

# The Rise and Fall of Talent Management

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Corporate Research Forum  
Summer 2016

Talent management: purpose  
builtō .but for another era.

# The 'Dead Canaries' in the Mine

- “ 2014 Global CEO Survey: **63%** concerned about talent availability
- “ 2013 global survey of 1000 board members: only **20%** say their organisations are doing a good job
- “ CRF survey: **17%** are effective at anticipating talent needs
- “ CRF survey: **20%** satisfied with their talent management

# BCG Research on 1200 Companies:

Those scoring well on talent management and leadership **increased revenues 2.2 times faster and profits 1.5 times faster** than companies rating weaker

The early innovators

# The Pioneering AT&T:

- “ 1956: centers to assess management talent
- “ Created a fast track program for managerial talent
- “ The ‘White Book’ : ready for executive roles?
- “ Two year of the big picture assignment at headquarters for the most promising

# The Pioneering GE:

- “ Crotonville: leadership training programs
- “ Cross-function, cross-unit assignments
- “ Session C talent/performance reviews
- “ Workforce/succession planning out to 30 years

# The UK Pioneers:

- “ Civil Service: Psychometric assessment centers
- “ Boots: Day Continuation School
- “ ICI: Job redesign and employee surveys
- “ Unilever: Global assignments

# Wave 1 Outcomes:

- “ Less predictable world - workforce planning far more difficult
- “ A growing reliance on professionally trained managers
- “ Even strategic thinking could be outsourced
- “ Outsiders a necessary catalyst for transformation

# Wave 2 Outcomes:

- “ Talent could be acquired and shed through acquisitions and layoffs
- “ The life time employment contract disappearing
- “ The rise of the ‘vitality curve’ performance is your ticket to employment
- “ Talent mobility on the rise

# Wave 3 Outcomes:

- “ End of the life time employment contract?
- “ The employee owns their brand
- “ Mobility accelerators grow: Linked In
- “ The rise of a contract work force

# Where do we stand:

- “ The irreversible shift from life time employment
- “ A resulting growing propensity for talent to move
- “ A shrinking pool of resources to spend on talent
- “ A narrowing focus on high potential talent
- “ Yet greater need to anticipate strategic shifts and their implications for talent

# Assumptions of the 50s

- “ The organisation is responsible for your career
- “ Well defined career paths based on tenure and performance
- “ Reviews, assessments, job postings, projects and training are the tools
- “ Grow talent from within
- “ We can plan our future talent needs

# Assumptions of today

- “ You are responsible for your career
- “ Deliver on performance and be opportunistic
- “ Experiences elsewhere make you more attractive
- “ Our future talent needs cannot be met internally
- “ We can rely on outsourcing to meet emerging needs