IBM

IBM – Talent Management Practices

Boyka Docheva

IBM BULGARIA was named Best Talent Management Company for 2009

BHRMDA

IBM

The idea of IBM is an ongoing story of…

Pioneering the science of information
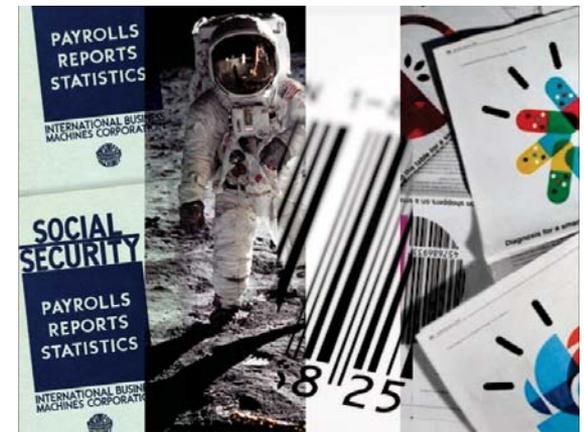
Reinventing the modern corporation

Making the world work better

IBM as leader in enterprise computing

IBM as an expert in continual renewal

IBM as leader in applying technology to transform companies, industries, societies

Centennial and Smarter Planet

Our agenda remains Smarter Planet. During the Centennial year we will use proof points from our history to showcase our agenda to the world and make clear IBM's unique credentials to deliver on it.

In addition to the specific Smarter Planet and Smarter Cities opportunities, Business Analytics, Cloud and Expansion in the Growth Markets remain core engines of growth for IBM.

The Centennial stories and activities will support all of these, as well as each country's business agenda.

Talent Management Process at IBM

Talent reviews facilitate the placement of talent across the lines of business.

The goal of this process is to help IBM have the leadership talent to fill key positions, now and in the future, resulting in a world-class leadership team.

The company divides the process into identifying and developing

Business and Technical Leadership Resources (current senior managers to be developed into executive resources) and **Emerging leaders** (current professionals and first-line managers to be developed into first- and second-line managers)

Both processes include identification of top 5-10% of the assigned population, creation of development and retention paths.

Review of achievements is performed at several stages, including:

❑ Annual review of skills attainment (Expertise Assessment)

❑ Leadership Development Workshops

❑ Leadership Development and Assessment Centre

Business and Technical Leadership Resources Process

❑ Through Business and Technical Leadership (BTL) process the right leaders are placed into key positions to build a smarter IBM and a smarter planet. The process is applicable to IBM bands 8 and above staff.

❑ Planning, Pipeline Identification and Development, and Placement are the three business processes followed to achieve this goal.

    ❑ Planning for the leadership needed by the business requires a detailed understanding of the business strategy, growth markets' needs, and the diverse nature of our workforce.

    ❑ Managers identify employees for the pipeline through the LEADS Talent Identification and Assessment Process. Employee potential is the primary factor used to identify employees who should become Business and Technical Leadership Resources. The development of employees in the pipeline relies upon IBM CareerSmart, Expertise Assessments, Success Profiles, and the IBM Competencies to identify and prioritize robust development activities.

    ❑ 'Feeder' roles for key leadership positions are identified. Individual development plans document the actions to close gaps in the capabilities, competencies and skills required to build leaders critical to the business.

Emerging Leaders

❑ Emerging Leaders are employees who demonstrate leadership capability or potential. They may have been identified as having the potential to lead people or teams, manage people in a matrix, be appointed to management, and/or have been identified early in their IBM careers as having high executive potential.

In general, below characteristics would describe CEE Emerging Talents:

❑ **Future ability and aspiration to perform at two band higher role or band 10 leadership role**

❑ **Demonstrate self-awareness**
  ❑ Take ownership of personal development
  ❑ Are open and ready to address areas for improvement

❑ **Exhibit strength in interpersonal skills and technical, functional, and/or business skills**
  ❑ Seek and completes learning activities for personal enrichment
  ❑ Apply learned skills successfully and shares expertise with others
  ❑ Are willing to accept challenging developmental opportunities for career growth

❑ **Role models in own environment**
  ❑ Achieve goals through our values and focuses on the IBM Competencies
  ❑ Utilize formal and informal networks to gain support and get things done
  ❑ Demonstrate commitment to their Business Unit and IB
  ❑ Embrace change positively, takes personal responsibility for its success
  ❑ Seek and value different points of view]

❑ **Culturally adaptable and with global perspective**
  ❑ English proficiency / multilingual (desired)
  ❑ Demonstrate an understanding of multiple cultures and displays cultural adaptability

To put theory into real life…

Ivan Dinchev

Financial Analyst

Incentives Team Leader

Delivery centre Financial Manager (4 reportees)

F&A Delivery Manager (60 reportees)

BTLR Resource

Mitka Avramova

SWG Sales Representative

Mid-market Team Leader

BPO Country Leader

BTLR Resource

Company-sponsored MBA

Ana Levy Capelo

CRM Team Leader, Dublin

CRM Operations Manager, Sofia

Projects in Spain and Manilla

Assignment as OTC Operations Manager in Krakow

BTLR Resource

Desislava Tsenova

CRM Agent

CRM Team Leader

OTC Operations Lead

OTC NSO Manager

OTC Tower Lead

Emerging Leader

Dimitar Bairev

Project Manager

Sofia Procurement Centre Delivery Manager

Sofia Client Services Hub Manager, BTLR Resource

IBMers Value
Dedication to every client's success.
Innovation that matters—for our company and for the world.
Trust and personal responsibility in all relationships.

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