

## Talent Management with Special Reference to International Business Machines Corporation (IBM)

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### Abstract

*In the present complex and rapidly changing socio-economic environment, no business or organization can exist or grow without effective management of human resources. Talent Management is a realistic plan which facilitates the categorization and precise extension of internal flair, for leadership and other key positions, which will honor and drive an organization's outlook. When people do jobs that just don't suit their liking, inclination or temperament, the results, or rather the lack of them will be disastrously obvious. Low productivity, dissatisfaction, low morale, absenteeism and other negative behavior will become typical till the employee is shown the door. Or perhaps, there is another option - **Talent Management**. In this paper we discussed the talent management with reference to International Business Machines Corporation (IBM). This paper based on secondary data and focuses on the impact of talent management in IBM and to determine the extent to which talent management contributes in enhancing the productivity, profitability and performance of the organization. This paper also focuses on various challenges in talent management and tries to find out various solutions to solve these challenges.*

**Keywords:** Talent Management, Workforce Planning, Developing Talent, Equipping Managers, Employee's Potential, Working Environment.

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### **1. INTRODUCTION:**

International Business Machines Corporation incorporated on June 16, 1911. It is mainly an information technology (IT) company. IBM operates in five segments: Global Technology Services (GTS), Global Business Services (GBS), Software, Systems and Technology and Global Financing. International Business Machines, abbreviated IBM and nicknamed "Big Blue", is a multinational computer technology and IT consulting corporation headquartered in Armonk, New York, United States. The company is one of the few information technology companies with a continuous history dating back to the 19th century.

IBM is listed among the top 10 companies on Fortune magazine's list of "America's Most Admired Companies." The ranking was based on eight variables like employee talent, innovation, use of corporate assets, social responsibility, quality of management, financial soundness, long-term investment value, and quality of products/services.

At its recent Connect 2014 event IBM announced IBM Kenexa Talent Suite, an integrated talent management suite. The release strengthens its Smarter Workforce initiative by combining IBM and Kenexa products and services in one human capital management (HCM) offering. IBM Kenexa Talent Suite also addresses increasing efforts by human resources organizations to optimize their activities through more effective use of technology, a topic covered in our 2014 HCM research agenda. Specifically, the release integrates talent management process automation capabilities with collaboration and also can be complemented with its workforce analytics to help organizations be more efficient and productive; our benchmark research shows these are the leading benefits of using human capital analytics systems.

### **2. TALENT MANAGEMENT IN IBM:**

IBM gave importance to not only recruiting and retaining the best talent but also to managing them in such a way that wastage of skills was reduced. IBM developed Human Capital Management Services software to implement a talent management model within the organization.

According to analysts, IBM's focus on talent management enabled the company to utilize its workforce properly and also to assess its future talent needs. They felt that the best practices in talent management could be further used to formulate and implement succession planning and leadership development strategies.

### **3. TALENT MANAGEMENT:**

To achieve a balance between talent supply and demand, IBM often redeployed its workforce. The internal redeployment process was designed to minimize loss of productivity of skilled employees. Each of IBM's business units had its own resource board that reviewed and approved external job postings on a regular basis. In case the company had employees with skills matching the criteria, they were redeployed on the new job instead of recruitment being done externally

Features of Talent Management:-

- Talent management is the activity of identifying, realizing, and guiding untapped potential in people.
- It means nurturing and developing those people identified of having ability and potential.

- It involves individual and organization development in response to a changing and complex operating environment.
- Talent management is a center deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet organizational needs.
- Talent management brings together a number of important human resources and management initiatives.
- Organizations that, formally decide to manage their talent undertake a strategic analysis of their current HR process.
- Talent management approach is adopted and focused on co-ordinating and integrating the following policies such as: - Recruitment, Retention, Employee development, attracting talent etc.

#### **4. RELEVANCE OF TALENT MANAGEMENT:**

Like human capital, Talent Management is gaining increased concentration. Talent management (TM) brings together a number of important human resources (HR) and management initiatives. Organizations that formally decide to "manage their talent" undertake a strategic analysis of their current HR processes. This is to ensure that a co-ordinate, performance oriented approach is adopted.

- Recruitment - ensuring the right people are attracted to the organization.
- Retention - developing and implementing practices that reward and support employees.
- Employee development - ensuring continuous informal and formal learning and development.
- Leadership and "high potential employee" development - specific development programs for existing and future leaders.
- Performance management - specific processes that nurture and support performance, including feedback/measurement.
- Workforce planning - planning for business and general changes, including the older workforce and current/future skills shortages.
- Culture - development of a positive, progressive and high performance "way of operating".

#### **5. BENEFITS OF TALENT MANAGEMENT:-**

Talent Management is beneficial to both the organization and the employees.

Benefits from Organization's point of view are:

- Increased productivity and capability.
- Higher profits per employee.
- A better linkage between individuals' efforts and business goals.
- Assurance of valued employees.
- Reduced turnover.
- Increased work surface strength
- A better fit between people's jobs and skills.

Benefits from employee's point of view are:

- Higher motivation and commitment.
- Career development.

- Increased knowledge about and contribution to company goals.
- Continuous motivation.
- Job satisfaction increases.
- Feel a sense of job security.

#### Approaches of Talent Management



#### 6. INVOLVING THE RIGHT PEOPLE:

Careful consideration needs to be paid to involving the right stakeholders in the talent management strategy. Clearly, HR specialists have an important role to play in providing support and guidance in the design and development of approaches to talent management that will fit the needs of the organization.

Visible senior-level support is a must and a talent panel is a useful means of ensuring the involvement of Directors and senior management, especially when it has representation across the organization. Additionally, line manager support is important at every stage of the process. Line managers must take responsibility for managing performance, identifying and developing talent in their own areas but also need to be encouraged to see talent as a corporate rather than a local resource - see our factsheet on the HR role of line managers.

#### 7. TALENT THE MANAGEMENT LOOP:



#### 8. ATTRACTING TALENT:

The ability to attract external talent depends upon how potential applicants view the organization, the industry or sector it operates in and whether they share the values of that organization. The creation of an attractive employer brand is an important factor in attracting

external talent. Where needed, lower financial rewards can be countered with alternative benefits and employer values such as social responsibility.

#### 9. DEVELOPING TALENT:

Talent development should be linked to other learning and development initiatives. Appropriate learning and development interventions are required at relevant stages in a career path for talented individuals to achieve their maximum potential. Developing talent needs informal as well as formal learning interventions. These interventions will include conventional development activities but there is also the opportunity to use creative alternatives such as talent coaching and mobility.

#### 10. MANAGING TALENT:

Active steps, plans and activities are needed to retain and engage talent required for the future health of the organization. Investment in management, leadership and other development activities will positively impact on talent retention. Organizations should develop a performance culture where individuals take responsibility for the continuous improvement of business processes and their own skill development.

#### 11. TRACKING AND EVALUATING TALENT MANAGEMENT:

Evaluation of talent management is difficult but necessary to ensure that the investment is meeting organizational needs. Evaluation requires both quantitative and qualitative data which is valid, reliable and robust.

#### 12. CHALLENGES IN TALENT MANAGEMENT:-

- Finding the right candidate is the challenge.
- Retaining good employees is the next challenge that arise company's brand image makes these tasks easier.
- The financial challenge associated with developing employees and recouping the investments in their development now that labor markets.

Talent management: a set of internally consistent programs, policies and processes for managing the workforce; defines the workforce culture, skills, leadership goals and employer/employee contract		
Common processes		
<b>Acquire</b>	• Recruiting • Competency management	• Workforce planning • Rewards and recognition
<b>Develop</b>	• Competency management • Career development • Performance appraisal • Learning management	• Succession planning/ leadership development • Workforce planning • Knowledge management
<b>Retain</b>	• Career development • Workforce planning • Rewards and recognition	• Employee relations • Transition

The challenges that the organizations have to face today are:

1. **Recruiting Talent:** It is the jurisdiction of talent management to get such people on onboard, who are enterprising but ensure that an organization does not suffer for the same.
2. **Training and Developing Talent:** The downturn also opened the eyes of organizations to newer models of employment - part time or temporary workers. This is a new challenge to talent management, training and developing people who work on a contractual or project basis.
3. **Attracting and Retaining high quality Talent:** Attracting and retaining enough employees at all levels to meet the needs of organic and inorganic growth. While organizations focus on reducing employee overheads and dismissal those who are unessential in the shorter run, it also spreads a wave of de motivation among those who are retained. The challenge of calibrating talent management practices and programs to attract and engage our young entrants is critically important to all firms and particularly so for firms that depend on a strong flow of top talent, such professional service firms.
4. **Developing Leadership Talent:** Developing a healthy leadership channel, It is one of the biggest potential threats to many corporations is a lack of a robust talent pool from which to select future leaders. Leadership in action means an ability to take out of crisis situation, extract certainty out of uncertainty, set goals and driving change to ensure that the momentum is not lost. Identifying people from within the organization who should be invested upon is a critical talent management challenge.
5. **Creating Talented Ethical Culture:** Setting standards for ethical behaviour, increasing transparency, reducing complexities and developing a culture of reward and appreciation are still more challenges and opportunities for talent management.
6. **Creating value proposition:** Creating a value proposition that appeals to multiple generations. With four generations in today's workplace, most companies are struggling to create an employee experience that appeals to individuals with diverse needs, preferences and assumptions.
7. **Rounding out the capabilities of hires who lack the breadth of necessary for global leadership:** It's relatively straightforward to identify and assess experts in specific functional or technical arenas, but much more difficult to determine whether those individuals have the people skills, leadership capabilities, business breadth, and global diversity sensibilities required for the nature of leadership today. Increasingly, the challenge of developing these broader skill sets falls to the corporations.
8. **Creating a workplace that is open to Boomers in their "Second careers":**Age prejudice still exists, but smart companies are looking for ways to incorporate the talents of Boomers and even older workers in the workforce. In many cases, this requires rethinking roles and work relationships.
9. **Overcoming a "norm" of short tenure and frequent movement:** Some industries, such as specialty retail, are known for having a very disposable view of talent. Companies' intent on changing that norm, such as The Gap, must address both external influences in the marketplace and an internal mindset.

- 10. Retaining top performing employees:** Retaining the top performing employees in the organization is also a challenge for the organizations. All top performing employees always try to go in the outside world and to solve this problem the organizations should take all necessary steps so that good or high quality talent can be retain in the organization.
- 11. Filling high-impact positions to support their company's growth.**
- 12. Optimizing compensation to serve business objectives**
- 13. Keeping employees and focused on high priority goals.**

#### **13. INTEGRATED WORKFORCE AND HUMAN CAPITAL MANAGEMENT SOLUTIONS:**

Various strategies which are followed by IBM for managing Talent in their organization are as follows:

IBM Kenexa Talent Suite: IBM Kenexa Talent Suite helps HR professionals to look at large volumes of employee data – such as work experience, social engagement, skills development and individual interests – to identify the qualities that make top performers successful. Organizations and teams can then use those models to pursue candidates through additional targeted social marketing on social recruiting sites, where job seekers matching the profile are automatically connected with opportunities matching their skills.

Talent Suite helps in attracting, hiring, onboard, engaging and growing employee talent -- using the latest analytics, mobile and enterprise grade social technologies available today. This integrated set of talent management cloud solutions helps in growing the talent. It helps in various ways like:

- Helps in Hiring the best person for the job.
- Allow to run free the power of workforce.
- Helps in Identifying and managing top talent with plans to meet company goals.
- Create an engaging, dynamic and productive work experience through a social platform.
- Drive fact-based decisions quickly with powerful analytics.

#### **14. WOMEN IN THE WORKFORCE:**

IBM started recruiting women professionals well before the Equal Pay Act, 1963. A letter issued by Watson Sr. in 1935 stated, "Men and women will do the same kind of work for equal pay. They will have the same treatment, the same responsibilities, and the same opportunities for advancement." IBM's management made efforts to find out what the specific needs of its women employees and provided women-friendly facilities accordingly. This helped the women in increasing their productivity while maintaining a proper balance between work and family life. The women networking groups in IBM actively promoted female mentoring, assisted women to achieve a better work/life balance, and also conducted programs to encourage girls to seek careers in the IT industry.

#### **15. SPECIAL FOCUS ON ATTRACTING WOMEN TALENT:**

- Women are only recruitment drives.
- Payment of higher referral bonuses for referring diversity candidates.
- Enterprise-wide focus on growing Women leaders.

- **Talent Acquisition:** Includes recruitment, skill and behavioral science-based assessments and on boarding. These integrated functions are designed to provide a deep understanding of what the best talent looks like and then how to attract, hire and engage them.
- **Talent Optimization:** Includes performance management, succession planning and compensation planning to empower and get the most out of employees.
- **Social Networking:** Increases productivity with expertise identification and knowledge discovery – connecting employees and accelerating the time to productivity.
- **Global Technology Services (GTS)** includes Strategic Outsourcing Services, Global Process Services, Integrated Technology Services, Maintenance and GTS Services Delivery, IT outsourcing services.
- IBM integrates its service management, technology and industry applications with new technologies, such as cloud computing, analytics and virtualization.
- IBM's services include Consulting and Systems Integration, and Application Management Services.
- Systems and Technology provides semi-conductor technology, products and packaging solutions for IBM's own advanced technology needs and for external clients.
- IBM Smart Analytics, IBM Netezza, IBM Smart Cloud Entry and IBM Blade Center for Cloud. IBM servers use both IBM and non-IBM microprocessor technology and operating systems. All IBM servers run Linux, a key open-source operating system.
- Global Financing facilitates clients' acquisition of IBM systems, software and services. Global Financing includes Client Financing, Commercial Financing and Remanufacturing and Remarketing.
- IBMers value like Dedication to every client's success, Trust and personal responsibility in all relationships.

#### **16. IBM'S WORKING ENVIRONMENT, FUTURE WORKPLACE:**

- Employees are recruited, groomed, employed, evaluated, and compensated... totally driven by skill, performance, and achievement.
- Employees can clearly see what skills and experience are needed to evolve their careers in the direction they are most passionate about, and are then matched to the projects, mentors, and training that are best suited to helping them achieve their career aspirations.
- Managers can better internalize the skills, interests, and motivations of their team.
- Teams have a better understanding and respect for the skills and achievements each individual brings to the table.
- IBM- the leader in social business have an opportunity to revolutionize the perception of work itself and the perception of one's role in the fabric of the workspace community.
- IBM uses social business tools which are used in organizations to help facilitate work. Very work-centric apps like Project Management and File Sharing apps, wikis, and communities are very useful to control flow and share valuable information amongst teams.
- IBM & Gamified Talent Management IBM's Assessment testing solutions provide the Big Data that correlates to an employee's hard and soft skill sets. IBM is uniquely poised to offer a gaming solution that evolves the UI on top of HR systems today.

## **17. CONCLUSION:**

From a talent management point of view, employee evaluations concern two major areas of measurement: performance and potential. Current employee performance within a specific job has always been a standard evaluation measurement tool of the profitability of an employee. However, **talent management also** seeks to focus on an employee's potential, meaning an employee's future performance, if given the proper development of skills and increased responsibility. It is a realistic program which facilitates the identification and systematic development of internal talent, for leadership and other key positions, which will compliment and drive an organization's future vision talent management, was a dynamic process that has to be continuously reviewed to ensure that organizational requirements are still being met in the light of changing business priorities. A talent marketplace is an employee training and development strategy that is set in place within an organization. An ideal setting is where productivity is employee-centric and tasks are described as "judgment-based work". In today's world, in the adverse situations, where the organizations are facing a lot of problems in managing and retaining the talent. IBM gave importance to not only recruiting and retaining the best talent but also to managing them in such a way that wastage of skills was reduced. IBM developed Human Capital Management Services software to implement a talent management model within the organization. IBM's focus on talent management enabled the company to utilize its workforce properly and also to assess its future talent needs. They felt that the best practices in talent management could be further used to formulate and implement succession planning and leadership development strategies. Various trends are like cultural diversity, workforce planning, and talent developments, technological advancement which may helpful for any organization to be at the top position in this competitive world are followed by IBM.

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