



The Case for Integrated Talent Management

Virtually all organizations engage in some form of talent management activities. Indeed, it would be difficult to compete in today's business climate without paying at least some attention to the organization's talent—its people and the critical role they play in achieving business success.

In some companies, the HR function drives activities such as performance management and associate development. In others, individual business groups develop and implement programs to meet their particular needs. While these efforts provide some value to the organization, they often fail to realize their full potential. Varied objectives and differing approaches can lead to inconsistent results, duplication of effort and associate confusion. The resulting false starts and misdirected efforts create skepticism— or even cynicism— concerning processes that are key to an organization's success.

In contrast, integrated talent management is:

- Guided by a well-defined talent philosophy
- Driven by a clear set of leadership expectations
- Supported by objective assessments of associate performance and potential
- Achieved through the deliberate linking of one process to another

Organizations taking an integrated approach to talent management realize greater alignment, consistency and value from their efforts. Executives have the tools and information they need to assess and develop the next generation of leaders. Managers and associates have clear and objective guidance for managing performance and developing career plans. Perhaps most important, the organization has the enhanced capability for managing one of its most critical assets—its people.

Markwood Partners has developed a proven approach to achieving integrated talent management. The process includes:

- Working with business and HR leaders to articulate a talent philosophy
- Identifying the relevant elements of a talent management framework
- Conducting an inventory to assess the extent and impact of current efforts
- Devising a roadmap to define and implement the steps needed to bring the talent management framework to life
- Establishing measures and milestones to ensure the process stays on track and achieves the desired objectives

To learn more about integrated talent management and the role it can play in your organization's success, contact **Markwood Partners** today.

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