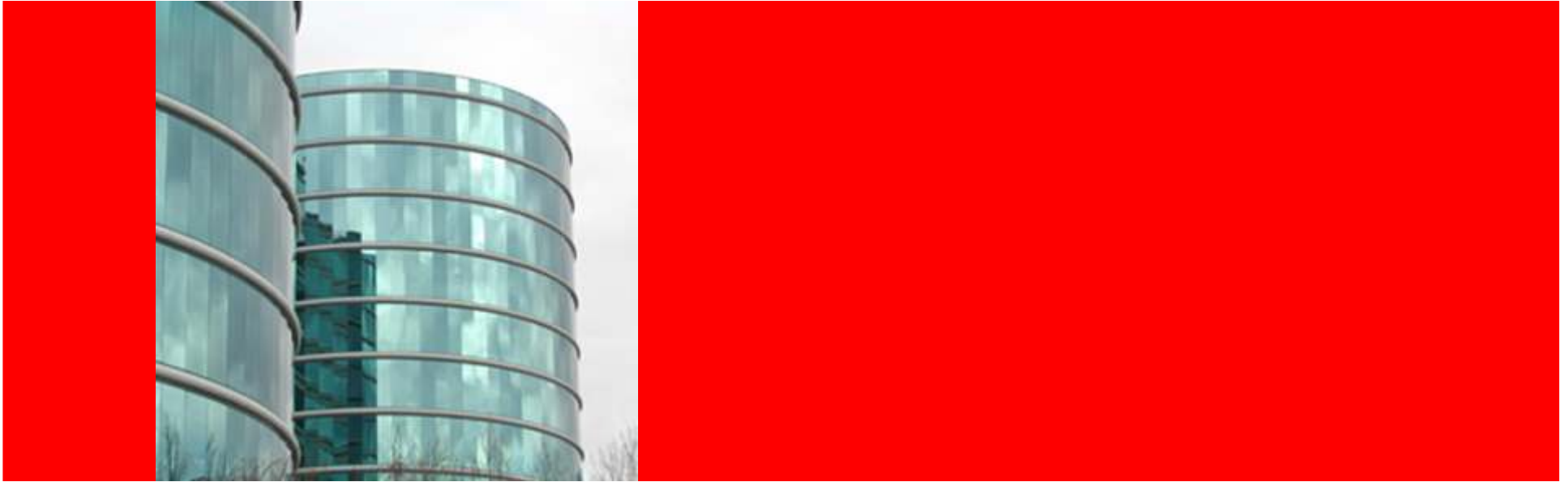


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## **Preparing for the Future of Talent Management**

Jill Christensen, Principal Product Strategist, HCM Product Strategy



The following is intended to outline our general product direction. It is intended for information purposes only, and may not be incorporated into any contract. It is not a commitment to deliver any material, code, or functionality, and should not be relied upon in making purchasing decisions. The development, release, and timing of any features or functionality described for Oracle's products remains at the sole discretion of Oracle.



# Baseball



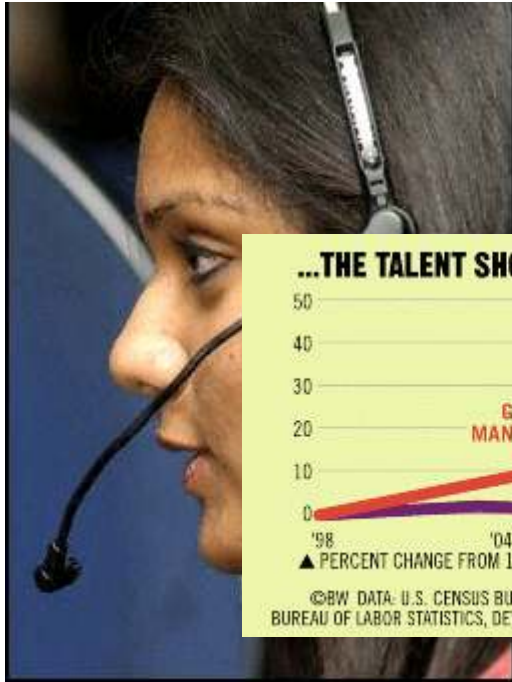
# Peanut Butter



# Going to 11

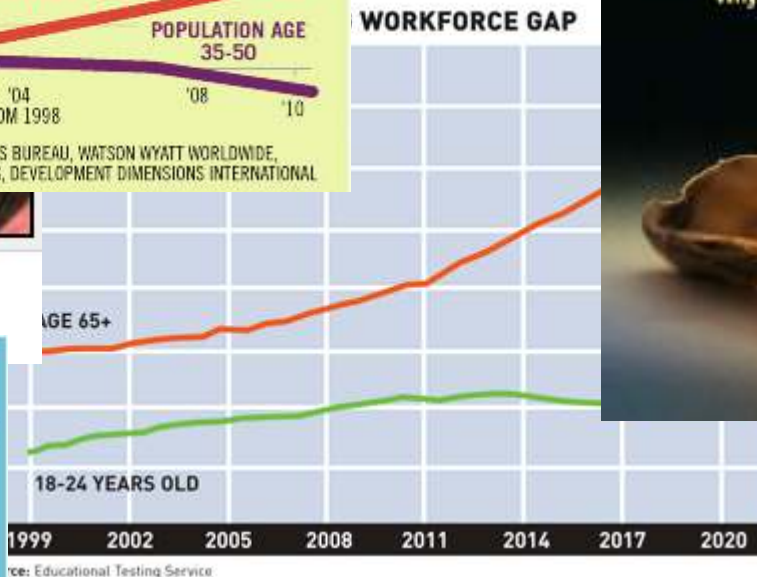
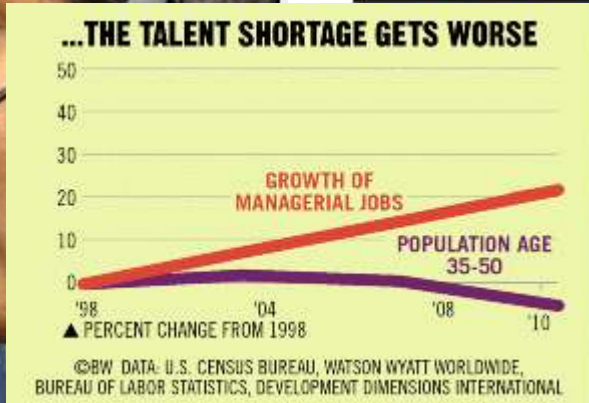
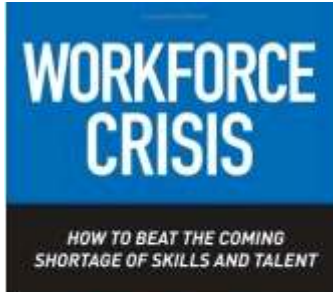


# Have You Heard?



(AFP Photo) - Talent shortage threatens Indian outsourcing industry (Fri 01 Oct, 06:32 AM)

Jeffery Joeres, Manpower CEO, said that in 10 years' time, many businesses would **fail** because they had not planned ahead for the **talent shortage** and would be **unable to find the people they need to run their businesses.**



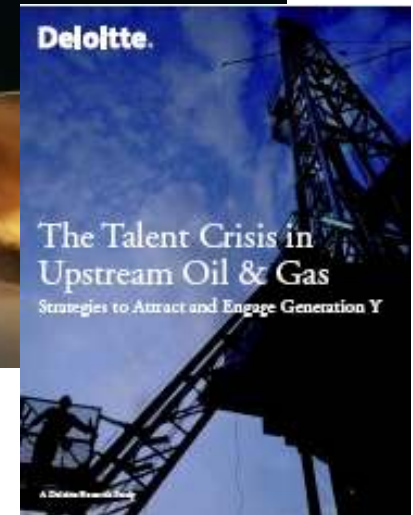
## China's talent shortage

Source: [McKinsey Quarterly](#)

China has millions of university graduates. Is it about to become an outsourcing giant? Research from McKinsey says that's unlikely. Of 15.7 million graduates, less than 10% have the skills of foreign call center workers, accountants, analysts, geographers, or support services. English-language

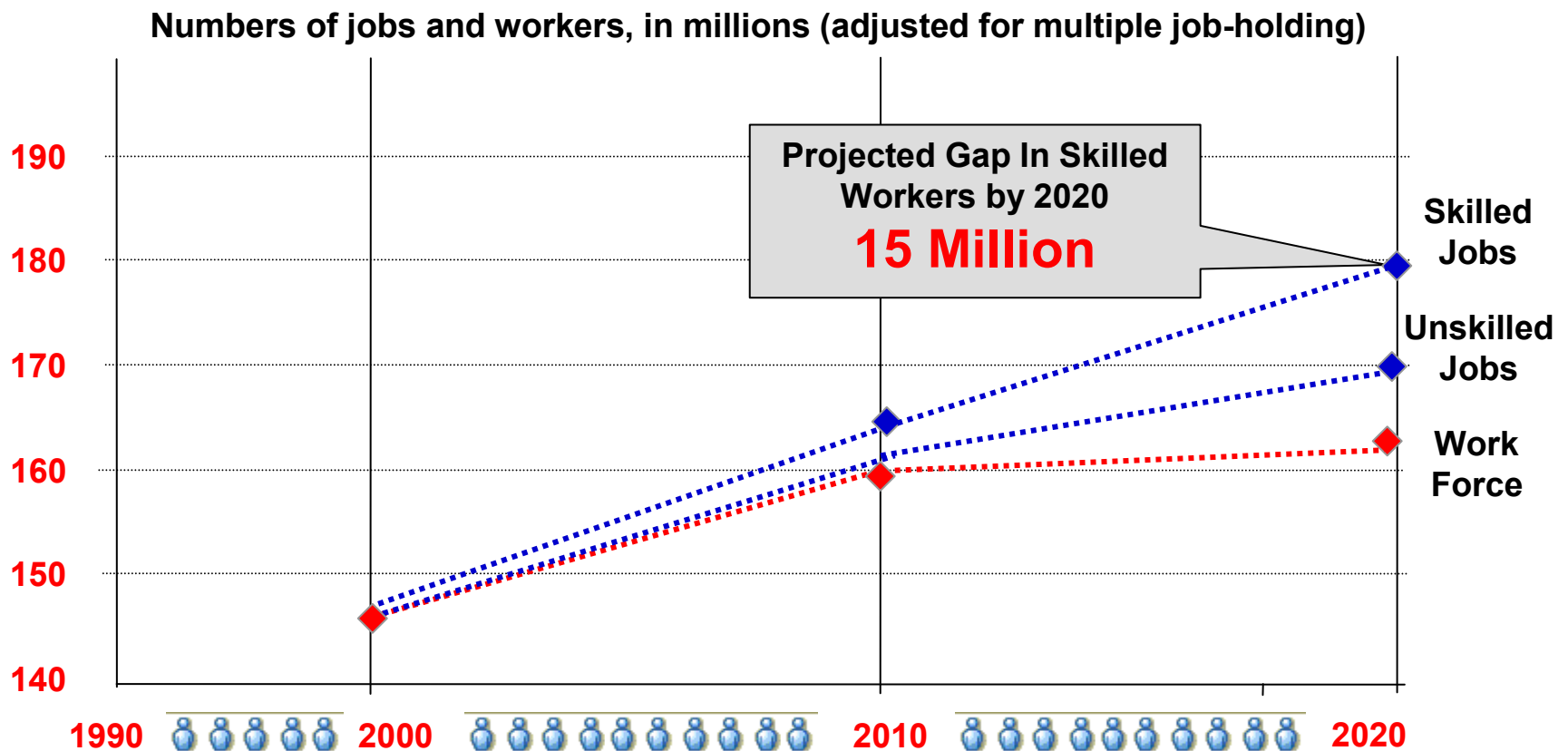


nurses, way it



# Demographic Shifts and Workforce Globalization Have Created a War for Talent

Aging Workforce + Less Skilled Workforce = Talent Crisis





## The Conference Board CEO Challenge, 2006

Over 40% of CEOs globally view current availability of skilled workforce as a concern (“among my chief concerns” and “my greatest concern(s)”) ”



# Executive Focus on Competitive Advantage through Talent

*"CEOs recognize that developing the best human capital in their industry is an absolute competitive advantage"*

Manny Avramidis  
SVP, Global Human Resources  
American Management Assn

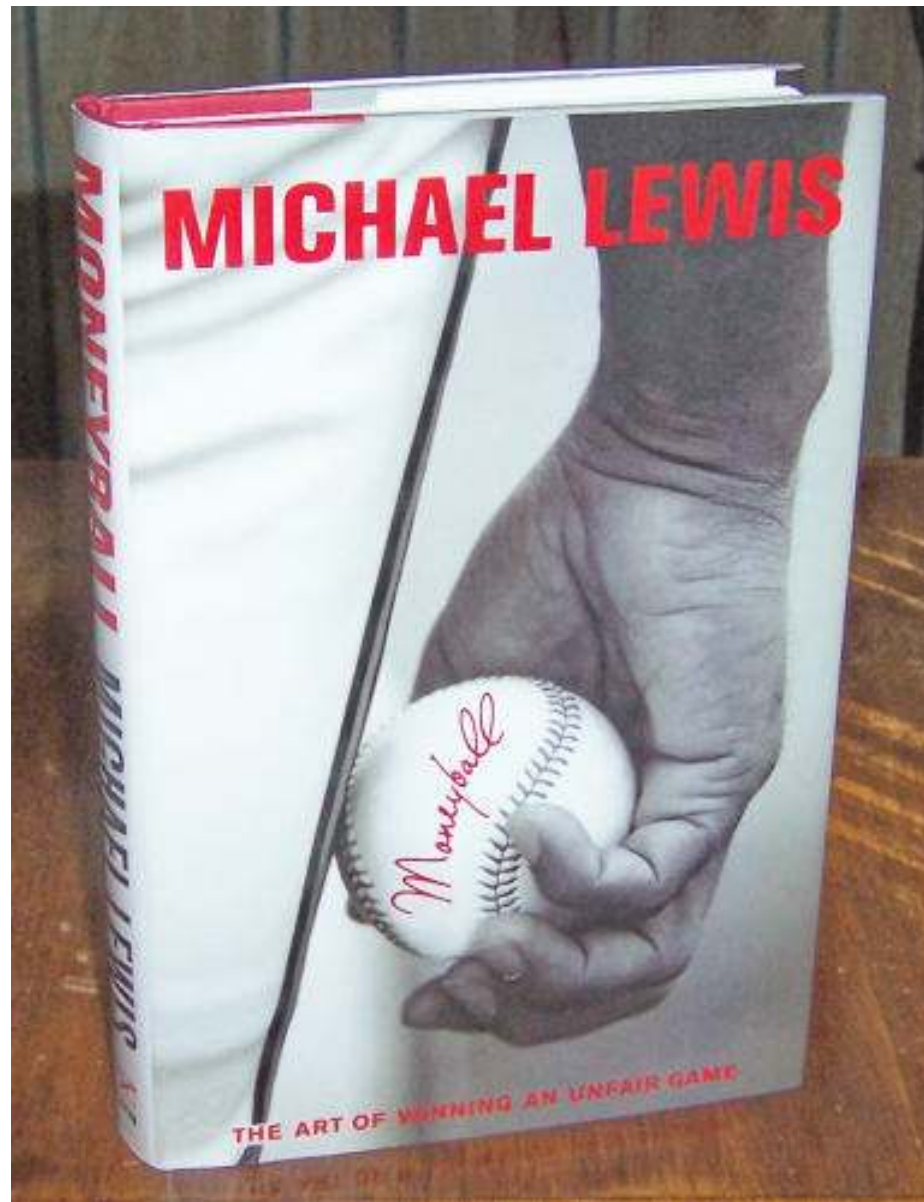
*"Talent management has become more important because of a growing recognition that it helps to drive corporate performance, even though the exact impact is hard to quantify."*

"The CEO's Role in Talent Management"  
The Economist Intelligence Unit

*"By excelling in Talent Management, the average Fortune 500 company can generate a nearly 15% improvement on earnings."*

"Book of Numbers Research"  
The Hackett Group





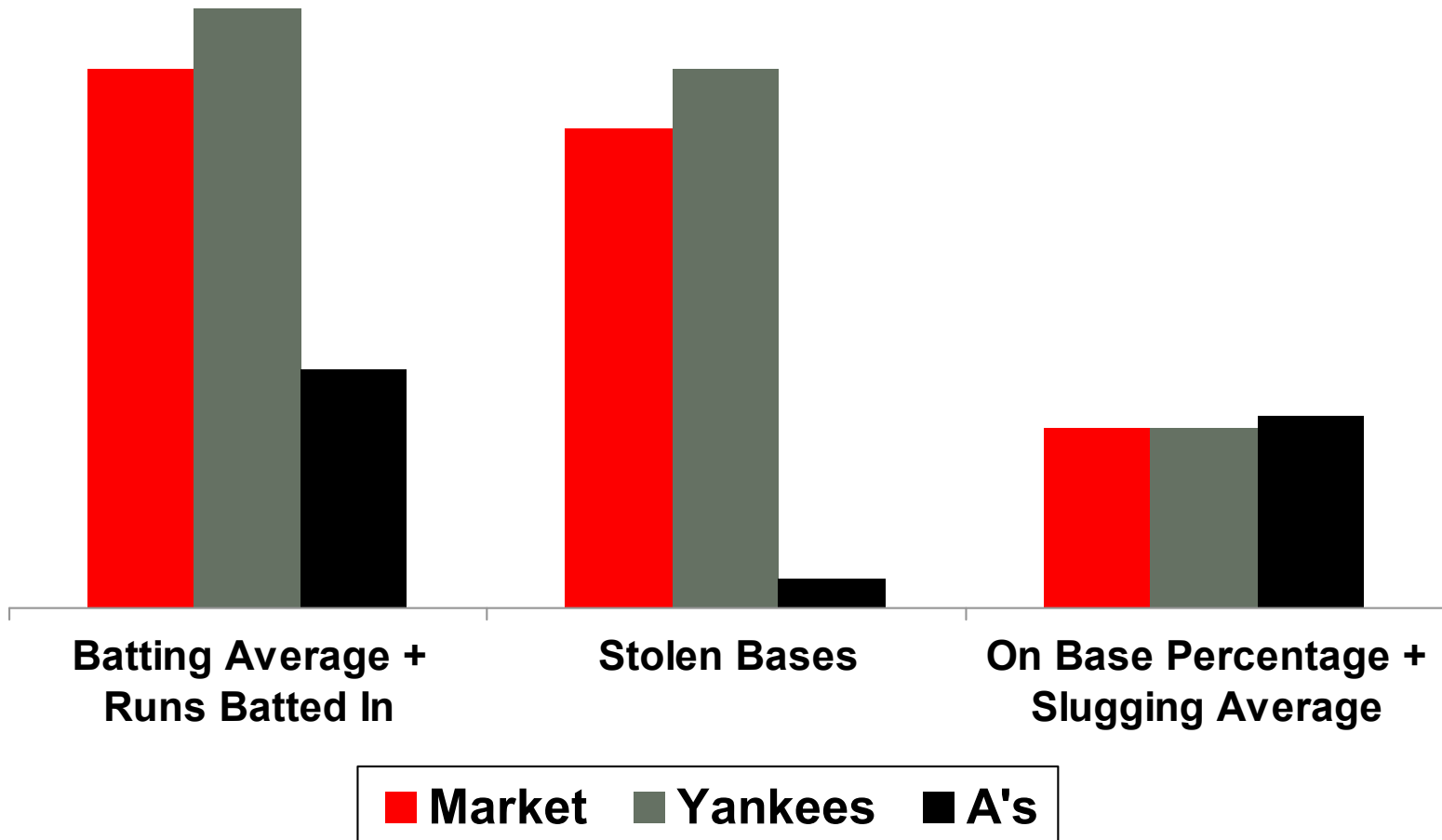
■ Moneyball is Not “Hire Cheap/Mediocre”



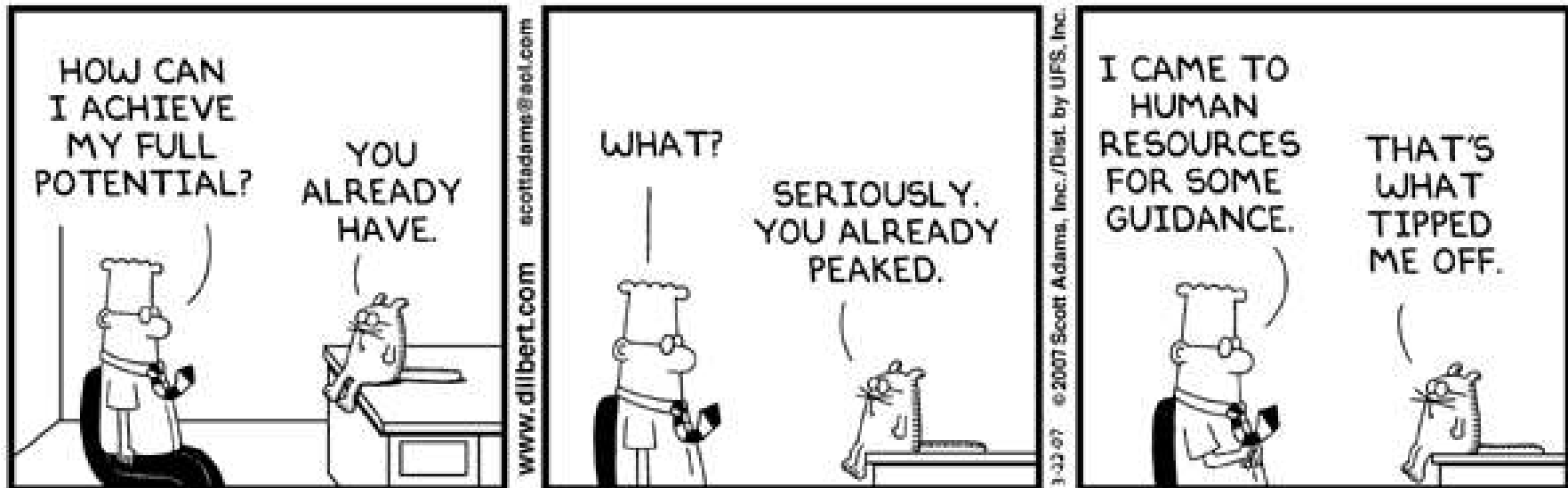


# A Pricing Problem?

Price/Relative Value



# Are You Using Your Talent Optimally?



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# Profile Management

The foundation for establishing consistent, standard yet flexible attributes for the purpose of...

Defining  
Recruiting  
Measuring  
Developing  
Advancing  
and Rewarding

...your talent



# A Random Profile Image

The screenshot displays the Oracle HR system interface for a user profile. The main content area shows the profile for Pat Miller, an Accounting Manager in San Francisco. The profile includes a photo, contact information, and a competency gap analysis. The competency gap analysis is a radar chart comparing Pat Miller's performance against the requirements for an Accounting Manager. The chart shows scores for Leadership, Teamwork, Creativity, Customer Service, Communication, Measurement, Motivation, and Peer Support. The Accounting Manager requirements are shown as a green line, and Pat Miller's performance is shown as a blue line. The chart indicates that Pat Miller is generally meeting the requirements, with some gaps in Leadership and Teamwork.

**Competency Gaps**  
Compare your competencies with the requirements of a job profile.  
Compare to Job: Accounting Manager

**Goals**

Goal	Progress
Develop an Area of Expertise	Progress
Knowledge Management	Progress
Implement Priority 1 Guidelines	Progress
Cut Operating Expenses	Progress
Hire: New Hire	Progress

**Development Plan**

Development Goal	Actions in Place
Leadership Advancement	✓
Become More Effective in Communication	✓
Become More Effective at Resolving Conflicts	✓
Develop Comprehensive Understanding of Business	✓
Be Flexible and Adaptable	✓

**Performance History**

Rating
3
4
4
4

**Learning Suggestions**

- Effective Communication
- Presentation Skills
- Project Management

**Profile Summary**

**Organization**

- Tracy Johnson
- Gas Ramirez
- Stella Hehn
- Pat Miller
- Susan Wong
- Jason Blake
- Catherine Reiter

**Competency Profile**

Name	Status
Accounting Director	
Accounting Manager	
Accounting VP	

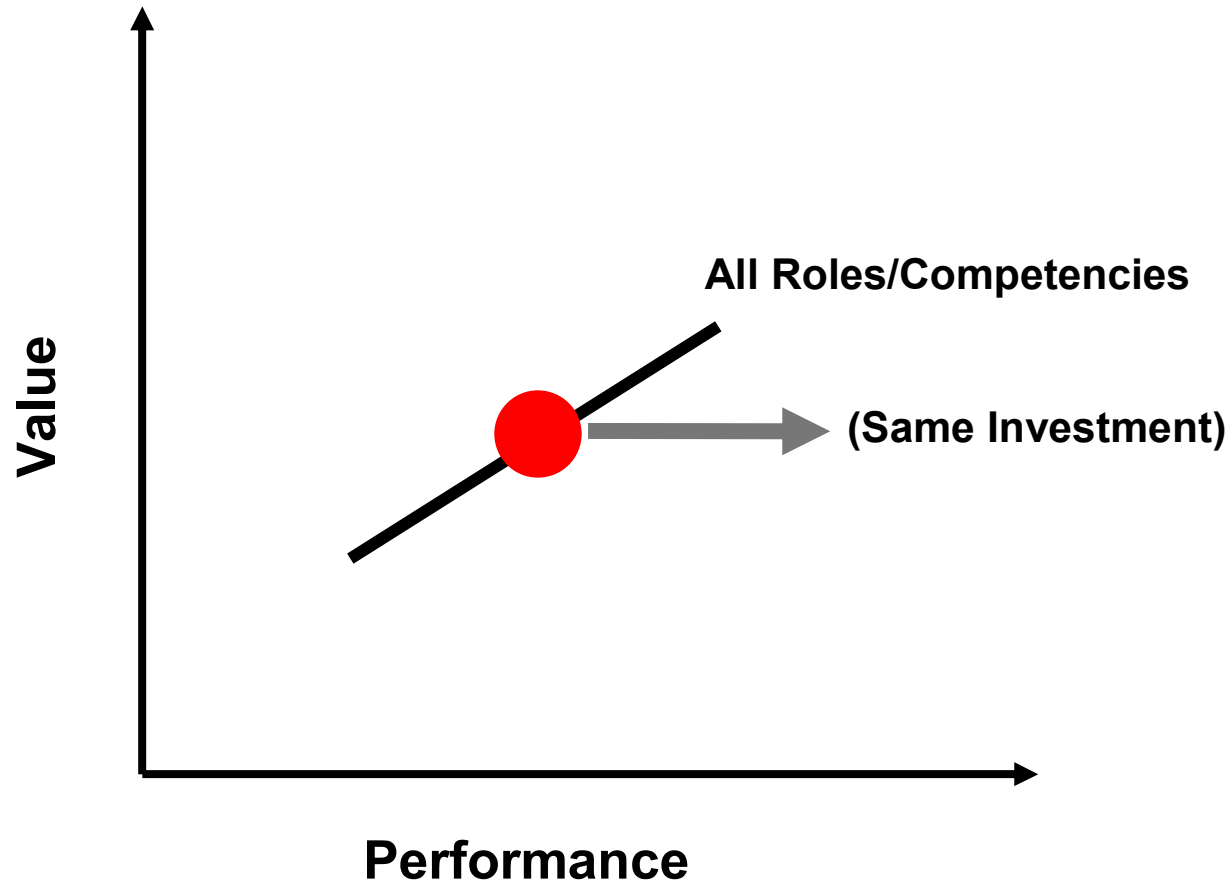
**Appointments**

- Monday, July 17th
- Tuesday, July 18th
- Wednesday, July 19th

**Oracle**

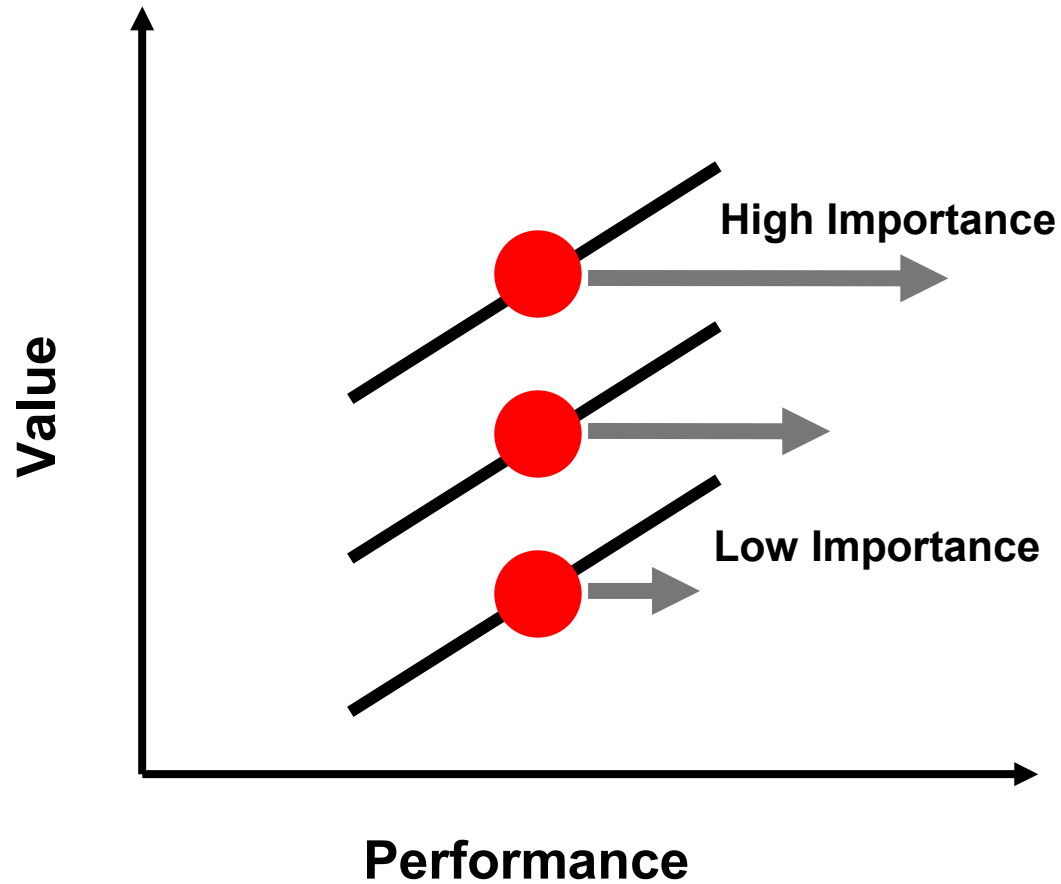


# “Peanut Butter” Value/Performance

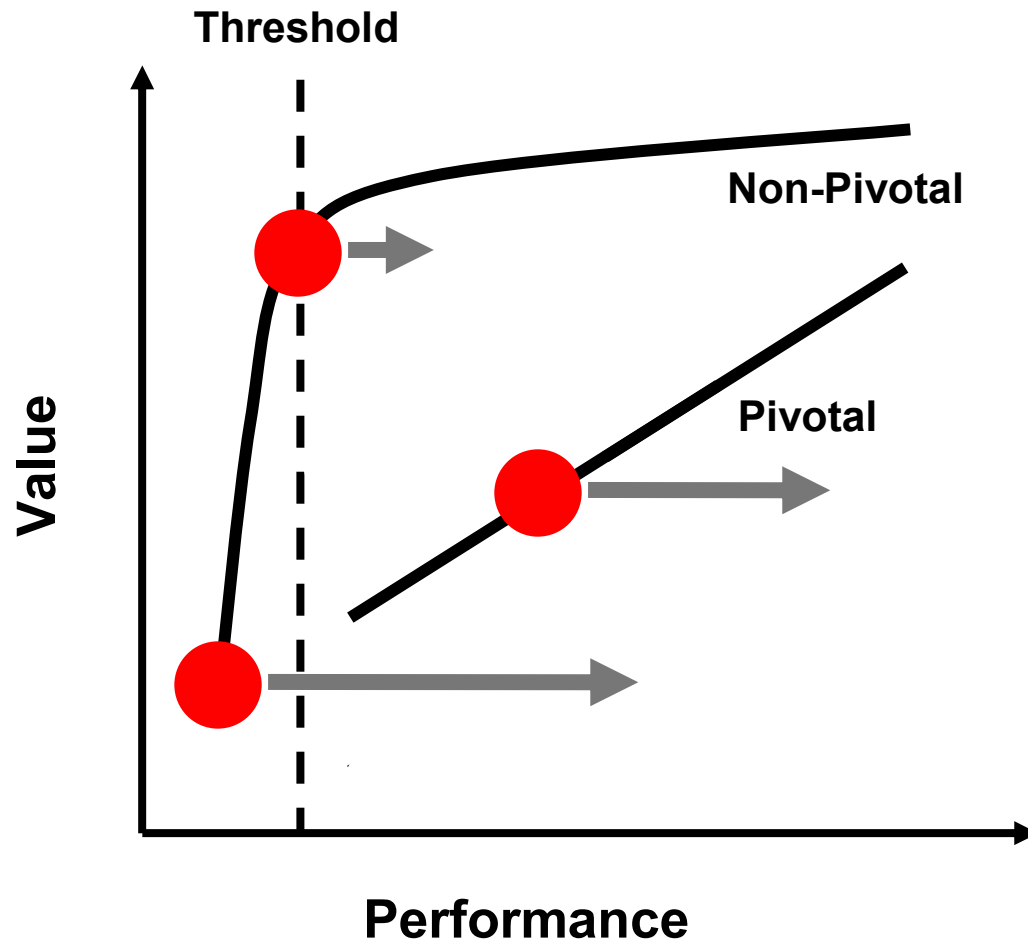




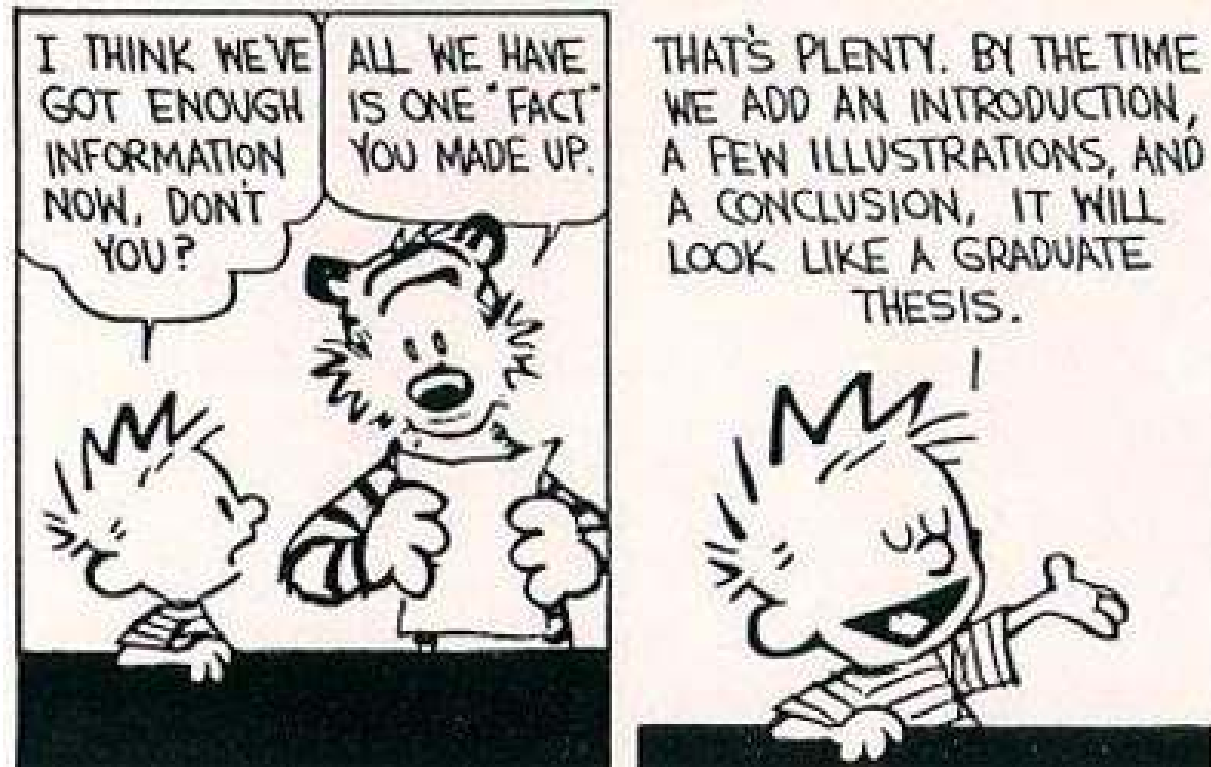
# “Improved” Value/Performance



# “Pivotal” Value/Performance



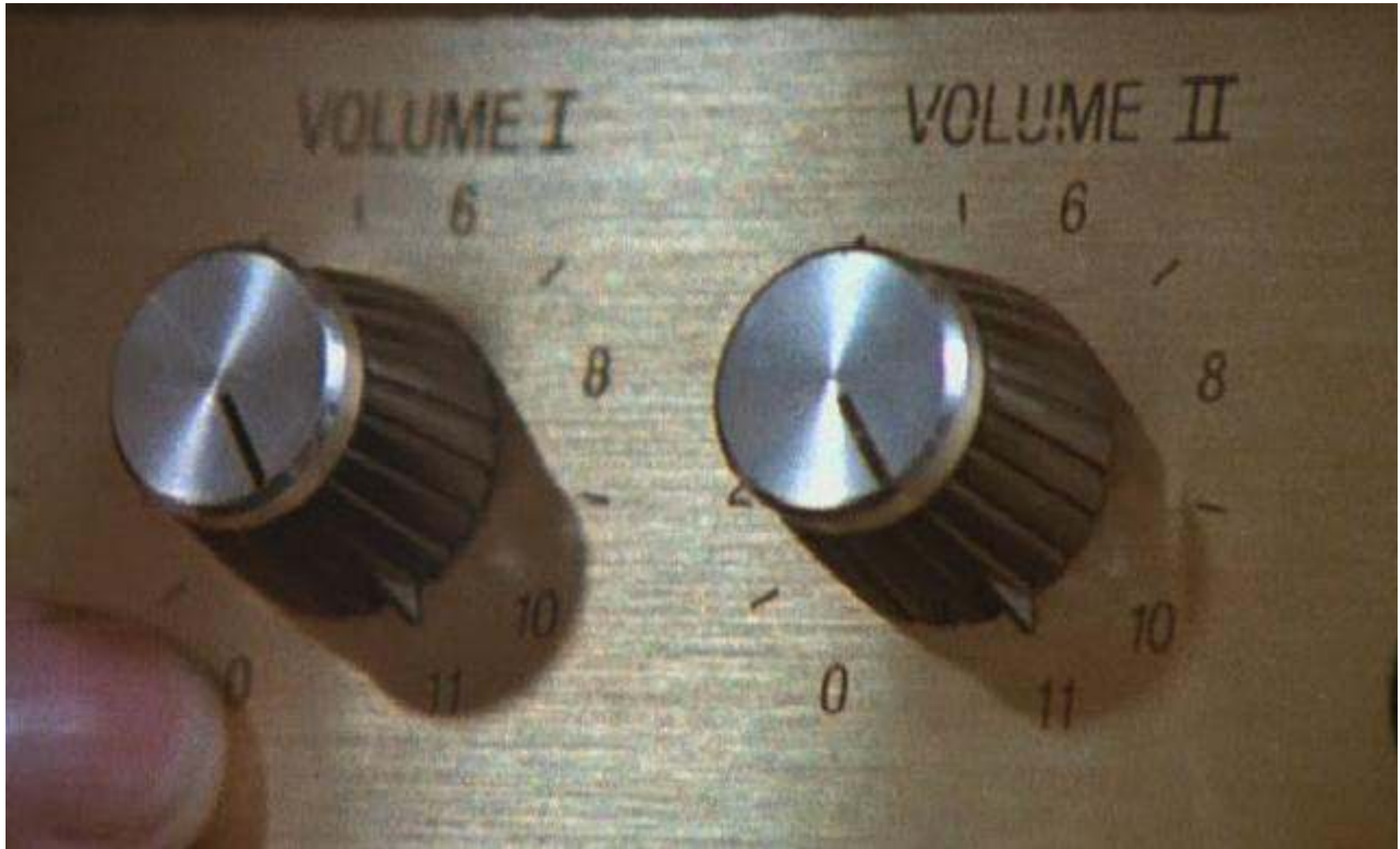
# One Approach.....



# Moneyball is Optimal Use of Talent



# Spinal Tap Approach



# Call to Action

## 4. Holistic

- Understand corporate strategy
- Identify obstacles
- Develop HCM strategy
- Drive enterprise-wide alignment with corporate goals

## 3. Integrated

- Integrate spot solutions to Core HR

**“companies do have to take action and invest in strategic HCM today.”**

***Christa Manning, AMR***

## 1. Automate

- Automate Core HR
- In-house or outsourced
- Project managed by HR

- Buy spot strategic applications

**Where most companies are today**

Source: AMR Research, 2007 “The Strategic HCM Suite Landscape”



# Spinal Tap Drummer Attrition

- John "Stumpy" Pepys - **Bizarre gardening accident.**
- Eric "Stumpy Joe" Childs - **Choked on vomit of unknown origin.**
- Peter "James" Bond - **Spontaneously combusted onstage.**

*“You know several...you know dozens of people spontaneously combust each year, it’s just not really widely reported.”*

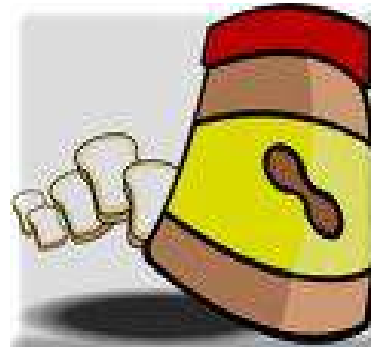
*- David St. Hubbins*



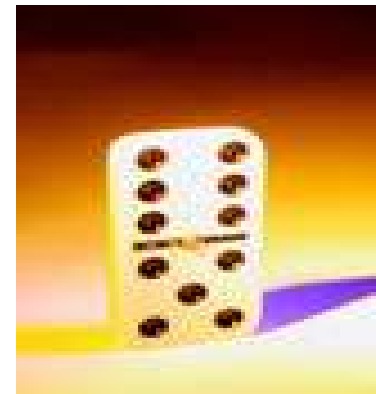
# Baseball



# Peanut Butter



# Going to 11







# Baseball



**How Does  
Your  
Talent Help  
You Win?**

# Peanut Butter



**Where Do  
you Need  
to Invest?**

**How Much  
is Enough?**

**Going to 11**





## To Learn More ...

- Boudreau, John W., and Peter M. Ramstad. *Beyond HR: The New Science of Human Capital*: Harvard Business School Press, 2007.
- Bryan, Lowell L., and Claudia L. Joyce. *Mobilizing Minds: Creating Wealth From Talent in the 21st Century Organization*: McGraw-Hill, 2007.
- Deloitte, It's [2004/2008]: Do you know where your Talent is?
- Mercer, HR Transformation v2.0: It's all about the business



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