# Talent Maturity Model V2.0 Industry Briefing Pack

## Evolution towards Talent Engagement & Mobility (TEaM)

**MAY 2020**

Developed in collaboration with

**pwc**  **ROWBOAT**

# Talent Maturity Model V2.0

## INTRODUCTION

### EXECUTIVE SUMMARY

**Our ambition**
TQ's second generation Maturity Model will help organisations understand the relative maturity of their 'Talent' function as well as the maturity of leaders mindset towards talent. The outputs and insights will help support the formulation of the Talent Functions future strategy and roadmap.

**Why now?**
TQ has developed v2.0 for the industry to use in 2020 and beyond. TQ believes this is critical to support TA's much needed journey, in a post Covid world, to a more holistic model of Talent Engagement & Mobility (TEaM).

**Who is this diagnostic for?**
HR and Talent Executives that have a detailed understanding of how the People and Talent functions operate in their organisations; from funding to operating model and future strategy.

**Why should you complete the survey?**
The survey and reporting outcomes are designed to arm you with initial insights needed to drive superior People and Talent performance. Over time you will be benchmarked against a relevant cohort of organisations based on your company profile.

We hope the **V2.0** model is more simple and easy to use and enables you to support the transformation you are seeking.

### BACKGROUND

In partnership with PwC, TQ first developed its corporate recruitment maturity model in 2017. TQ Consulting has since used the maturity model to assess dozens of corporate TA functions, support them in developing strategy and designing future state operating models and transformation roadmaps.

During 2018-20 there have been substantial technology advancements and major shifts in societal and work trends, the impacts of which need to be reflected in the maturity model.

In collaboration with PwC, the PX Consultancy, Rowboat and over 40 corporate TA Leaders and suppliers, TQ has developed V2.0 of the maturity model to reflect these macros changes.

It has also taken account for the Black Swan event that is Covid-19 as businesses focus more on organisational resilience and people risk mitigation.

V2.0 is simpler to use and is now supported by a TQ survey tool designed to provide efficient analysis of a company's current state operating model and organisational mindset towards talent.

# Macro Shifts Influencing V2.0

## 1. EVOLUTION FROM 'TA' TO 'TEaM': TALENT ENGAGEMENT AND MOBILITY

The traditional 'TA' function and its services are becoming increasingly de-valued by business. In some cases, it runs the risk of becoming irrelevant.

In economic downturns TA Functions, more focused on reactive external permanent hiring, will struggle to deliver value and relevant services to business leaders.

A more mature and progressive 'talent function' will exhibit greater agility to pivot their skills and services to better align with organisational priorities.

When supporting broader '**Talent**' needs, we believe a Talent function should extend beyond permanent external hiring and include contingent hiring, consultant & gig engagement, as well as a range of internal mobility and internal talent management activities (at scale).

The Talent function should '**engage**' Talent at all stages of the relationship lifecycle from initial outreach and recruitment marketing; through the various experience cycles: hiring and onboarding; career development and management; exit, transition and alumni.

The technology landscape has evolved significantly in the past 2-3 years and is now enabling Talent functions to develop internal '**Mobility**' services at scale. This will support all internal moves and career development activities (gigs, secondments, projects, promotions, mentoring, lateral moves etc) as well as any talent sharing flowing between external companies.

**The time has come to evolve from 'TA' to the world of Talent, Engagement & Mobility  - 'TEaM'.**

## 2. ORGANISATIONAL MINDSET

TQ's first-hand experience of using the V1.0 edition of the Maturity Model, quickly illustrated the significance of 'organisational and leadership mindset' to the overall maturity of Talent functions, their service models and subsequent performance.

Less progressive and more traditional views towards people and talent (hierarchy, command and control, resource management focus) resulted in poorly equipped and enabled Talent Functions with a narrow range of services and skills.

More progressive and modern views towards people and talent (Leader as coach, Agile and networked structures, empowered and engaged workforce) resulted in better equipped and enabled Talent Functions with a broader range of services and skills.

You can enable the function with appropriate technology, people etc, but if the business and leadership mindset doesn't 'get it' or isn't supportive, then the Talent function will not perform optimally or be successful.

**Mindset acts as an accelerator to, or a handbrake on, the success and effectiveness of the Talent function.**

## SAMPLE SCORECARD

| Dimension | LEVEL 1 Foundational | LEVEL 2 Transforming | LEVEL 3 Progressive | LEVEL 4 Ahead of the Curve |
|---|---|---|---|---|
| **Mindset** | | | | |
| People & Talent Strategy | ▮ | | | |
| People & Talent Accountability | ▮ | | | |
| Talent Engagement & Mobility Decision Making | | ▮ | | |
| **Enablers** | | | | |
| People & Talent Analytics | | | ▮ | |
| TEaM Players | | | ▮ | |
| TEaM Technology | | | ▮ | |
| Talent Engagement & Employer Branding | ▮ | | | |
| People & Talent Policies | | ▮ | | |

**TQ has calibrated the new model to allow for these Macro shifts and the data gathered in the past 2 years, now placing a greater emphasis on Mindset.**

# Meet The TEaM

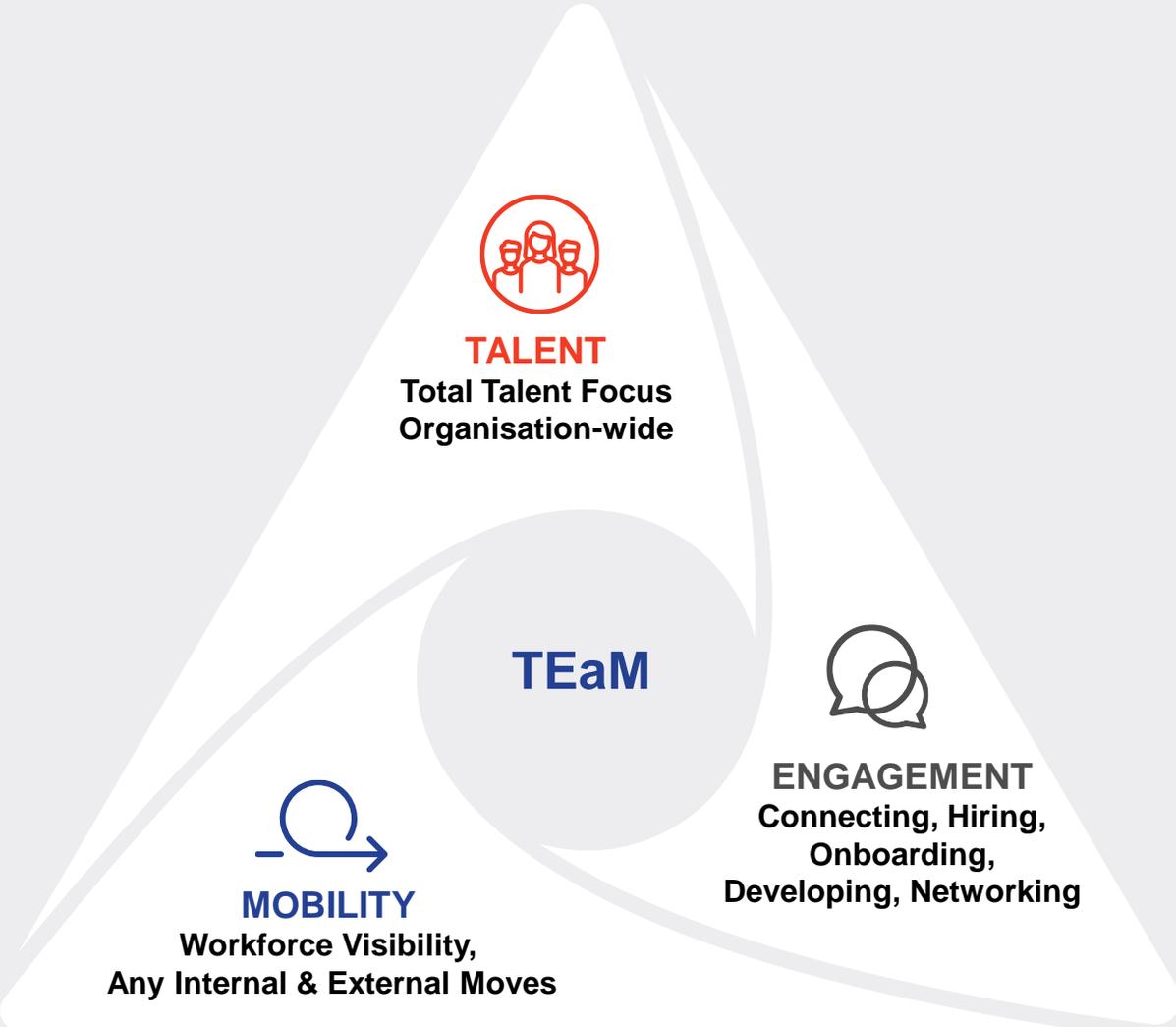## FUNCTIONAL RELEVANCE & RESILIENCE

### TALENT

The TEaM Players develop and provide services and experiences for **all talent types.**

### ENGAGEMENT

The TEaM Players engage Talent at **all stages** of the relationship lifecycle**.**

### MOBILITY

The TEaM Players are responsible for workforce / skills visibility and **any internal and external moves**.



**TALENT**
**Total Talent Focus**
**Organisation-wide**

**TEaM**

**ENGAGEMENT**
**Connecting, Hiring,**
**Onboarding,**
**Developing, Networking**

**MOBILITY**
**Workforce Visibility,**
**Any Internal & External Moves**

# Why TEaM, Why Now?

**A PERSPECTIVE**

**TECHNOLOGY ENABLEMENT**

Innovative, AI driven technology > TEaM models to operate at scale.
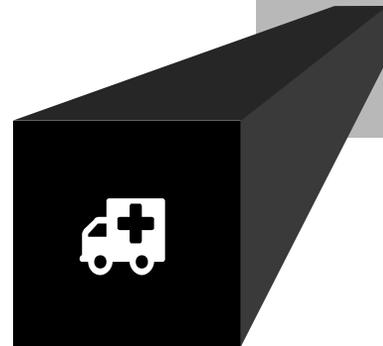
**CHANGING CULTURES**

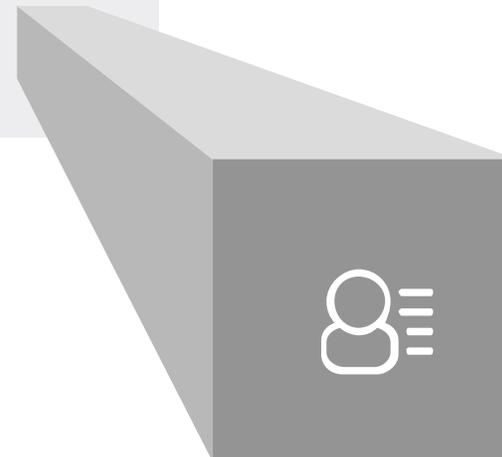Agile, networked, cross-functional teams > empowered workforce control their development.

**POST COVID**

Total workforce visibility & mobility > business resilience & people risk mitigation.

**TALENT MINDSET**

Talent retention through skills and development > Leaders view talent as strategic asset, not resource to manage.

# Talent Maturity Model V2.0

## 8x DIMENSIONS | 3x ORGANISATIONAL MINDSET | 5x ENABLERS

**Dimensions**

**Mindset**

**People & Talent Strategy**
The Executive (with meaningful HR representation) develop short & long-term Business Objectives and People & Talent Priorities. The HR function develops a People & Talent Plan and Operating & Service Delivery Model aligning to these Objectives and Priorities.

**People & Talent Accountability**
HR and Business leaders believe they are jointly responsible for the development and mobility of People & Talent within the organisation. This cuts across geographic, functional and business silos.

**Talent Engagement & Mobility Decision Making**
Those responsible for People & Talent related decisions are appropriately skilled & informed and supported/equipped with effective tools and technology.

**Enablers**

**People & Talent Analytics**
People & Talent data is trusted and regarded as a company wide strategic asset.

**TEaM Players**
Appropriate funding and investment in the skills, capability and capacity of the Talent TEaM allowing it to deliver on the vision of the People & Talent Plan.

**TEaM Technology**
Executive support, and funding, for the TEaM Technology Strategy that allows the Talent TEaM to execute services in support of the People & Talent Plan.
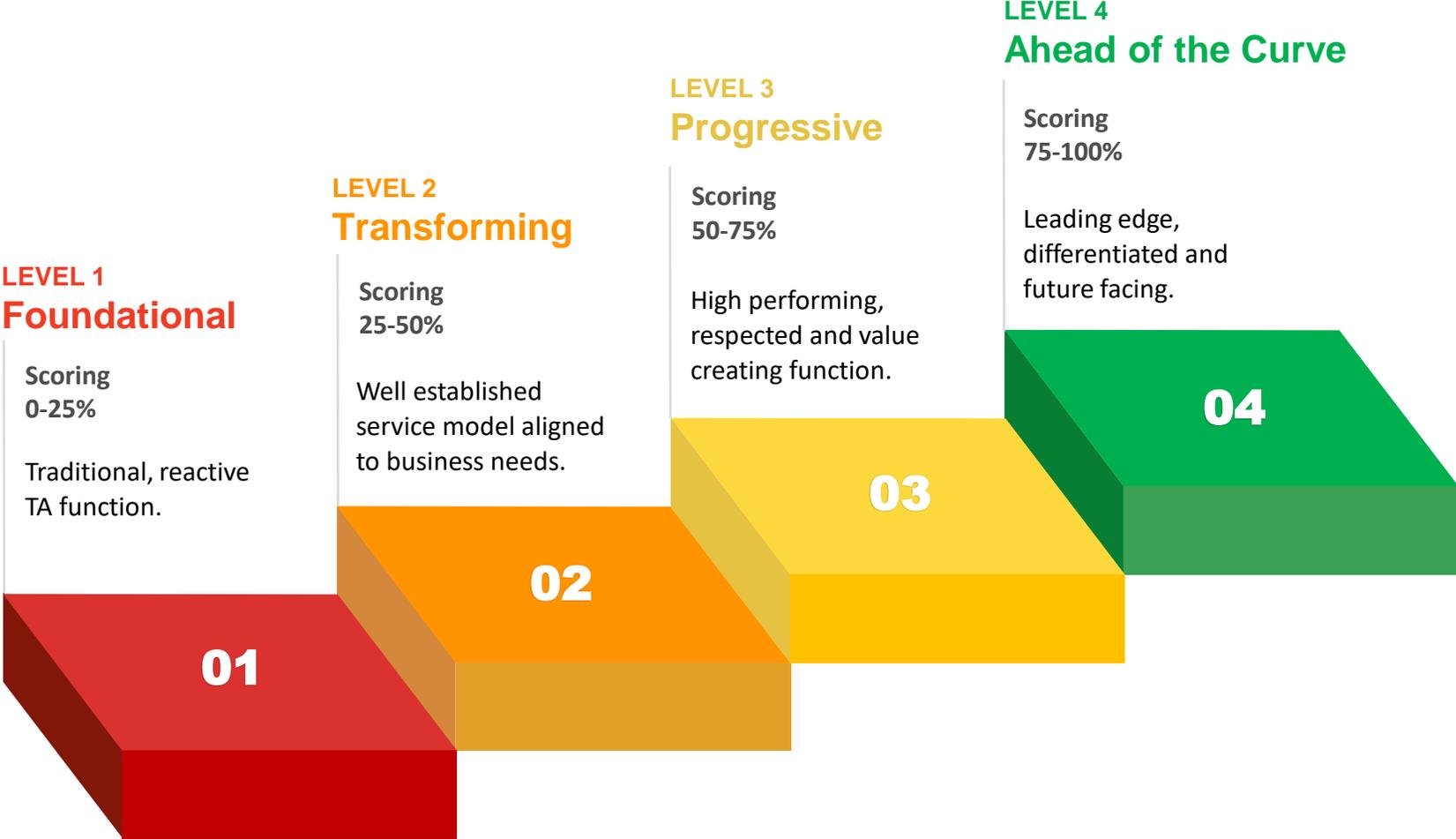
**Talent Engagement & Employer Branding**
Executive support, and funding, for the Talent Engagement & Employer Branding Strategy that allows the Talent TEaM to execute services in support of the People & Talent Plan.

**People & Talent Policies**
The People & Talent Policies enable & adapt to the Business Objectives and People Priorities identified in the Executive Strategy.

# Ranking Talent Maturity

**4 LEVELS**

Based on the responses to the Survey, organisations will be categorised into one of 4 key levels on the maturity model.

**LEVEL 1**
**Foundational**

Scoring
0-25%

Traditional, reactive TA function.

**01**

**LEVEL 2**
**Transforming**

Scoring
25-50%

Well established service model aligned to business needs.

**02**

**LEVEL 3**
**Progressive**

Scoring
50-75%

High performing, respected and value creating function.

**03**

**LEVEL 4**
**Ahead of the Curve**

Scoring
75-100%

Leading edge, differentiated and future facing.

**04**

# Survey and Outputs

## VALUABLE INSIGHTS

### THE SURVEY

There are 45 questions, each with a rating of 1-4. There are no additional fields to complete, so we anticipate the process taking 20-30 minutes.
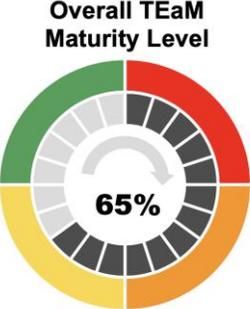
### WHAT YOU WILL RECEIVE IN RETURN

**Summary Report (No cost) -** On completion, you will receive an overall 'score', with some useful visualisations, such as the ones shown here.

**Market Analysis (No cost) -** Once we have sufficient survey and data volumes, we will provide a more detailed (anonymised) report of insights for review, including any opportunities for benchmarking.
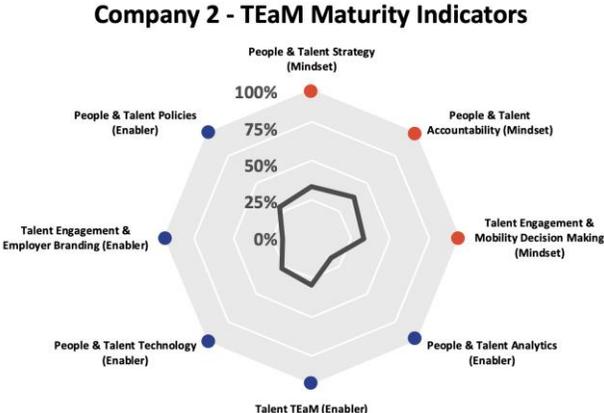
**Organisational Deep Dive ($5,000 + GST)**
TQ Consulting will provide a more detailed and individualised company report for you to use as you shape your future strategy.

This will require a 2-3 hour discovery process to gather additional context and data points. A more substantial report will be prepared based on our findings, along with some initial recommendations for next steps along with any further stimulus for you to review.
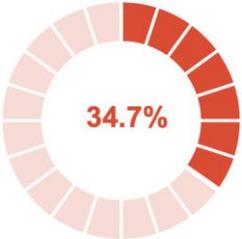
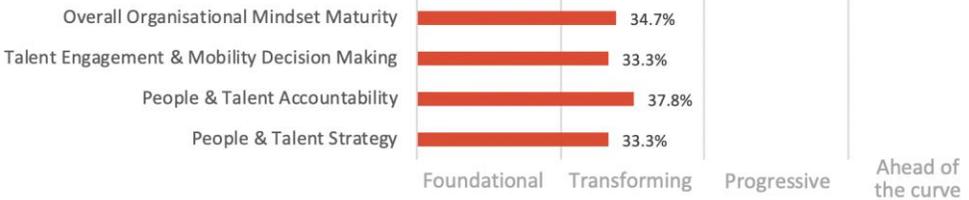**Thank you for participating. Any questions should be directed to maturitymodel@tqsolutions.com.au**



Overall TEaM Maturity Level — 65%
- Foundational
- Transforming
- Progressive
- Ahead of the Curve



Company 2 - TEaM Maturity Indicators
- People & Talent Strategy (Mindset)
- People & Talent Accountability (Mindset)
- Talent Engagement & Mobility Decision Making (Mindset)
- People & Talent Analytics (Enabler)
- Talent TEaM (Enabler)
- People & Talent Technology (Enabler)
- Talent Engagement & Employer Branding (Enabler)
- People & Talent Policies (Enabler)



Overall Organisational Mindset Maturity — 34.7%

Company 2 - Organisational Mindset
| | Score |
| --- | --- |
| Overall Organisational Mindset Maturity | 34.7% |
| Talent Engagement & Mobility Decision Making | 33.3% |
| People & Talent Accountability | 37.8% |
| People & Talent Strategy | 33.3% |

Foundational — Transforming — Progressive — Ahead of the curve



Overall Organisational Enablers Maturity — 24.0%

Company 2 - Organisational Enablers
| | Score |
| --- | --- |
| Overall Organisational Enablers Maturity | 24.0% |
| People & Talent Policies | 28.9% |
| Talent Engagement & Employer Branding | 18.5% |
| People & Talent Technology | 27.0% |
| Talent TEaM | 29.6% |
| People & Talent Analytics | 17.5% |

Foundational — Transforming — Progressive — Ahead of the curve
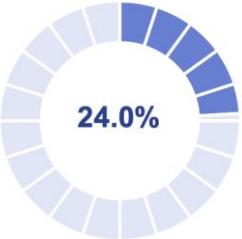
# Thank You For Participating

+61 407 873 413

gareth.flynn@tqsolutions.com.au

**www.tqsolutions.com.au**