

Forces Driving the Need for Effective Talent Management

| MARKET | DEMOGRAPHICS | EMPLOYERS | EMPLOYEES |
|------------------------|---------------------------------|-------------------------|-----------------------|
| Globalization | Aging workforce | Growth/performance | Financial security |
| Competition | Diverse workforce | Lower costs/risk | Inspiring leadership |
| Increased regulation | Looming retirements | Innovation/quality | Challenging work |
| New technologies | Changing retirement patterns | Customer loyalty | Empowerment |
| M & A | Lack of skilled workers | Flexible workforce | Information/knowledge |
| Outsourcing/Offshoring | Oversupply of unskilled workers | New Skills/ New Jobs | Work/life balance |

Source: Adapted from Towers Perrin an HCI Strategic Partner