_____

Talent Management in the Army
Review, Comment, and Recommendation on Talent Management Models

_____

White Paper

Human Dimension Capabilities Development Task Force
Capabilities Development Integration Directorate
Mission Command Center of Excellence (MC CoE)

April 2015

Executive Summary

In this paper, the Human Dimension Capabilities Development Task Force (HDCDTF) conducts a comparative analysis of five of the most-widely utilized talent management models found in the academic and professional literature. It then makes a number of recommendations regarding a model for the Army to use as it continues its organizational innovation in pursuit of human performance optimization.

The strategic environment continues to change, growing increasingly complex. As a result, the Army of 2025 will need to be prepared for a wider and wider array of potential missions. Furthermore, due to an increasingly austere fiscal environment, the Army will need to be able to accomplish these increasingly diverse missions with significantly less funding.[1] In order to ensure continued success in the future, the Army is taking a critical look now at the way in which it accesses, employs, rewards, promotes, and retains talent. This paper supports this effort by recommending a talent management model to enable leaders to not only describe the complex system of functions, processes, and policies by which the Army manages talent, but, more importantly, to predict how changes to one process will impact the myriad others.

The HDCDTF initially identified seven talent management models through a review of the literature. Upon further investigation, three were discarded due to insufficient theoretical or empirical support, while one was added after collaboration with the greater Human Dimension Community of Practice (HD CoP). The HDCDTF describes and analyzes each of the models in order to identify strengths and weaknesses. Ultimately, this paper found that while all of the models captured *some* of the critical aspects of a talent management system relevant to the Army, none of the models captured *all* of them. Therefore, the HDCDTF makes the following recommendations regarding the way ahead for the Army:

1. Develop a hybrid talent management model that combines the Colarusso & Lyle and the Bersin & Associates models. Due to its framework being already tailored to meet the Army requirements and situation, the Colarusso & Lyle model should be used as the core, with elements of the Bersin & Associates model being integrated as appropriate. As elements are added to the model, analysis should be conducted to ensure horizontal and vertical fit of each element.

2. The U.S. Army's Office of Economic and Manpower Analysis (OEMA) should lead the effort to build the Army's talent management model. The Talent Management Tiger Team (TMTT), which must be fully staffed by representatives

---

[1] Michael E. O'Hanlon, Healing *the Wounded Giant: Maintaining Military Preeminence while Cutting the Defense Budget* (Washington DC: Brookings Institute Press, 2013), 14-15.

from all relevant stakeholder entities and organizations, will support OEMA's effort.

3. The TMTT and OEMA's analysts should conduct the requisite analysis to understand how the different elements and functions of the talent management model interrelate. It is this level of understanding that facilitates prediction regarding the impacts that change to one function (e.g. performance evaluation) will have upon the other functions and the system as a whole.

4. The talent management strategy (currently in development) should reflect the development of the hybrid model as a supporting objective.

Introduction

"Men mean more than guns in the rating of a ship."

—John Paul Jones[2]

"Human Competence is the Engine behind the Creation of Value."

--Ralph N. Christensen[3]

The United States Army today is widely known to be among the finest and most effective warfighting forces in the world.[4] Hundreds of countries around the world seek training from the US Army. [5] After over a decade in conflict, Army units at all levels are led by men and women with high levels of experience, professionalism, and talent. However, there are real reasons for the Army to step back and take a critical look at its processes and policies by which it recruits, develops, employs, evaluates, promotes, and retains its Soldiers, civilians, and leaders.[6]

Two experts who have spent a number of years studying and analyzing the Army's policies and processes for managing people, recently identified three critical challenges facing the Army that necessitate organizational change: 1) significantly reduced defense spending levels, 2) fundamental shifts in the nature of work within the Army which requires Soldiers and leaders to be more "adaptive, inventive, and empathetic"[7] , and 3) the emergence of new required skills and capabilities brought about by the increasingly high rate of technological change.[8] Additionally, many people anticipate that the

---

[2] "I Have Not Yet Begun to Fight; John Paul Jones in Battle, 1779." *Eyewitness to History,* accessed March 24, 2015, *http://www.eyewitnesstohistory.com/johnpauljones.htm.* At the time of the American Revolution, conventional wisdom calculated the relative power and efficacy of a nation's naval forces by the number of capital ships and how many guns it carried. John Paul Jones, however, went against the grain by emphasizing that the human dimension was the more critical aspect of success in combat. For example, the *HMS Serapis* famously defeated by Captain Jones during the American Revolutionary War was rated as a 44-gun vessel with twenty "18 pounders" as opposed to Jones' *Bonhomme Richard* which sported only 42 guns and only six "18 pounders."

[3] Ralph N. Christensen, "Where is Human Resources?" In *Tomorrow's HR Management,* ed. by Dave Ulrich, Michael R. Loset, and Gerry Lake, NY: John Wiley & Sons, Inc., 1997), 19.

[4] "Countries Ranked by Military Strength," accessed 2 April, 2015, http://www.globalfirepower.com/countries-listing.asp

[5] John Norris, "Is America Training Too Many Foreign Armies?" *Foreign Policy*, Argument, 28 January, 2013, accessed 2 April, 2015, http://foreignpolicy.com/2013/01/28/is-america-training-too-many-foreign-armies/.

[6] Michael J. Arnold. "The Future Security Environment: Why the US Army Must Differentiate and Grow Millennial Officer Talent," Carlisle Barracks, PA: US Army War College, 2015.

[7] Michael J. Colarusso and David S. Lyle, *Senior Officer Talent Management: Fostering Institutional Adaptability*, (Carlisle Barracks, PA: United States Army War College Press, 2014), 18.

[8] Ibid.

advantage America has previously enjoyed in military applications of technology will soon be diminishing.[9]

To overcome these challenges, the Army has reemphasized the Human Dimension and investment in its people. In its Human Dimension white paper, published in September of last year, the Army identified the goal of optimizing, "the performance of every Soldier and civilian through innovation and investment in education, training, professionalism, leader development, holistic health and total fitness, talent acquisition and precision talent management" of the Army's human capital.[10] It is much better to make the investment and expend the effort to conduct holistic analysis of the system and integrated planning now rather than wait until events force the organization into a series of uncoordinated, short-term fixes that end up creating unforeseen and unintended long-term problems.[11]

The purpose of this paper is therefore to serve as an initial step in this effort by exploring and comparing various models of talent management, and making recommendations with regard to a model most appropriate for the Army.

Talent and Talent Management

An important first step in the processes of building understanding and solving problems is to define the important terms. Among the wide variety of interested scholars, theorists, and practitioners there remains no consensus regarding the operational definition of either *talent* or *talent management*.[12] Essentially, the two different conceptual views of talent are (1) that talent is the small percentage of employees deemed to have the highest level of managerial skill and potential, and (2) the degree of relevant skills, knowledge, and experiences held by all employees in varying degrees and different combinations.[13] This paper uses the definitions of talent and talent management published by the Army's Office of Economic and Manpower Analysis (OEMA). Accordingly, talent is:

> "*...the unique intersection of skills, knowledge and behaviors in every person. Talent represents far more than the training, education and*

---

[9] John M. McHugh and Raymond T. Odierno. "Statement by the Honorable John M. McHugh, Secretary of the Army, and General Raymond T. Odierno, Chief of Staff of the United States Army before the Committee on Armed Services, United States House of Representatives on the Posture of the United States Army," Washington, DC, March 25, 2014.

[10] United States Army Combined Arms Center, "The Human Dimension White Paper: A Framework for Optimizing Human Performance," October 9, 2014, 7.

[11] Rob Schwartzman, "Leader Development 2030+," unpublished working paper, 9 March, 2015, 3.

[12] D.G. Collins and K. Mellahi, "Strategic Talent Management: A review and research agenda," *Human Resource Management Review,* 19, no.4 (2009): 305.

[13] Günter K. Stahl, et al., "Six Principles of Effective Global Talent Management," *MIT Sloan Management Review*, 53, no. 2 (2012) 26.

experiences provided by the Army. The fullness of each person's life experience, to include investments they've made in themselves, personal and familial relationships (networks), ethnographic and demographic background, preferences, hobbies, travel, personality, learning style, education, and a myriad number of other factors better suit them to some development or employment opportunities than others."[14]

From that definition of talent, it follows that talent management is the:

"…systematic planning for the right number and type of people to meet the Army's needs at all levels and at all times so that the majority of them are employed optimally. It integrates accessions, retention, development and employment strategies. Talent management begins with entry-level employees and aligns their talents against the demand for them during their entire careers, to include positions at the very top of the Army."[15]

Complex Systems and Models

It is important to consider the Army's combined talent management elements, entities, and processes as a holistic, complex system and not simply as a set of discrete elements unconnected from the whole. Four relevant research studies provide important justification for such a perspective:

- Kepes, Delery and Gupta found that the degree to which an organization empowered subordinate leaders to make decisions was found to correlate underline positively with desired organizational outcomes when and only when high levels of selective staffing (e.g. ensuring employee knowledge, skills, and abilities matched job requirements) were in place. In cases where selective staffing was not in place, however, empowering subordinate leaders had strong underline negative effects on desired organizational outcomes.[16] This phenomenon has direct relevance as the Army continues implementing Mission Command.

- Dyer and Reeves found that organizations that deliberately "bundled" their strategic human resource practices to ensure that they were mutually reinforcing enjoyed significantly higher levels of organizational performance (e.g. productivity, quality). The scholars also found however, that, "the majority of firms studied had HR practices that were 'individually impressive' but collectively

---

[14] "Talent Management," 2013, accessed 9 Apr 2015, http://talent.army.mil/ Talent Management.

[15] *Ibid.*

[16] Sven Kepes, John E. Delery, and Nina Gupta, "Strategic Human Resource Management: A Systems Perspective," *Academy of Management Proceedings*, 2008, no. 1, (2008): 3.

'deficient and confusing.'"[17]

- Wright and Snell found that when talent management and human resource management practices were designed and implemented to fit in concert with each other (horizontal fit) and to fit with and support the organization's strategic objectives (vertical fit) they had much greater positive impact on the organizational performance than practices that were each designed by a respective functional manager. [18]

- Perhaps most importantly, Ichniowski, Shaw, and Prennushi found that there was no silver bullet. Each organization's optimal combination was unique to that organization.[19]

It is also important to recognize that changes made to any single element or process within the system will likely have impact upon other aspects of the system. For example, a change to the rules and directives specifying Soldier and civilian pay and compensation levels would likely have some impact on Soldier retention. Further, the chain of potentially cascading effects could continue through the system to impact recruiting goals, which could necessitate changes in accession standards, which could necessitate changes in training and development costs and requirements, and so on.

Adding to the complexity, the Army is an open system, which means that it interacts with elements beyond its boundaries. For example, the Army draws resources, such as funding and personnel, from the greater social system of the United States. It also yields resources to that same system, such as when a Soldier elects to leave the service and enter the private workforce. This interdependence places the Army in competition with external entities for the same pool of talent and further increases the complexity of the talent management system.

Finally, with all organizations, especially large bureaucratic ones, there is the tendency towards institutional calcification, in which practices adopted at one stage of the organization's developmental history tend to remain unchallenged and in-place even long after strategic, environmental, or technological change has rendered them sub-

---

[17] Lee Dyer and Todd Reeves, "Human Resource Strategies and Firm Performance: What Do We Know and Where Do We Need to Go?" (CAHRS Working Paper #94-29). Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies. http://digitalcommons.ilr.cornell.edu/cahrswp/254 (1994): 7.

[18] Patrick Wright and S. Snell, "Toward a unifying framework for exploring fit and flexibility in strategic human resource management," *Academy of Management Review*, 23, no.4 (1998): 757-759.

[19] Casey Ichniowski, Kathryn Shaw, and Giovanna Prennushi, "The Effects of Human Resource Management Practices on Productivity: A Study of Steel Finishing Lines" *The American Economic Review* 87, no.3 (1997): 300-302.

optimal. [20]

It is clearly very difficult to take effective action when dealing with complex systems. Faced with such complexity, some organizations resort to "studying the problem to death."[21] They suffer "analysis paralysis,"[22] and end up never taking action at all. On the other extreme, some organizations get caught up in what Dietrich Dörner calls "repair service behavior." In situations of this type, organizations address whatever problem catches their attention, is the most current, or appears important at the moment.[23] This behavior provides the illusion of progress, but typically results in simply treating the symptoms rather than the causes of organizational inefficiencies. Furthermore, this approach can create additional problems that are often worse than the originals. This paper seeks to help leaders avoid both of these extremes as they take an initial step towards the development of a problem frame.[24] More specifically, this paper draws upon Dörner's steps (Figure 1) and seeks to identify a model that will aid leaders in developing the level of understanding of the Army's talent management system required for effective action.[25]

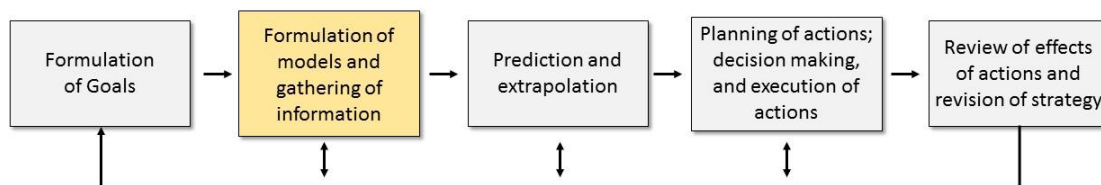## Steps in the organization of complex action

Figure 1. Steps in the Organization of Complex Action. Adapted from Dietrich Dörner, *The Logic of Failure: Why Things Go Wrong and What Can We Do to Make Them Right.*

---

[20] Patrick M. Wright and Gary C. McMahan, "Theoretical Perspectives for Strategic Human Resource Management." *Journal of Management* 18, no.2 (1992): 314.

[21] Allen E. Alter, "The Corporate Make-Over: Companies with the need to overhaul outdated business processes are turning to business re-engineering, a methodical technique for identifying and enhancing the essential while paring away the obsolete," *CIO* December (1990): 37.

[22] Ann Langley, "Between 'Paralysis by Analysis' and 'Extinction by Instinct,'" *MIT Sloan Management Review* 36, no.3 (1995): 64,66.

[23] Dietrich Dörner, *The Logic of Failure: Why Things Go Wrong and What Can We Do to Make Them Right*, translated by Rita and Robert Kimber, (NY: Metropolitan Books, 1989) 59.

[24] For a description of Army Design Methodology and the use of problem frames see ADRP 5-0 The Operations Process, paragraphs 2-30 through 2-51. According to ADRP 5-0 (p. 2-5), Framing is, "the act of building mental models to help individuals understand situations and respond to events. Framing involves selecting, organizing, interpreting, and making sense of an operational environment and a problem by establishing context. How individuals or groups frame a problem will influence potential solutions."

[25] Dörner, 43.

A model is an abstraction and simplification of a defined referent system which enables a greater understanding of the components or elements of the system and how they interrelate.[26] In this case, the Army talent management system is the defined referent system. This level of understanding is important because it can enable one to understand not only **how** the system currently acts, but also **why** it acts as it does. Effective models can also help predict what the system will likely look like and how it may behave in the future. With this in mind, it is still instructive to recall George E. P. Box's famous quote, "Essentially, all models are wrong, but some are useful."[27]

A review of the relevant professional and academic literature identified seven talent management models that represent the most widely accepted in the field. These seven models were then disseminated to the Human Dimension greater community of practice (CoP) for comment and review regarding their applicability and relevance to the US Army. As a result of the review and feedback process with the CoP, three of the original models were dropped due to insufficient fit and/or lack of sufficient theoretical or empirical support. One new model was identified from the CoP and added, bringing the number of models to be analyzed to five (see Table 1).

	Model	Source
1.	Ashton & Morton's CRF Talent Management System	Chris Ashton and Lynne Morton. Managing Talent for Competitive Advantage. Strategic HR Review 4 no.5. (2005): 28-31.
2.	Weiss' "Hatch-Match-Dispatch" Talent Management Model	Weiss, David S. High-Impact HR: Transforming Human Resources for Competitive Advantage. Toronto: John Wiley & Sons, 1999.
3.	Christensen's Model of Talent Management	Christensen, Ralph N. "Where is Human Resources?" In Tomorrow's HR Management, ed. Dave Ulrich, Michael R. Losey, and Gerry Lake, 18-24. New York: John Wiley and Sons,1997.
4.	Colarusso & Lyle's Talent Management Model	Colarusso, M.J. & David S. Lyle. SENIOR OFFICER TALENT MANAGEMENT: Fostering Institutional Adaptability Carlisle, PA: US Army War College Press, 2014.
5.	Bersin & Associates' *New* High-Impact Talent Management Model.	Bersin, J. New High-Impact Talent Management Framework (http://joshbersin.com/2010/07/talent-management-systems-market-update/) 27 July, 2010.

Table 1. Talent Management Models Analyzed

---

[26] Dee H. Andrews and Ludwika A. Goodson, "A Comparative Analysis of Models of Instructional Design," *Journal of Instructional Development* 3, no. 4 (1980): 3.

[27] George E.P. Box and N.R. Draper, N. R., *Empirical Model Building and Response Surfaces* (NY: John Wiley & Sons, 1987).

This paper reviews each of these five models for completeness and applicability to the Army. Initially, each model will be described individually and assessed for strengths and weaknesses. In addition to completeness and degree to which the models fit with the Army needs, the models will also be assessed for the degree to which relevant practitioners can readily understand them.[28] Following that, this paper will compare the models against each other and make a recommendation for a model to be used as the Army moves ahead.

Talent Management Models

Ashton & Morton's CRF Talent Management System

The CRF Talent Management System was developed and published by Ashton & Morton in 2005 (See Figure 2). They believe that, to be successful, organizations must have integrated talent management practices that have been designed to "cut across … traditional HR silos."[29] The elements of their talent management system include:

- Need:
  - The business need, which establishes the context for all subsequent planning, analysis, and resourcing. It can be inferred, but is not expressly articulated in the literature that they believe that there are multiple dimensions of need.
- Data Collection:
  - The process of gaining the information required to conduct analysis and develop a talent management plan. The information requirements suggested by their model involve multiple dimensions:
    - Capabilities and skills currently on hand and currently required.
    - Capabilities and skills required in the future.
    - Preferences of the employees.
- Planning:
  - The analysis of the collected data.
- Activities:
  - The conversion of plans into integrated sets of actions.
- Results:
  - Analysis of costs, measures and effectiveness criteria to judge the value and impacts of the talent management system.

---

[28] Andrews and Goodson, "A Comparative Analysis of Models of Instructional Design," 12.

[29] Chris Ashton and Lynne Morton, "Managing Talent for Competitive Advantage," *Strategic HR Review* 4, no.5 (2005): 31.
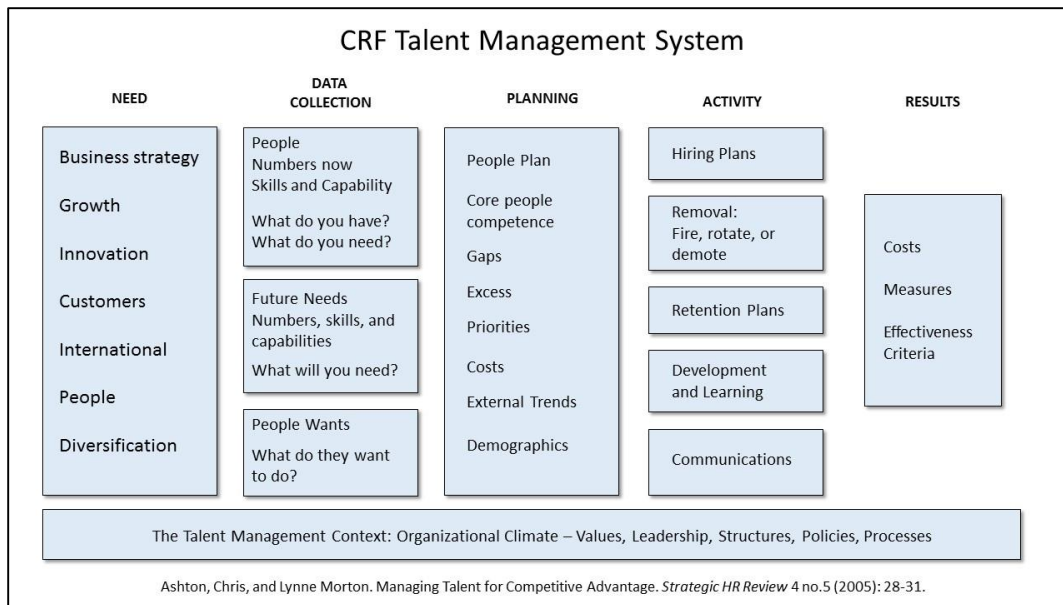
Figure 2. CRF Talent Management System from Chris Ashton & Lynne Morton. "Managing Talent for Competitive Advantage." *Strategic HR Review* 4 no.5 (2005): 28-31.

Strengths of Ashton & Morton's CRF Talent Management Model

- Links talent management system to organizational strategy.
- Drives organization to consider both current needs and estimates of future needs.[30]
- Emphasizes continual assessment of talent management practices.
- Articulates the reality that all talent management practices must be consistent with organizational culture.

Weaknesses of Ashton & Morton's CFR Talent Management Model

- Does not address performance management.
- Does not address employee / leader evaluation & promotion.
- Does not address coaching / mentoring.
- Does not address rewards.

Hatch-Match-Dispatch Talent Management System

The Hatch-Match-Dispatch model (See Figure 3) was designed to represent the lifecycle of talent within the organization, broken down into three basic stages of hiring,

---

[30] The emphasis on both current and future requirements can lead organizations to pursue organizational ambidexterity, which is an important driver of institutional agility. See Cristina B. Gibson and Julian Birkinshaw, "The Antecedents, Consequences, and Mediating Role of Organizational Ambidexterity," *Academy of Management Journal* 47, no. 2 (2004):209-226.

employment, and termination. Captured in the "hatch" stage are the combined functions of finding, identifying, selecting, hiring and on-boarding the talent. [31]

The "match" stage includes the employee's job performance, as well as job-related training and development, and compensation and recognition. Finally, the "dispatch" stage includes employee retention and termination.
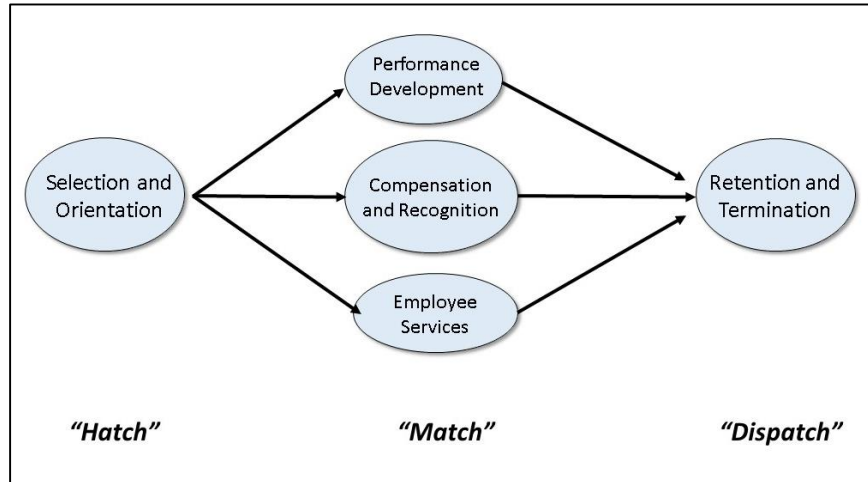

Figure 3. Weiss, David S. High Performance HR: Transforming Human Resources for Competitive Advantage. SF: Jossey-Bass, 1999.

Strengths of "Hatch – Match – Dispatch" Talent Management Model

- Simplicity. Facilitates understanding by using simple "drop of oil through the engine" methodology.

Weaknesses of Weiss' "Hatch – Match – Dispatch" Talent Management Model

- Portrays talent management system in isolation without apparent linkage to organizational culture or organizational strategy.
- Does not include workforce planning, analysis, or other drivers of requirements.
- Does not address employee / leader evaluation & promotion.
- Does not address assessment & organizational learning.
- Does not address coaching / mentoring.

Christensen's Model of Talent Management

---

[31] David S. Weiss, *High Performance HR: Transforming Human Resources for Competitive Advantage* (SF:Jossey-Bass, 1999).

Christensen's model (Figure 4) starts with the need to understand the business environment and the development of the business strategy and organizational vision.[32] From these, the organization identifies the core competencies needed in the organization's workforce.

From the necessary competencies flow the considerations of:
- Employee benefits.
- Employee rewards.
- Employee relations.
- Performance management.
- Diversity.
- Career development.
- Organizational development.

Christensen emphasizes that for each component there are both tactical and strategic considerations.

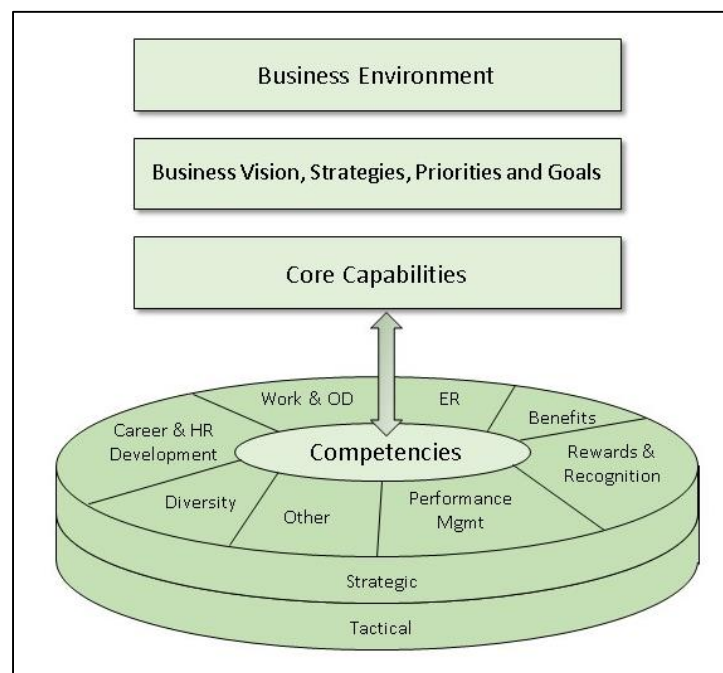**Figure 4**. Christensen's Model of Talent Management from "Where is Human Resources?" In Tomorrow's HR Management, edited by Dave Ulrich, Michael R. Losey, and Gerry Lake, 18-24. New York: John Wiley and Sons, 1997.

Strengths of Christensen's Talent Management Model

- Links talent management system to organizational strategy and organizational vision.

---

[32] Christensen, "Where is Human Resources?" 20.

- Drives the development of core competencies required by the workforce.

Weaknesses of Christensen's Talent Management Model

- Depicts the central importance of identifying the core competencies of the workforce, but does not address evaluation, screening, or hiring functions by which the organization would access the requisite core competencies.
- Does not address retention or release functions or criteria.

Colarusso and Lyle's Talent Management Model

Colarusso and Lyle developed this model (Figure 5) specifically for the Army. As such, it is the only model reviewed here that captures the progression of officers through the Army rank structure. Their model also depicts the flow of talent through the organization with an initial point of accession (based upon requirements of the organization and evaluation of individuals), followed by progression through increasing levels of rank and responsibility.
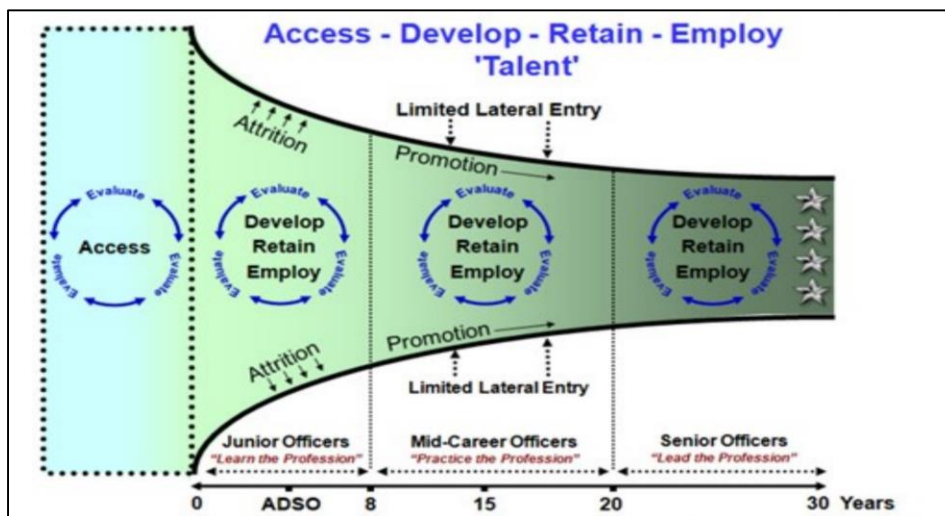
Figure 5. Colarusso & Lyle Talent Management Model from Colarusso, Michael J., and David S. Lyle. "Senior Officer Talent Management: Fostering Institutional Adaptability." 2014 Carlisle Barracks, PA: United States Army War College Press.

At each level of rank and responsibility, the officers are employed, developed, and evaluated. Based upon the results of the evaluation, individuals are then either promoted or released from the organization. All officers undergo a comprehensive assessment at eight separate career points interspersed through this progression. Unlike the continuous evaluation, which determines officer fitness to continue on, the purpose of the comprehensive assessments are to "gain intimate knowledge of each officer so that his or her unique talents may be developed and employed by the Army,

to the mutual benefit of the individual and the institution."[33]

This assessment also assists the individual gain and maintain a greater self-awareness, a concept which appears unique to this model. This enhanced self-awareness is an important concept of talent management as it can, among other things:

- Lead individuals to seek assignments for which they are better suited,
- Motivate individuals to pursue relevant training or engage in self-development,
- Prevent individuals who receive lower ratings on evaluations from feeling that they are being treated unfairly.[34,35]

Strengths of Colarusso & Lyle's Talent Management Model

- Tailored to the Army.
- Accounts for assessment-driven employee self-awareness.
- Accounts for both standard career entry sources and possible lateral entry, providing potential for enhanced institutional agility.[36]

Weaknesses of Colarusso & Lyle's Talent Management Model

- Does not graphically depict linkage to organizational strategy.
- Does not graphically depict organizational level of assessment and learning.

New High-Impact Talent Management Framework

Bersin & Associates' model, the *New* High-Impact Talent Management Framework ® (See figure 6), emphasizes that the design of a talent management system begins with the articulation of an organizational business strategy and associated talent strategy. These two broad and integrated elements of strategy include the talent planning process and solution design, a talent systems strategy, a measurement strategy, a change management strategy, and an integration strategy to ensure coherence and

---

[33] Michael J. Colarusso, and David S. Lyle. *Senior Officer Talent Management: Fostering Institutional Adaptability,* (Carlisle Barracks, PA: United States Army War College Press, 2014), 58.

[34] Robert A. Wicklund, "The influence of Self-Awareness on Human Behavior," *American Scientist* 67, no. 2 (1979): 189.

[35] Justin Kruger and David Dunning, "Unskilled and Unaware of It: How Difficulties in Recognizing One's Own Incompetence Lead to Inflated Self-Assessments,*" Journal of Personality and Social Psychology* 77, no.6 (1999): 1121-1134. Research in multiple fields indicates that many people tend to overestimate their competence at job-related tasks. Absent an objective and valid assessment, such people will likely view even well-intentioned counseling as unfair criticism.

[36] Lee Dyer and Jeff Erickson, "Dynamic Organizations: Achieving Marketplace Agility through Workforce Scalability, (CAHRS Working Paper #06-12)," Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies, accessed 6 April, 2015, http://digitalcommons.ilr.cornell.edu/cahrswp/454.

synchronization.

Bersin & Associates Talent Management Framework ®

Organization & Governance (left vertical)

Talent Strategy & Business Alignment

| Talent Planning Process & Solution Design | Engagement Strategy | Integration Strategy | Talent Systems Strategy | Change Management Strategy | Measurement Strategy |

Workforce Planning
- Enterprise Skills Gap Assessment
- Critical Talent Assessment
- Diversity Planning
- Talent Forecasting
- Scenario Planning
- Talent Segmentation
- Critical Role Identification

Capability & Competency Management   Job Profiles   Competencies   Behaviors   Experiences   Skills

Talent Acquisition
Sourcing
Candidate Pools
Assessment
Employer Brand
Recruiting
Selection
Onboarding
Talent Mobility

Leadership Development
Job Profiles
Leadership Curriculum
Assessment & Evaluation
Action Learning
Job Rotation
Coaching & Mentoring

Succession Management
Talent Profiles
Assessment & Calibration
HiPo Identification
Talent Reviews
Talent Pool Management
Talent Mobility

Career Management
Skills Assessment & Transferability
Career Planning & Development
Professional & Management Tracks
Employee Brand
Coaching / Mentoring
Talent Mobility

Performance Management
Goal Alignment
Skills Gap Analysis
Coaching & Developing
Bench Strength Assessment
Performance Eval & Calibration
Performance-Based Pay

Total Rewards
Rewards & Recognition
Pay for Performance
Benefits Packages
Critical Experiences
Compensation Modeling
Risk Benefit Analysis

Learning & Capability Development
Learning Strategy
Audience Analysis
Learning Programs
Formal & Informal Approaches
Deep Specialization
Learning Agility
Learning Content
Learning Architecture
Knowledge Management
Measurement & Evaluation

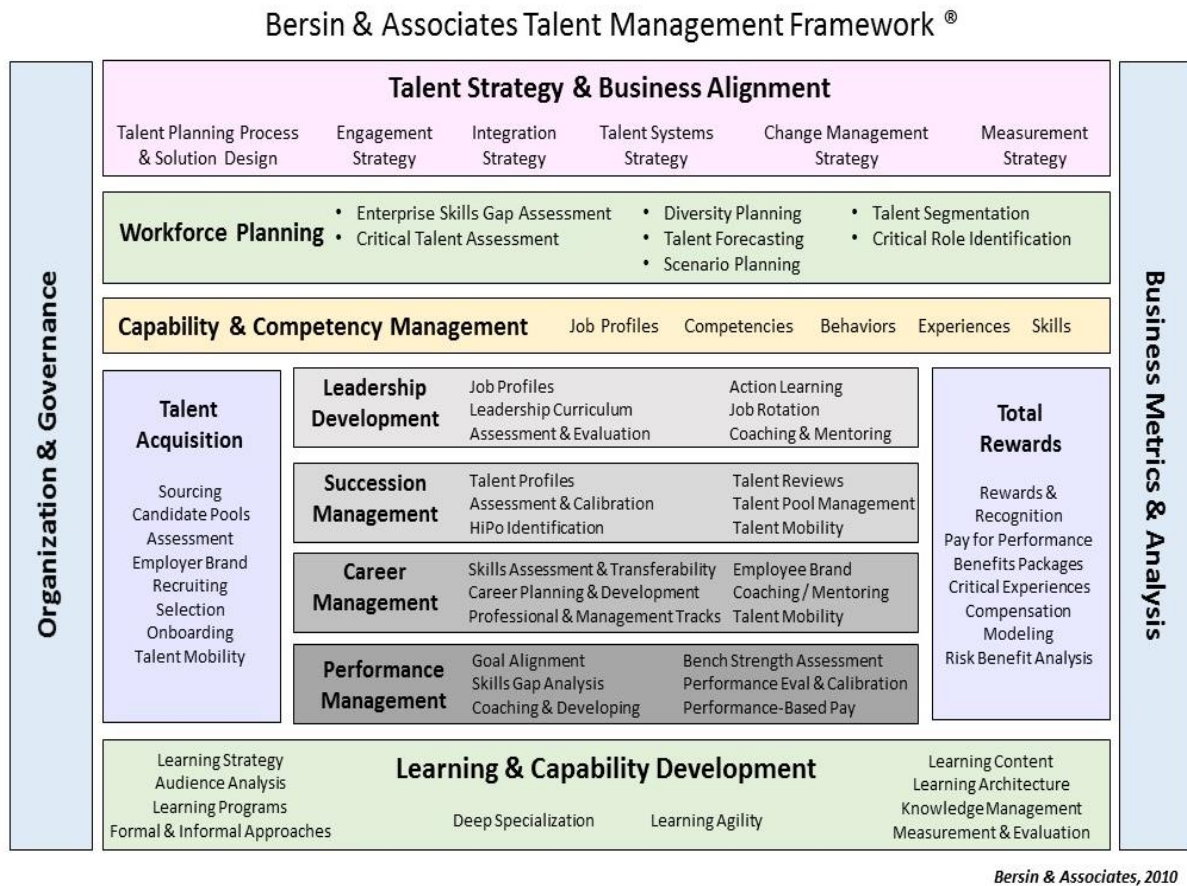**Business Metrics & Analysis** (right vertical)

Bersin & Associates, 2010

Figure 6. Bersin & Associates *New* High-Impact Talent Management Model ®

These together inform the workforce planning process, which generates outputs, including:
- Analysis and identification of skills gaps.
- Assessment of critical talent.
- Critical role identification.
- Diversity plan.
- Talent forecasting.

The workforce planning supports the organizational capability and competency management. This includes prioritization of jobs with associated competencies, experiences, skills, and behaviors requirements.

The model also depicts the talent acquisition process, as informed by the workforce planning, with linkage to leadership development, succession management, career management, performance management and rewards. The model also includes a linkage to both learning and development strategies for individuals and the organization, and the talent infrastructure.

Strengths of Bersin & Associates' *New* High-Impact Talent Management Framework ®

- The model is very comprehensive.
- Accounts for the requirement of an implementation strategy and change management strategy.
- Provides linkage between organizational needs and talent acquisition through workforce planning.
- Emphasizes the need for the design of assessments and metrics as an integral part of the talent management strategy.
- Includes consideration of talent infrastructure.
- Emphasizes the requirement for consistency between audience analysis, learning strategies, assessment, and required deep skill specialization in the learning and development function.

Weaknesses of Bersin & Associates' *New* High-Impact Talent Management Framework ®

- The complexity of the model makes it difficult to quickly comprehend.

Conclusion

For final evaluation of the models, we used the criteria of completeness, applicability, and simplicity (interpretability), and gave each model a rating ranging from ++, the highest rating, to - -, the lowest rating, for each of these criteria. As expected, there was a tradeoff between completeness and simplicity (See Table 2).[37]

Model	Completeness	Applicability	Simplicity
Ashton & Morton's CRF Talent Management System	+	+	-
Weiss' "Hatch-Match-Dispatch" Talent Management Model	-	+	+
Christensen's Model of Talent Management	-	-	+
Colarusso & Lyle's Talent Management Model	+	++	+
Bersin & Associates' *New* High-Impact Talent Management Model.	++	+	-

Table 2. Evaluation of the Talent Management models.

---

[37] Yong Sun, Li Ma, and Joseph Matthew, "Improving Asset Management Process Modelling and Integration." In *Asset Condition, Information Systems, and Decision Models,* ed. Joe E. Amadi-Echendu, Roger Willet, Kerry Brown, and Joseph Matthew, 71-87, (London: Springer, 2012): 74-76.

With regard to the completeness of the models, we rated three of the models positively, with the Bersin & Associates model receiving the only ++ rating. With regard to the models' applicability to the Army, four models received positive ratings, with only the Colarusso & Lyle model receiving a ++ rating. With regard to the simplicity of the models, we gave three models positive ratings, without any models receiving a ++ rating. As we conclude our analysis, we are again reminded of Dörner's words that, when dealing with complex systems, initial models will almost invariably be both incomplete and, in some significant aspect, wrong.[38] One key to success when taking action with complex systems is to ensure adequate feedback loops are designed – and monitored – to improve and refine the model as change to the system is initiated and new information becomes available.

While all of the models reviewed depict or articulate some of the important functions and elements of a talent management system, none of them appear to include all of relevant aspects. We are therefore recommending to combine two of the models into a specialized hybrid model rather than adopt any of these five as is.

Recommendations for the Way Forward

1. Develop a hybrid talent management model that combines the Colarusso & Lyle and the Bersin & Associates models. Due to its framework being already tailored to meet the Army situation and requirements, we recommend that the Colarusso & Lyle model be used as the core model, with elements of the Bersin & Associates model being included as appropriate. As elements are added to the model, analysis should be conducted to ensure horizontal and vertical fit of each element.

2. The Office of Economic and Manpower Analysis (OEMA) should lead the effort to build the Army's talent management model. Talent Management Tiger Team (TMTT), which will must be fully staffed by representatives from all relevant stakeholder entities and organizations, will support OEMA's effort.

3. The TMTT and OEMA's analysts should conduct the requisite analysis to understand how the different elements and functions of the talent management model interrelate. It is this level of understanding that facilitates prediction regarding the impacts that change to one function (e.g. performance evaluation) will have upon the other functions and the system as a whole.

4. The talent management strategy (currently in development) should reflect the development of the hybrid model as a supporting objective.

---

[38] Dörner, 42.

References

Alter, Allen E. "The Corporate Make-Over: Companies with the need to overhaul outdated business processes are turning to business re-engineering, a methodical technique for identifying and enhancing the essential while paring away the obsolete." *CIO* December (1990): 32-42.

Andrews, Dee H., and Ludwika A. Goodson. "A Comparative Analysis of Models of Instructional Design." *Journal of Instructional Development* 3 no. 4 (1980): 2-16.

Arnold, Michael J. "The Future Security Environment: Why the US Army Must Differentiate and Grow Millennial Officer Talent." 2015, Carlisle Barracks, PA: US Army War College.

Boot, Max. "War Made New: Technology, Warfare and the Course of History." NY: Gotham Books, 2006.

Browne, Michael W., and Robert Cudeck. "Alternative Ways of Assessing Model Fit." In *Testing Structural Equation Models*, edited by Kenneth A. Bollen and J. Scott Long, 136-162. NY:Sage Publishing, 1993.

Burke, Warner W. "What Human Resource Practitioners need to know for the Twenty-First Century." In *Tomorrow's HR Management,* edited by Dave Ulrich, Michael R. Loset, and Gerry Lake. 96-110. NY: John Wiley & Sons, Inc., 1997.

Christensen, Ralph N. "Where is Human Resources?" In *Tomorrow's HR Management,* edited by Dave Ulrich, Michael R. Loset, and Gerry Lake. NY: John Wiley & Sons, Inc., 1997.

Collins, D.G. and K. Mellahi. "Strategic Talent Management: A review and research agenda." *Human Resource Management Review* 19 no.4 (2009): 304-313.

Colarusso, Michael J., and David S. Lyle. "Senior Officer Talent Management: Fostering Institutional Adaptability." Carlisle Barracks, PA: United States Army War College Press, 2014.

Dorner, Dietrich. "The Logic of Failure: Why Things Go Wrong and What Can We Do to Make Them Right." Translated by Rita and Robert Kimber. NY: Metropolitan Books, 1989.

Dyer, Lee, and Jeff Erickson. "Dynamic Organizations: Achieving Marketplace Agility through Workforce Scalability." *CAHRS Working Paper #06-12*. Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies. 2006. Accessed 6 Apr, 2015. http://digitalcommons.ilr.cornell.edu/cahrswp/454

Dyer, Lee, and Todd Reeves. "Human Resource Strategies and Firm Performance: What Do We Know and Where Do We Need to Go?" *CAHRS Working Paper #94-29*. Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies. 1994. Accessed 7 Apr, 2015. http://digitalcommons.ilr.cornell.edu/cahrswp/254

George, Alexander, L. "Case Studies and Theory Development: The Method of Structured, Focused Comparison." In *Diplomacy: New Approaches in History, Theory, and Policy*, edited by Paul G. Lauren, 43-68. NY: Free Press, 1979.

Ginzberg, Eli, and John L. Herma. "Talent and Performance." NY: Columbia University Press, NY. 1964.

Heskett, Jim. "Why Can't We Figure Out How to Select Leaders?" Harvard Business School, *Working*

        Knowledge. 05 FEB 2009 . Accessed 27 Mar, 2015. http://hbswk.hbs.edu/item/6103.html.

Holling, C.S. "Understanding the Complexity of Economic, Ecological, and Social Systems." *Ecosystems* 4
        (2001): 390 - 405.

Kepes, Sven, John E. Delery, and Nina Gupta. "Strategic Human Resource Management: A Systems
        Perspective." *Academy of Management Proceedings*, 2008, no. 1, (2008): 1-6.

Langley, Ann. "Between 'Paralysis by Analysis' and 'Extinction by Instinct.'" *Sloan Management Review* 36
        no.3 (1995): 63-76.

Lubold, Gordon, Kellie Lunney, and Molly O'Toole. "Special Report: Military Retirement." *Defense One*.
        http://www.defenseone.com/reports/special-report-military-retirement/108415/. March 2015.
        Accessed 28 March, 2015.

Snell, Scott A., James W. Dean. "Integrated Manufacturing and Human Resource Management: A Human
        Capital Perspective. *The Academy of Management Journal* 35 no.3, (1992): 467-504.

Sun, Yong, Li Ma, and Joseph Matthew. "Improving Asset Management Process Modelling and
        Integration." In *Asset Condition, Information Systems, and Decision Models*, edited by Joe E.
        Amadi-Echendu, Roger Willet, Kerry Brown, and Joseph Matthew. 71-87, London: Springer, 2012.

Thie, Harry J. "Planning the Future Military Workforce." In *New Challenges, New Tools for Defense
        Decisionmaking,* edited by Stuart E. Johnson, Martin C. Libicki, and Gregory F. Treverton. RAND
        Corporation, 2003.

Weiss, David S. "High Performance HR: Transforming Human Resources for Competitive Advantage." SF:
        Jossey-Bass, 1999.

Wicklund, Robert A. "The influence of Self-Awareness on Human Behavior." *American Scientist* 67 no. 2
        (1979): 187-193.

Wright, Patrick M., and Gary C. McMahan. "Theoretical Perspectives for Strategic Human Resource
        Management." *Journal of Management* 18 no.2 (1992): 295-320.

Wright, Patrick M., and Scott A. Snell. "Toward a Unifying Framework for Exploring Fit and Flexibility in
        Strategic Human Resource Management." *The Academy of Management Review* 23 no.4 (1998):
        756-762.