information.
  - At a glance performance summary statistics.
  - Easy access to all of the team's performance statistics.

## Usability Example: Taleo Performance



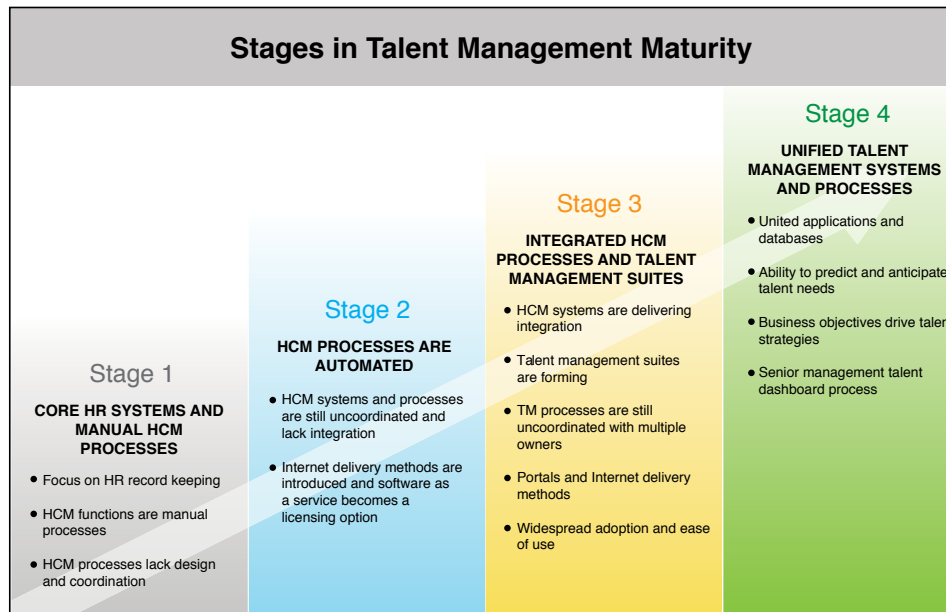
### Unified Talent Management

A unified or integrated talent management capability was ranked second most important for talent management solutions. Its prominence arises from dissatisfaction with most current solutions. Current technology solutions for recruiting, performance management, and succession were largely built independently of each other, resulting in separate applications for each solution. That produced silos of applications and fragmented data sets and talent pools.

The visibility those systems provide into data is largely backwards looking. Reports account for what happened last month or last year, but poorly predict the future. The applications themselves are used inconsistently, typically two to three times per year. They are difficult to use and used only when absolutely necessary. Without access to the needed information, HR is very reactive.

Separate systems and incompatible platforms result in redundancy of data. Data do not match up across systems. New talent management systems have evolved to provide the opportunity to base talent management practices on a unified talent management platform.<sup>7</sup>

<sup>7</sup> See The Future of Talent Management: The Four Stages of Evolution, Taleo Research.



The Future of Talent Management: The Four Stages of Evolution, Taleo Research.

### Talent Profile

The foundation—the core element—is the common talent profile. The key foundational data should reside in the position and talent profiles, which capture information on both positions and available talent. This profile information becomes the demand and supply engine that fuels the entire talent management process. It provides the backbone to the talent management strategy both today and five years forward.

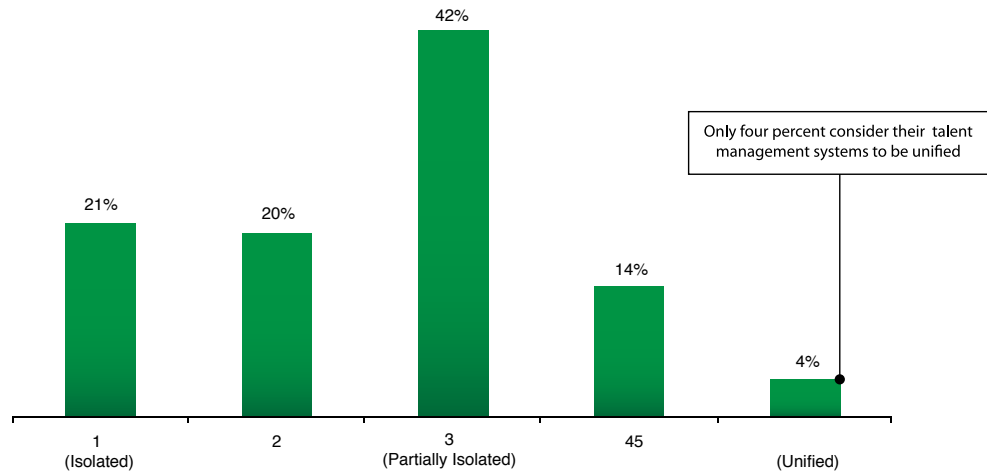
As the diagram shows, talent comes from both the internal people network (employees and contractors) as well as outside candidates. Both the hiring and performance process captures their talent DNA: their behaviors, experiences, job performance, skills, and interests. This becomes the supply information which is then matched with the demand information (company/group/individual goals) to drive the talent component of company success.



Source: Knowledge Infusion and Taleo Research

Although respondents identified a unified or integrated talent management capability as highly important in a talent management solution, very few respondents rated the way in which their current talent management systems are implemented as being unified.

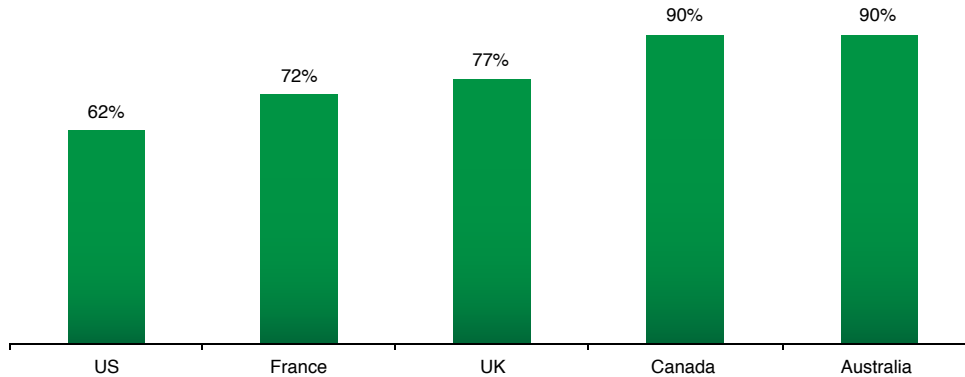
### Level of Unification in Current Implementation of Talent Management Systems



Source: Global Unified Talent Management Survey, 2008 by Taleo Research with Human Capital Institute (HCI), Business Intelligence, Markess International, Quantum Market Research.

Furthermore, the large majority of survey respondents (78%) consider developing a unified or integrated approach to talent management to be challenging or very challenging.

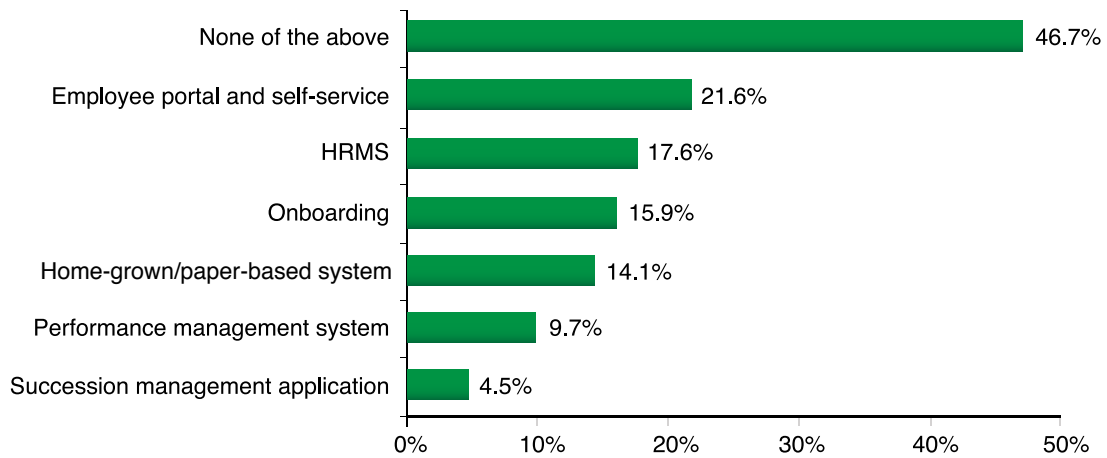
### Challenge in Unified Approach



Source: Global Unified Talent Management Survey, 2008 by Taleo Research with Human Capital Institute (HCI), Business Intelligence, Markess International, Quantum Market Research.

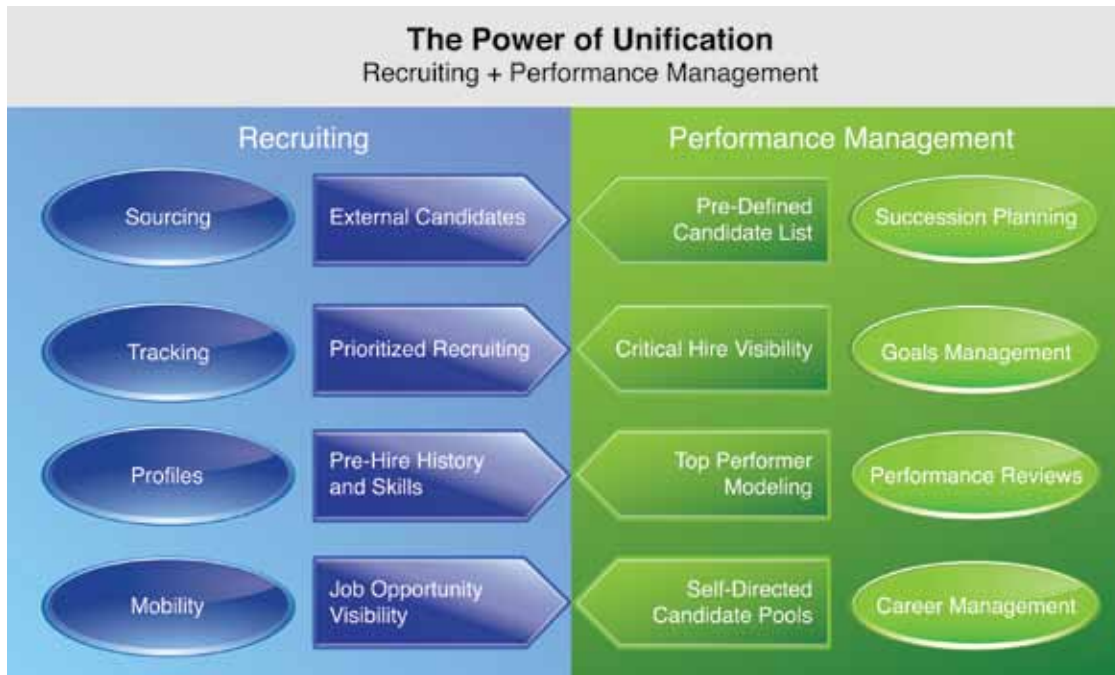
Even with some levels of integration, recruiting often remains a standalone application among talent management solutions.

### Our recruitment system is integrated with the following broader talent management solutions...



Source: Knowledge Infusion & ERE - The Future of Recruiting & Sourcing Survey N=589

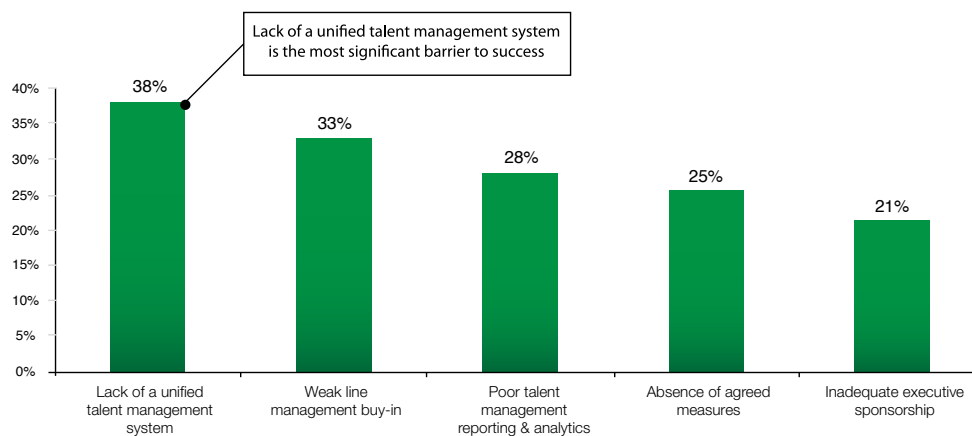
Respondents noted that the capabilities of their current talent management systems to benefit from data exchange and intelligence across and between talent management activities are limited. Examples include being unable to model skill profiles for roles based on performance data, assess quality of hire based on performance data, and consider external candidates as part of a succession plan.



Source: Taleo Research

The lack of a unified talent management system was ranked as the most significant barrier to successful talent management.

### Barriers to Successful Talent Management



Source: Global Unified Talent Management Survey, 2008 by Taleo Research with Human Capital Institute (HCI), Business Intelligence, Markess International, Quantum Market Research.



## Value Creation from Unified Talent Management

---

The analysis of the survey results paints a picture with disconnects. A majority (56%) of respondents indicate that talent management is essential for business success, yet only 42 percent has a talent management strategy in place. Only one-quarter of respondents report their talent strategy encompasses their whole workforce, and just 12 percent report that talent management systems are used by all staff.

One respondent noted:

*“Talent management is not viewed as a priority; the culture is purely vacancy and hire with an absence of any longer term planning on the business side.” Respondents want: “...a system that allows the entire organization, employees, managers, HR and Exec to become engaged in the process.” and “Board level/executive management buying in to the benefits a unified talent management approach would offer.”*

Usability and the capability of unified or integrated talent management are the two criteria considered the most important for organizations using a talent management solution. Nevertheless, only four percent of respondents consider the current implementation of their talent management systems to be unified. The large majority of respondents consider developing a unified or integrated approach for managing talent to be challenging or very challenging for their organization.

In fact, survey respondents identified the lack of a unified talent management system as the most significant barrier to successful talent management.

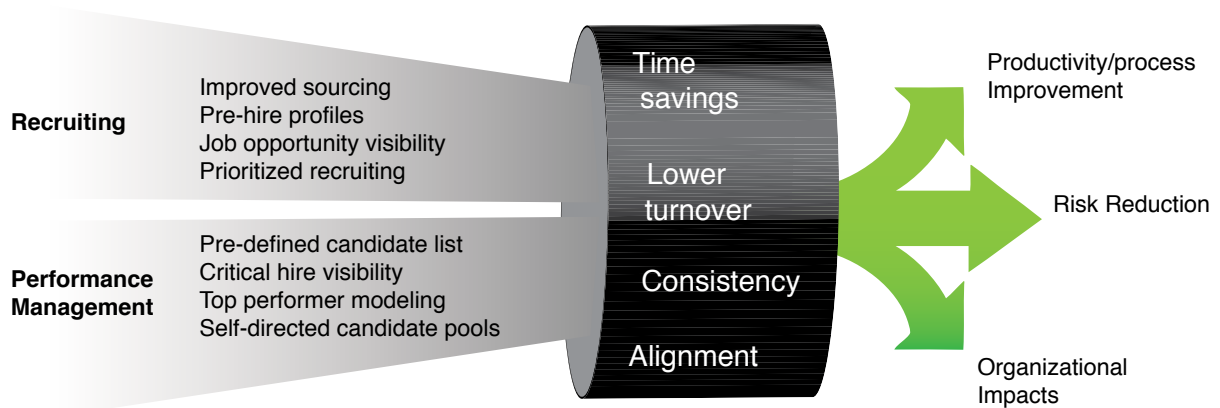
Another respondent stated:

*“The lack of integration between our effective stand alone functions ensures our current attract, recruit and retain strategies are ineffective or ad-hoc. Integrating all of these functions will enhance our talent management nationally across several businesses.”*

Additionally, the acknowledgement of the damaging impact of talent shortages on business performance, which impedes leadership development, innovation, growth, productivity, and customer satisfaction—despite economic turbulence—reinforces the criticality of successfully addressing talent management. Whether in good or bad economic times, the pressure on recruiting and retaining top performers is a constant concern.

With unified talent management, single data entry and data integration certainly can add cost-saving efficiency, but the benefits of establishing a single talent system of record are even more substantial in terms of driving business performance.

## Value Creation from Unified Talent Management



As organizations embrace a holistic view of talent management—encompassing the full talent lifecycle—the opportunity exists to better find, manage, measure, retain, and motivate employees to drive business performance through talent management strategies, in which:

- Business is the owner of talent.
- Talent management is a unified process.
- Talent management is an ongoing process.
- Usability and business value drive adoption.

There is a looming crisis in failing to improve talent management practices, given the criticality of talent to drive performance for organizations in all types of economic seasons. The starting points? Define a strategy, implement a usable and unified talent management system, and obtain strong buy-in throughout the organization: from employees, line management, executive leadership, and the board. Decisive action on organizational talent management initiatives today will positively impact your business.

---

### What do you see as the biggest opportunity for enhancing talent management in your organization?

*Clear visibility of the outcomes of talent management would increase buy-in and usage of the process (e.g. reduced turnover, improved business success, succession pipeline development).*

*The ability to drive a consistent, transparent talent management process that will support our organizational goal of increasing employee engagement and the objective of becoming a Top 100 Place to Work.*

*Unify recruiting, employee relations and management to open communication between them so we can identify opportunities to better manage the talent we currently have and identify key indicators for new hires.*

*We now have new executive leadership that has listed this as one of our top priorities for this year. We need a unified TM system to enable the initiative in this global organization.*

*Engagement of all staff and taking a holistic talent management approach.*

*The ability to reduce turnover and pave a way for talented employees to become engaged and productive with long term loyalty to the organization.*

*Developing a fully implemented Performance Management Process which identifies both performance and skill gaps which in turn feeds the recruitment and retention processes.*

*Getting the organization to understand what it is and then having the tools to make it user friendly and seamless in the daily functions of our managers.*

*Demonstrating talent management as an effective strategy for addressing the projected knowledge drain being driven by the increasing rate of retirements projected over the next five years.*

*Identifying current talent pool and building from internal strengths. This will help with retention and recruitment in that employees see an opportunity for growth once they join the organization.*

---

## **Methodology**

The Global Unified Talent Management Survey was conducted in Q2 and Q3 of 2008. A total of 911 responses came from HR executives in a variety of industries and company sizes in five countries: US (468), Canada (67), UK (186), France (50), and Australia (140).

Some data may not add to 100 percent due to rounding; some survey questions allowed multiple responses (check all that apply).

**CONTACT**

[www.taleo.com](http://www.taleo.com) – [info@taleo.com](mailto:info@taleo.com)

1.888.836.3669 – U.S.

1.888.922.5665 – International

1.888.561.5665 – Customer Service

**ABOUT TALEO**

Leading organizations worldwide use Taleo on demand talent management solutions to assess, acquire, develop, and align their workforce for improved business performance.

Copyright © 2009 Taleo Corporation. All rights reserved. No portion of this document may be reproduced in any form without the prior written permission of Taleo Corporation.

Taleo and all Taleo product and service names mentioned herein are trademarks or registered trademarks of Taleo in the United States, France, The Netherlands, U.K., Canada, Australia, and several other countries. All other product and company names mentioned herein may be the trademarks of their respective owners.

## WORLDWIDE OFFICES

### NORTH AMERICA

#### DUBLIN — HEADQUARTERS

4140 Dublin Boulevard, Suite 400  
Dublin, CA 94568, United States  
Tel.: 925.452.3000  
Fax: 925.452.3001

#### CHICAGO

One Energy Center  
40 Shuman Boulevard  
Naperville, IL 60563, United States  
Tel.: 630.983.9609  
Fax: 630.983.9509

#### JACKSONVILLE

7660 Centurion Parkway, Suite 100  
Jacksonville, FL 32256, United States  
Tel: 877.394.5644  
Tel.: 904.493.8800  
Fax: 904.493.9146

#### QUÉBEC

R&D Facility  
330, rue St-Vallier Est, Bureau 400  
Québec (Québec) G1K 9C5, Canada  
Tel.: 418.524.5665  
Fax: 418.524.8899

#### TORONTO

1235 Bay Street, Suite 1000  
Toronto (Ontario) M5R 3K4, Canada  
Tel.: 416.646.1680

### EUROPE

#### LONDON

10 Barley Mow Passage  
Chiswick  
London, W4 4PH  
United Kingdom  
Tel: +44 (0)20 8400 6166  
Fax: +44 (0)20 8400 6167

#### PARIS

19, Boulevard Malesherbes  
75008 Paris  
France  
Tel.: +33(0) 1 55.27.36.62  
Fax: +33(0) 1 55.27.37.00

#### AMSTERDAM

Poortgebouw  
Beech Avenue 54 - 80  
1119 PW Schiphol - Rijk  
The Netherlands  
Tel.: +31 (0)20 658.6699  
Fax: +31 (0)20 658.6111

### ASIA PACIFIC

#### SYDNEY

Suite 601, Level 6  
491 Kent Street  
Sydney, 2000  
Australia  
Tel: +612 9356 1900  
Fax: +612 9475 1099

#### MELBOURNE

Level 3, IBM Towers  
60 City Road  
Southbank VIC 3006  
Australia  
Tel.: +613.9626.2413  
Fax: +613.9626.2455

#### SINGAPORE

30 Cecil Street  
#15-09 Prudential Building  
Singapore 049712

Tel: +65 6232 2850  
Fax: +65 6232 2888

