Achieving success in a globally integrated world: Enabling an adaptable workforce
You’ve remodeled your supply chain. Optimized your IT infrastructure. Overhauled your financials. But you’re still not getting the results you expect. So what’s missing?

Like many companies, you may be overlooking your most valuable asset: your people. While human capital is an organization’s single largest resource, many companies don’t utilize their workforce to its fullest—even when they’ve been successful in maximizing other strategic business areas—leaving a huge opportunity untapped. By looking to the workforce to improve enterprise adaptability, innovation and productivity, corporate leaders can differentiate their businesses and stay ahead of the competition.

Yet, to achieve true differentiation, companies must develop a more responsive, flexible and resilient workforce by finding better ways to source talent, allocate resources across competing initiatives, measure performance and build vital capabilities and skills. This requires developing programs that focus on workforce performance, identifying and employing talent globally, working collaboratively to accelerate change, generating innovation and producing measurable business results—now and into the future.
Providing solutions based on solid research

IBM’s Global Human Capital Study 2008, which reflects the insights of over 400 senior executives, explores the strategic workforce management challenges companies face and demonstrates the importance of managing employees for enterprises of all sizes and across industries. From this study, four themes emerged:

- Creating an adaptable workforce
- Identifying and growing future leaders
- Cracking the code for new talent
- Driving growth through workforce analytics

The study concludes that the key to improving workforce performance lies with the leadership of the organization, not simply with the human resources (HR) department. According to the study, when HR unites with company leaders to take joint responsibility for managing employees, the likelihood of success increases dramatically. The concept that people are critically important to an organization’s ability to achieve its objectives is not isolated to one study. It is also a common theme in the IBM Global CEO Study 2008 findings, which highlight the role the workforce plays in facilitating change, exceeding customer expectations, enabling a globally integrated enterprise and delivering on the promise of business model innovation.

The talent lifecycle includes not only attracting and retaining the best people but also motivating and developing, connecting and enabling, and effectively deploying and managing them around the globe.
That’s why IBM’s strategic vision looks beyond the HR function to encompass the entire organization. It’s not simply about putting together a short-term program to address immediate workforce concerns; it’s about creating a viable, long-range plan that enables your business—and your people—to thrive.

IBM starts by understanding key workforce performance challenges, identifying the leading practices used to overcome these challenges and helping companies improve their own human capital management capabilities. But IBM doesn’t stop there. Because IBM conducts extensive research, works with clients on the full range of HR issues and manages its own extensive workforce on a global scale, it is exceptionally positioned to deliver the experience, solutions, relationships and assets required to help your organization reach new levels of success.

IBM provides strategic human capital management capabilities through a robust portfolio of solutions and services that support the talent lifecycle, with practices organized by needs in the following areas:

- Workforce transformation
- Learning solutions
- Knowledge and collaboration
- HR strategy and transformation
- Integrated talent management

IBM’s strategic vision enables organizations to drive innovation, growth and performance by promoting workforce effectiveness and delivering cost-efficient HR operations.
Promoting justice

Following a series of mergers and facing rising demand for its services—and with a growth rate between 200 and 1,000 percent over ten years—a prison system needed new staffing models to address current and future demands. By identifying key business drivers, providing best practices benchmarks and developing staffing models to meet short- and medium-term demands, IBM helped the client increase productivity, improve budget effectiveness and stability, and enhance its relationships with external organizations.

Transforming the workforce

Succeeding in competitive and ever-shifting global marketplaces requires responsiveness and agility. That’s why most successful businesses develop strategies to align employee skills, talents and goals with their business objectives.

But how? First, it’s important to understand the composition of your workforce and what drives performance. Because the workforce is often divided into a number of smaller segments—such as accounting, sales and IT—each segment has diverse expectations and priorities and must be managed differently. IBM solutions not only can increase productivity and efficiency within these segments, they also can make it possible to determine—and leverage—the segments that can differentiate your business.

By using workforce analytics, IBM can help your business answer a number of critical questions. For example: Which employees are likely to retire? What is the risk of losing their accumulated knowledge? And what factors differentiate high performers from low performers? The unique insight provided through workforce analytics can provide the actionable knowledge you need to understand your workforce and more effectively manage each segment.

In addition, IBM provides a wide range of workforce transformation tools, software and best practice models designed to help you tap the strengths of your workforce to achieve your business objectives.
Providing learning opportunities

Effective business leaders take a proactive approach to talent management by examining their business strategy and envisioning the skills and expertise that will be most valuable down the road. In the IBM CEO study, the ability to rapidly identify and build emerging skill sets that are specifically designed to meet business objectives was highlighted as a strategic priority by business leaders around the world.

With the right learning initiatives, organizations can equip, develop and retain a high-performance workforce by giving employees access to the knowledge they need to do their jobs in a dynamic marketplace. In addition, it is critical to develop future leadership capabilities that can address emerging challenges associated with globalization, innovation and changing workforce demographics.

To enhance your workforce and cultivate leaders, IBM addresses your end-to-end learning needs—from learning strategy, content development and delivery to managing technology, infrastructure and hosting. In addition to consulting services, benchmarks and its internal experience, IBM provides advanced learning technologies and solutions designed to embed learning in day-to-day work for optimal effectiveness. Plus, IBM has the ability to deliver a comprehensive learning solution by leveraging its proven global delivery capabilities.

IBM research suggests that, given the explosive growth in emerging marketplaces and the retirement of more experienced personnel, companies are actually risking future growth if they fail to identify, develop and empower the next generation of leaders.

Launching a one-company culture

Post-acquisition, a global telecommunications company needed a learning solution and infrastructure that would enable it to train 10,000 dispersed employees and agents. The training needed to be efficient in its cost of development and delivery and effective in enabling employees to retain—and apply—the skills they learned. IBM helped the company build an approach based on its existing process and infrastructure, providing an integrated solution for its learning infrastructure, training development and delivery. As a result, employees were empowered to drive exceptional customer service within the new organization from day one.
Building knowledge and collaboration

Managing in today’s competitive marketplace requires a structured approach to enabling employees, customers and suppliers to work together regardless of cultural, geographic or time-zone differences. To share knowledge and insights while meeting the needs of a tech-savvy population, businesses use social networking, enterprise content management and collaborative innovation techniques to integrate dispersed workforces and optimize business processes.

To help drive innovation and efficiency by enabling colleagues, partners and clients to share knowledge and information across the enterprise, IBM offers solutions in the following areas:

- Collaboration tools
- Social networking
- Enterprise content management
- Knowledge management
- Employee, channel and customer portals
- Mobile workforce support
- Large-scale collaboration and employee engagement events

Embedding collaboration

An organization that had been using a complex sales process that required sales representatives to work with multiple product, marketing and customer specialists turned to IBM to help it improve its sales effectiveness. The company needed IBM to help connect its most knowledgeable people worldwide in order to increase conversion rates, boost revenue per customer and reduce costs. After embedding expertise locations, instant messaging and document retrieval into the company’s CRM system, salespeople now have one-click access to sales experts around the world and other relevant information as they enter leads. Thanks to IBM’s solution, the organization is finally taking advantage of the full value of its global organization.
Expanding resources

A major drug manufacturer embarked on a global initiative to improve its service function competitiveness. After implementing a new global HR service delivery model from IBM, the company increased the speed and cost-effectiveness of operations by standardizing, automating and simplifying HR processes; designing a new global HR operating model; and enhancing self-service capabilities.

Transforming HR strategy

Many companies don’t know which segments make up their workforce, what drives its productivity or how much risk they face in losing talent. That’s why it’s crucial to implement cost-effective HR structures, processes, organizations and systems designed to deliver the greatest value to the business.

The first step in accomplishing this is to verify that your personnel data is accurate, reflects your organization’s desired metrics, and is consistently updated and accessible. Businesses that successfully leverage employee information not only have access to key metrics that can improve workforce productivity and performance, they also can translate this data into executable strategy. In addition, this data gives HR and line-of-business leaders the opportunity to engage in an ongoing dialogue about strategic workforce investments and transformation programs.

Additionally, the opportunity to cut administrative costs, reduce transaction errors and improve service has never been more attractive. Therefore, it may be advantageous to transform your HR function by establishing a shared services model in which many administrative processes can be standardized, centralized, automated and even outsourced. Also enabling Web self-service, in which managers and employees can access certain administrative functions, can free HR to focus on strategic endeavors such as talent management and organizational development—and therefore contribute directly to meeting business goals.

IBM can facilitate this process by providing customized HR consulting services that enable you to promote enterprise change and workforce transformation using strategic business insights. Whether your company requires insourced or outsourced HR services, IBM can help you restructure your HR services to be more cost-effective and to deliver increased employee satisfaction.
Leveraging integrated talent management

For globally integrated companies to realize long-term success, they need greater insight into their workforces so they can identify the next generation of leaders, build emerging skills and identify career paths and opportunities across the enterprise. These needs are driving the creation of a new area: integrated talent management.

Integrated talent management is the new frontier of HR in that it crosses all the other IBM human capital management practice areas—workforce transformation, learning solutions, knowledge and collaboration, and HR strategy and transformation. In fact, IBM is one of the few companies with the extensive research and assets needed to effectively leverage these areas as a whole. And by focusing on less traditional talent management offerings, IBM’s integrated talent management strategy enables a company’s global workforce to innovate and collaborate within the organization as well as with its partners and customers. It goes beyond simply managing talent; it provides talent with the tools for success.

To deliver on the promise of integrated talent management, IBM works closely with leading independent software vendors (ISVs) to develop real-world solutions that help you improve talent management capabilities using technology as an underlying component.

By combining its collaboration and enablement software assets, workforce analytics, leading talent management applications and business consulting services, IBM provides a truly differentiated comprehensive talent management solution that helps your organization take innovation, growth and performance to the next level.
Making the right choice to enable your workforce

So where should you go for a wide range of proven solutions that cover virtually any human capital need? As a leader in human capital management solutions, IBM should be your first choice. IBM is recognized as one of the world’s most respected companies with one of the most technologically savvy human resources organizations. We leverage our mature global delivery operations and extensive experience in human resources to offer innovative solutions that deliver value. And with more than 2,000 human capital management professionals in almost 40 countries, we can provide the right combination of skills, competencies, knowledge sharing and experience to help you meet—and exceed—your business objectives.

On its way to achieving leadership in human capital management, IBM has invested heavily in research and thought leadership, including the IBM Institute for Business Value to perform business-oriented research on human capital topics and the IBM Research Division to apply technology to human capital-specific issues.

IBM has also developed strong relationships with key ISVs so it can provide the very best solutions to companies like yours. Our consulting services also work closely with IBM software teams, including IBM Lotus® and Cognos software, and ISVs to build and deliver powerful solutions for organizations looking to boost their talent management capabilities—solutions that are virtually unmatched in the marketplace.

This full range of capabilities can help your organization implement solutions that deliver business outcomes with far-reaching impact and sustainable results. With its deep understanding of recent major human capital issues, you can count on IBM to deliver the solutions of tomorrow—today.

IBM’s integrated talent management strategy and processes align workforces to business objectives to sustain growth by enabling innovation.
For more information
To learn more about human capital management solutions from IBM, contact your IBM representative or IBM Business Partner, or visit:

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