

# IT Talent Attraction and Retention

Gail Sturgess  
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## South Africa Today

### *Aligning IT Talent Strategy with Organisational Strategy*

- Economic growth trebled (average 3% pa)
  - Longest period of sustained growth since 2<sup>nd</sup> WW
- Private sector fixed investment up 4.5% pa
- Fiscal Deficit below 3% of GDP
- Lower inflation and interest rates
- Reserve Bank's gold and foreign exchange reserves risen to US\$15 billion

- Performance Improvement
- Organisation Design
- Strategic Workforce Planning
- Talent Management
- Competency Management
- Career Management
- IT Role Descriptions

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## Proudly South African



### **Aligning IT Talent Strategy with Organisational Strategy**

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- South Africa, almost alone amongst emerging market economies, is set to escape virtually unscathed from the latest bout of investor panic sweeping the developing world's fragile economies (The Times, London, August 2001)
- The SA banking sector has been consistently ranked in the top 10 in terms of competitiveness (MD, Switzerland). When Nelson Mandela was inaugurated President in 1994, SA was insolvent (liabilities exceeded assets).
- Today the Government's deficit is negligible - one of only a handful of countries in this position. We've had single digit inflation since 1993 - following 20 years of double-digit inflation.
- Mortgage rates are at their lowest level since 1988.
- South Africa is one of only 12 countries, where we can drink water from a tap. Our tap water was found to be the 3rd best quality in the entire world.
- Remember 15 years ago, in 1986: A state of emergency was declared White men did two years compulsory military service \* 64 184 black people were removed from "white areas" \* 3989 people were detained without trial \* Our economic growth rate was 0.7 percent - today it is 3% \* 64 countries had sports boycotts against SA!!

by Guy Lundy of Dimension Data Business Solutions



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- South African wines win international awards every year and we have the longest wine route in the world.
- Nelson Mandela, an international icon of forgiveness, tolerance, and humanity is OUR favourite son.
- The Kruger Park has the most innovative management of a national park anywhere in the world - and is the world's most profitable game park.
- Eskom is the largest producer of coal-fired electricity in the world and South Africans pay the least for electricity in the world.
- South African Breweries is the 4th largest brewer in the world and produces over 50% of China's beer!
- Mercedes Benz C Class, BMW 3 Series and VW Golf/Jetta vehicles for all right-hand drive markets throughout the world are produced in South Africa.
- The Cape Peninsula has more species of plants per hectare than any other area of the world.
- Magnificent highways, warm, friendly, vibrant rainbow people! The world's most progressive Constitution Kreepy Kraulies - a South African invention - Mrs Ball's chutney and biltong. The world's best looking population.

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## IT Talent

### **Aligning IT Talent Strategy with**

### **Organisational Strategy**

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“In the end, all business operations can be reduced to three words: people, product and profits. Unless you’re a good team, you can’t do much with the other two.”

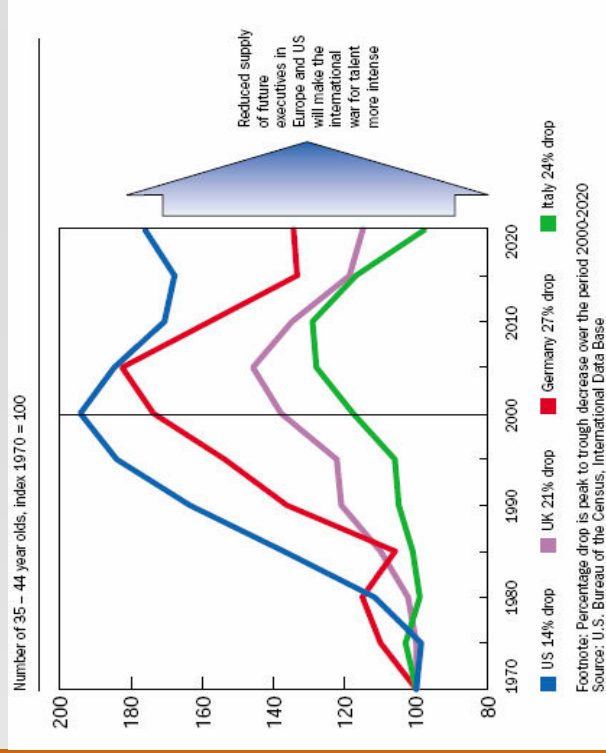
**Lee Iacocca**

## What's Happening Out There?

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- Retirement of “baby-boomers”
- Negative population growth rates
- US 500 largest companies – lose 50% senior management by 2012
- Fewer university graduates
- Lack of employee trust
- 83% searching for jobs in next 2-3 years
- Reduction of EU economic growth by 3%
- Fierce competition for next two decades



## Impact on IT Industry

### *Aligning IT Talent Strategy with Organisational Strategy*

- **US shortage of 300000 IT people** (Source: US Bureau of Labor Statistics)
- **Europe shortage of 3.8 million people** (Source: Center for Organizational Effectiveness 2001)
- **Growing shortage of experienced IT professionals**
- **Declining student enrolments – GLOBAL!**

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## Impact on South Africa

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- US twice raised the annual immigration quotas for IT people
- Emigration is already on the increase
  - Management = 0% (2005) – 17% (2006)
  - Systems Development = 5% (2005) – 6% (2006)
  - Operations = 14% (2005) – 30% (2006)
  - Support = 8% (2005) – 18% (2006)
- Source: 2005/2006 P-ECS IT Salary Survey
- Growing shortage of high level skills
- Growing shortage of experience
- Inability to achieve required economic growth rates





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## Impact on Business

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- Increased competition for scarce skills and experience
- Higher compensation packages
- Higher cost of recruitment
- Higher cost of staff turnover
- Inability of IT to deliver its organisation strategy



## Impact on Organisational Talent

- Higher Expectations – more than a “job”
  - Development and Advancement
  - Flexibility
  - Work fewer hours
- Family Demands
  - Child Care
  - Elder Care
- Work Ethic
  - Poor skills
  - Weak work “ethic”

### *Aligning IT Talent Strategy with Organisational Strategy*

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## Impact on Organisational Talent

- **Diverse Workforce**
  - More people of difference ages, cultures, and sex than ever before
    - Matures (born 1930 – 1945)
    - “Baby-Boomers” (born 1946 – 1964)
    - Gen Xs (born 1961 – 1981)
    - Gen Ys (born 1975 – 1994)
  - **Workplace diversity**
    - Needs differences
    - Goals differences
    - Attitudinal differences
    - Financial differences
  - “One-size-fits-all” HR policies and procedures no longer appropriate

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## Impact on “Bottom Line”

### *Aligning IT Talent Strategy with Organisational Strategy*

- **Employees with above average attitude towards their work** (Source: Gallup)
  - 38% higher customer satisfaction
  - 22% higher productivity
  - 27% higher profits

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## Research – Center for Effective Organizations

**Aligning  
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Strategy  
with  
Organisational  
Strategy**

- 4500 Knowledge Workers and Managers
- 3 Questions:
  - How can companies compete in highly competitive global labour market?
  - What strategies are needed to attract, develop, motivate and retain key skills?
  - What new approaches for increasingly mobile, well-networked labour force?

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- **Retention:**
  - “the desire of employees to remain with the company”
- **Commitment:**
  - “the emotional commitment of the employee to the success of the company”



## Research – Center for Effective Organizations

- Job “qualities”
  - Adequate Development Opportunities
  - Career Advancement
  - Financial Rewards
  - Influence/autonomy
  - Innovation and Risk
  - Job Security
  - Opportunity for Career Self-Management
  - Pay-for-Individual-Performance
  - Pay-for-Organisational-Performance
  - Professional Satisfaction
  - Strategic Clarity
  - Work/life Balance

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Differences By Career Stage		
What Employees SAY is important?		
Early Career	Mid-career	Late Career
<ul style="list-style-type: none"> <li>▪ Work/life Balance</li> <li>▪ Financial Rewards</li> <li>▪ Job Security</li> <li>▪ Professional Satisfaction</li> <li>▪ Career Advancement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work/Life Balance</li> <li>▪ Job Security</li> <li>▪ Financial Rewards</li> <li>▪ Influence/autonomy</li> <li>▪ Professional Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work/life Balance</li> <li>▪ Job Security</li> <li>▪ Financial Rewards</li> <li>▪ Influence/autonomy</li> <li>▪ Professional satisfaction</li> </ul>
Actual Drivers of Retention		
Early Career	Mid-career	Late Career
<ul style="list-style-type: none"> <li>▪ Career Advancement</li> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Pay-for-Individual-Performance</li> <li>▪ Innovation and Risk</li> </ul>	<ul style="list-style-type: none"> <li>▪ Career advancement</li> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Innovation and Risk</li> <li>▪ Professional Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Job Security</li> <li>▪ Career Advancement</li> <li>▪ Innovation and risk</li> </ul>
Actual Drivers of Commitment		
Early Career	Mid-career	Late Career
<ul style="list-style-type: none"> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Strategic Clarity</li> <li>▪ Adequate Development Opportunities</li> <li>▪ Innovation and Risk</li> <li>▪ Influence/autonomy</li> <li>▪ Professional Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Strategic Clarity</li> <li>▪ Influence/autonomy</li> <li>▪ Professional Satisfaction</li> <li>▪ Innovation and Risk</li> <li>▪ Opportunity for Career Self-Management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Innovation and Risk</li> <li>▪ Influence/autonomy</li> <li>▪ Adequate Development Opportunities</li> <li>▪ Strategic Clarity</li> <li>▪ Opportunity for Career Self-Management</li> </ul>





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Differences By Gender	
What Employees SAY is important?	
Men	Women
<ul style="list-style-type: none"> <li>▪ Work/Life Balance</li> <li>▪ Job Security</li> <li>▪ Financial Rewards</li> <li>▪ Influence/autonomy</li> <li>▪ Professional Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work/Life Balance</li> <li>▪ Job Security</li> <li>▪ Financial Rewards</li> <li>▪ Influence/autonomy</li> <li>▪ Professional Satisfaction</li> </ul>
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Men	Women
<ul style="list-style-type: none"> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Influence/autonomy</li> <li>▪ Strategic Clarity</li> <li>▪ Innovation and Risk</li> <li>▪ Professional Satisfaction</li> <li>▪ Opportunity for Career Self-Management</li> <li>▪ Adequate Development Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Adequate Development Opportunities</li> <li>▪ Innovation and Risk</li> <li>▪ Strategic Clarity</li> <li>▪ Professional Satisfaction</li> </ul>



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Differences By Gender – Mid-Career	
What Employees SAY is important?	
Men	Women
<ul style="list-style-type: none"> <li>▪ Work/life Balance</li> <li>▪ Job Security</li> <li>▪ Financial Rewards</li> <li>▪ Influence/autonomy</li> <li>▪ Career Advancement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work/Life Balance</li> <li>▪ Job Security</li> <li>▪ Financial Rewards</li> <li>▪ Influence/autonomy</li> <li>▪ Professional Satisfaction</li> </ul>
Actual Drivers of Retention	
Men	Women
<ul style="list-style-type: none"> <li>▪ Career Advancement</li> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Pay-for-Individual-Performance</li> <li>▪ Innovation and Risk</li> </ul>	<ul style="list-style-type: none"> <li>▪ No significant drivers</li> </ul>
Actual Drivers of Commitment	
Men	Women
<ul style="list-style-type: none"> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Influence/autonomy</li> <li>▪ Strategic Clarity</li> <li>▪ Innovation and Risk</li> <li>▪ Professional Satisfaction</li> <li>▪ Job Security</li> <li>▪ Opportunity for Career Self-Management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pay-for-Organisational-Performance</li> <li>▪ Adequate Development Opportunities</li> <li>▪ Strategic Clarity</li> <li>▪ Opportunity for Career Self-Management</li> <li>▪ Work/life Balance</li> </ul>



## Employee “Engagement”

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- Behaviours of “engaged” employees
  - Belief in the organisation
  - Desire to work to make things better
  - Understanding of business context and the ‘bigger picture’
  - Respectful of, and helpful to, colleagues
  - Willingness to ‘go the extra mile’
  - Keeping up to date with developments in the field

“‘Engaged Employees’ are emotionally connected to the organization and cognitively vigilant”



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## Employee “Engagement”

- **Gallup Survey**
  - 29% actively engaged in their jobs
  - 54% not engaged in their jobs
  - 17% actively disengaged from their jobs
- **Disengaged Employees**
  - Miss an average of 3.5 more days per year
  - Are less productive
  - Cost the US economy +/- \$300 billion per year (Financial News, March 2001)

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## Dis-/Unengaged Employees

- Want to be **TOLD** what to do
  - Concentrate on “tasks”, rather than goals and outcomes
  - Know when they are “finished”
  - Someone else to “blame” when things go wrong
- Don't have **productive relationship with management and colleagues**
  - Feel that contributions being overlooked
  - Feel that potential not being tapped
- Do the **least amount of work possible**
  - “Lower the bar” for themselves
- Sow **seeds of negativity**
  - Mistrust and don't respect management
  - Undermine the work of others
  - Repeatedly refuse engagement opportunities
- **Damage functioning of organisation**

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## So ... Where to from Here?

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- “Things” must change!
- Starting points
  - Leadership
  - Strategy
- Leadership
  - Talent Strategy is a strategic corporate focus!
- Strategy
  - Performance Improvement



## Aligning IT Talent Strategy with

## Organisational Strategy

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# Leadership

- **Human Capital** = The sum total of all knowledge, experience, and *performance capability* an organisation possesses that can be applied to create wealth
- **It DOES impact on bottom line**
  - Source: New Century Financial Corporation
  - Disengaged employees – 28% less revenue
  - Not engaged – 23% less revenue
  - Employee engagement **DRIVES** results

**“Leadership is not magnetic personality—that can just as well be a glib tongue. It is not ‘making friends and influencing people’—that is flattery. Leadership is lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations.”**

Peter F. Drucker



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## Leadership Responsibilities

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- **Direction:**
  - How the organisation carries out its mission and progressively moves towards a destination
- **Purpose:**
  - Establishing personal fulfillment and meaning in the organisation's vision, mission, and goals
- **Alignment:**
  - Relationship between individuals' attitudes, drives, dreams, goals, and abilities and the needs of the organisation

Source: "Here Today, Here Tomorrow" Gregory P Smith





## Strategy

- Analysis
  - Perception Analysis
  - Strategic Alignment Analysis
  - Performance Analysis
    - Organisational Systems
    - Management Systems
    - Physical and Technical Systems
    - Human and Social Systems
  - Intervention Analysis and Selection
  - Feasibility Analysis
- Design
- Develop
- Implement
- Evaluate

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## Talent Strategy

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- **Organisational Strategy, Goals and Activities**
  - Mission, Purpose, Values
  - Goals, Objectives, Projects
- **Organisational Structure and Roles**
  - Functional
  - Product
  - Customer
  - Geographic
  - Mixed
  - Meet organisation and career management needs
- **Performance Management**
  - BSC
  - Aligned with organisational goals and objectives
- **Competency Management**
  - Competency “Inventory”
  - Identify “mission critical” competencies



## Talent Strategy

- **Strategic Workforce Planning**
  - Next 12 months, and next 5 years
  - Identify problem areas
- **Staffing and Acquisition Strategy**
  - Recruitment and Selection
  - Engagement and Retention
  - Sourcing (permanent, contract, temporary, outsource)
- **Learning and Development Strategy**
  - Individual Development Plans
  - Development “programs” (leadership, role specific, technology specific)
- **Career Management Strategy**
  - Career Paths (management, technical, cross-functional)
  - Coaching and Mentoring
- **Compensation Strategy**
  - “Fair”, competitive basic remuneration
  - Organisational-performance incentive bonus
  - Strategic alignment performance incentive bonus
- **Benefits Strategy**
  - By Age, Gender, Culture
  - Flexibility, Versatility

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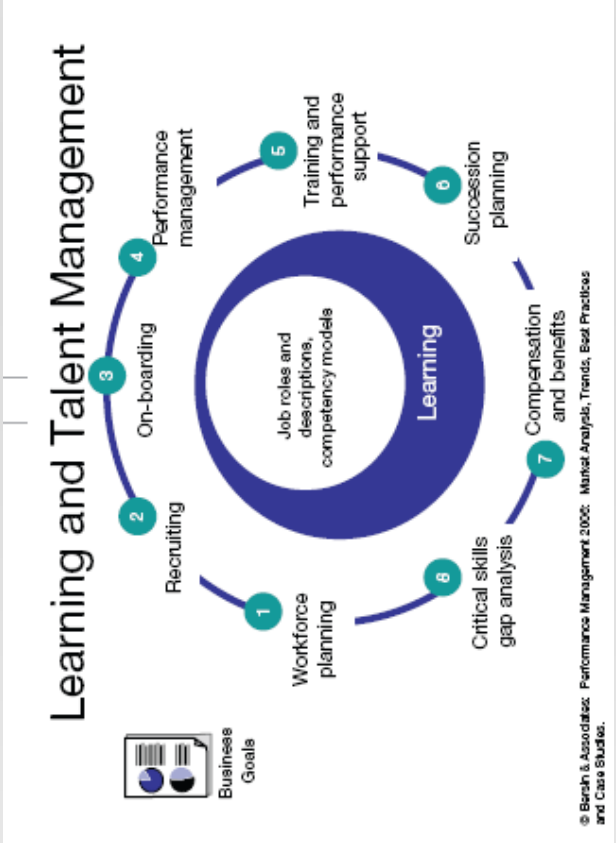


# Scope IT Staff Retention

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- Alignment with organisational strategy
- Flow
- Alignment between elements
- Flexibility
- Frequency of Review



## What do IT employees Want?

- **Strategic Clarity**
  - Understand the “big picture” and how it influences their work and growth
  - Understand the organisation’s expectations
- **Adequate Development Opportunities**
  - Development opportunities – Training, Workshops, Seminars
  - Tuition reimbursement
  - Performance feedback and coaching / mentoring
- **Career Advancement**
  - Opportunities for growth
  - Research and Development opportunities
- **Financial Rewards**
  - Fair remuneration
  - Pay for “team” success
  - Pay for organisational success

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## What do IT employees Want?

- **Work/life Balance**
  - Solid working relationships
  - Family and team-oriented environment
  - Sabbaticals
  - Flexible work days / work hours
  - Telecommuting
- **Influence/autonomy**
  - Involvement in decision-making processes
- **Opportunity for Career Self-Management**
  - “Room” to do their job
- **Professional Satisfaction**
  - Appreciation for their ideas and suggestions
  - Challenge with responsibility
  - Challenging work

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## Drivers of Business Value (\*)

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- **Performance Management**
  - More than Performance Appraisal
  - All processes that align, coach, assess and develop people
  - Central to success of Talent Management
- **Coaching**
  - Internal and/or External
- **Competency Management**
  - Job Descriptions
  - Competency definitions
  - Assessment of what drives performance and potential
- **Sourcing and Recruiting**
  - Identify “critical” jobs – most impact on achieving goals
  - Assess skills and identify gaps in these roles
  - Forecast requirement for skills in the future
- **Learning and Development**
  - Function-driven programs
  - Blended learning (collaboration, learning on demand, assessment, simulations)

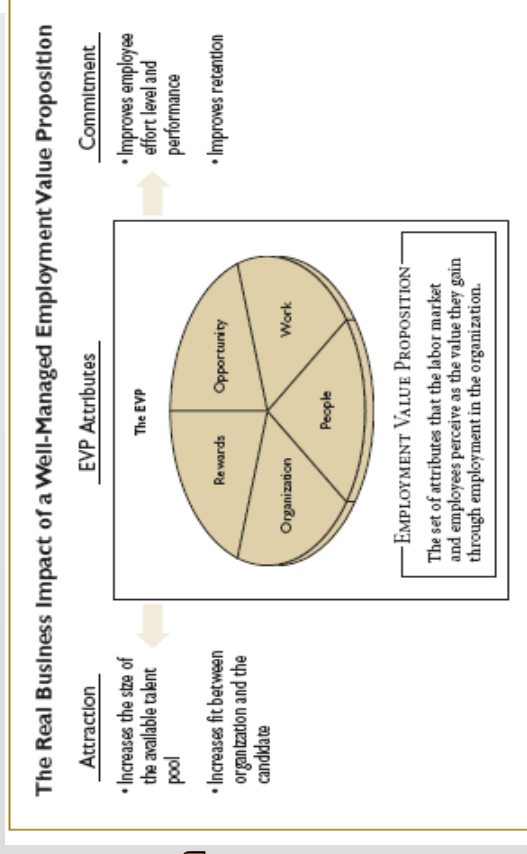
## Employment Value Proposition

- EVP = the sum of everything the people in the company experience and receive while they are a part of the organisation.
- The balance between what an employee receives in return for their performance on the job.
- The organisation's "brand".
- The "promise" that the company makes to fulfill the needs, expectations and dreams of its employees.
- Different attitude to employer/employee relationship
- Differs within roles and areas.

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# Employment Value Proposition

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	The Old Way	The New Way
<b>Talent Mindset</b>	Having good people of one of many important performance levers	Having the right talent throughout the organisation is critical source of competitive advantage
<b>EVP</b>	HR is responsible for people management: recruiting, compensation, performance review, succession planning	Every manager is responsible and accountable for attracting, developing, exciting, and retaining talented people.
	We expect people to pay their dues and work their way up the line to get top jobs and big money	We think of our people as volunteers and know we have to try to deliver on their dreams to keep them
	We have a strong value proposition that attracts customers	We have a distinctive EVP that attracts and retains talented people



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ORGANISATIONAL EFFECTIVENESS THROUGH PEOPLE

# Employment Value Proposition

## Aligning IT Talent Strategy with Organisational Strategy

- Performance Improvement
- Organisation Design
- Strategic Workforce Planning
- Talent Management
- Competency Management
- Career Management
- IT Role Descriptions

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	The Old Way	The New Way
<b>Recruiting</b>	Is like purchasing: it's about picking the best from a long line of candidates	Recruiting is more like marketing and selling: it's a key responsibility of all managers.
<b>Growing leaders</b>	We hire at entry levels only	We hire at all levers and look for talent in every field
	Development is training	Development happens through a series of challenging job experience and candid, helpful coaching
<b>Differentiation</b>	Development happens when you are fortunate enough to get a really good boss	Development is crucial to performance and retention ... and it can be institutionalised.
	Differentiation undermines teamwork	We award top performers with opportunities and recognition. We develop and nurture core performers to raise their game, or we move them out (or aside).



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What You Can Expect from Us	What We Expect from You
<ul style="list-style-type: none"> <li>• A faith-based organization with a worthy mission and a proud tradition</li> <li>• A challenging and stimulating work environment centered around meaningful work with timely open and honest communication</li> <li>• A collaborative team environment and empowered employees valued for their entrepreneurial spirit</li> <li>• Improvement in technology and processes through the continuous assessment of products and utilization of Six Sigma - A national leader in Six Sigma training and education</li> <li>• Salary, rewards, benefits and education based on individual merit and performance</li> <li>• A proactive and supportive administration that encourages a culture of mutual respect and development of skills that employees can use throughout their career</li> </ul>	<ul style="list-style-type: none"> <li>• Engaged employees with a positive "can do" entrepreneurial spirit</li> <li>• Employees supportive of continuous improvement who embrace and understand a culture that utilizes Six Sigma as the "way we work"</li> <li>• Team players willing to change, adapt, be accountable and take ownership in order to enhance services</li> <li>• Individuals with skills, knowledge, experience and a willingness to share them with others</li> <li>• Exceptional judgment and the ability to treat all people, patients, visitors, co-workers, with respect and dignity consistent with "Follow the Golden Rule"</li> <li>• Employees willing to exceed job expectations, learn new technologies and understand and support the mission, vision, values and strategic initiatives of the organization</li> </ul>



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## What Companies Should Do!

- Talent mindset at ALL levels
- Create an Employee Value Proposition (EVP)
- Recruit great talent CONTINUOUSLY
- Grow great leaders
- Differentiate and Affirm
  - Top performers
  - Low performers

**Aligning  
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Strategy  
with**

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## **Organisational Effectiveness + Employee Satisfaction**

- **A clear, compelling and well-communicated strategy**
- **An innovative environment that is low in bureaucracy**
- **Challenging work assignments that enable employees to grow their capabilities**
- **Rewards based, in part, on how well the organisation performs.**

### **Aligning IT Talent Strategy with Organisational Strategy**

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Center for Effective Organisations



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## Parting Thought

### **Aligning IT Talent Strategy with Organisational Strategy**

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“Great organizations achieve sustainable growth and profits because they do what other organizations don’t: *they maximize the innate, individual talents of their employees to connect with customers.*”

They know that tapping the resources of humans is the only remaining area where significant improvements can-- and do--lead to an unlimited source of competitive advantages.”

**Curt Coffman, Gabriel Gonzalez-Molina, in *Follow this Path 2002***



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## Contact Details

### *Aligning IT Talent Strategy with Organisational Strategy*

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