



## **Results – First half of 2017**

### **Detailed evaluation**

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- The Talent Climate Index (TCI) serves as an indicator for the development of the labor market in Germany from a company point of view both in terms of internal and external talents (leaders and specialists).
- Using few precise questions the current situation and the expected trend are ascertained (<http://talentklimaindex.de/>). Biannual surveys enable a long-term evaluation.
- The results of the survey from the second quarter of 2017 are presented here, based on a sample of 77 HR experts, managers, and members of the top management:
  - **Talent climate follows a negative trend:** The first overall trend consisting of three six-monthly data surveys shows a progressive deterioration of the talent climate with regard to the availability of both internal and external talents.
  - **External talent situation has recovered for now. However, forecasts remain critical:** With only 53% considering the availability of external talents to be "poor" compared to 64% in the previous survey, the previous year's clear downward trend did not continue. However, the results are still below those from the first half of 2016. In addition, the forecasts for the further development remain critical.
  - **Qualification, motivation, and culture make a difference:** Talent management qualification and motivation of managers and employees are key for the success of talent management, followed by an active talent development culture. More than half of those surveyed expressed their dissatisfaction with the situation of the success factors for talent management in their companies.

## Overall trends over time

- Talent climate trend
- Commitment climate trend

## Current situation and expected development

- Current situation and expected development
- Commitment situation and expected development
- Current talent and commitment climate

## Focal topic of the current survey:

### Factors influencing the success of talent management

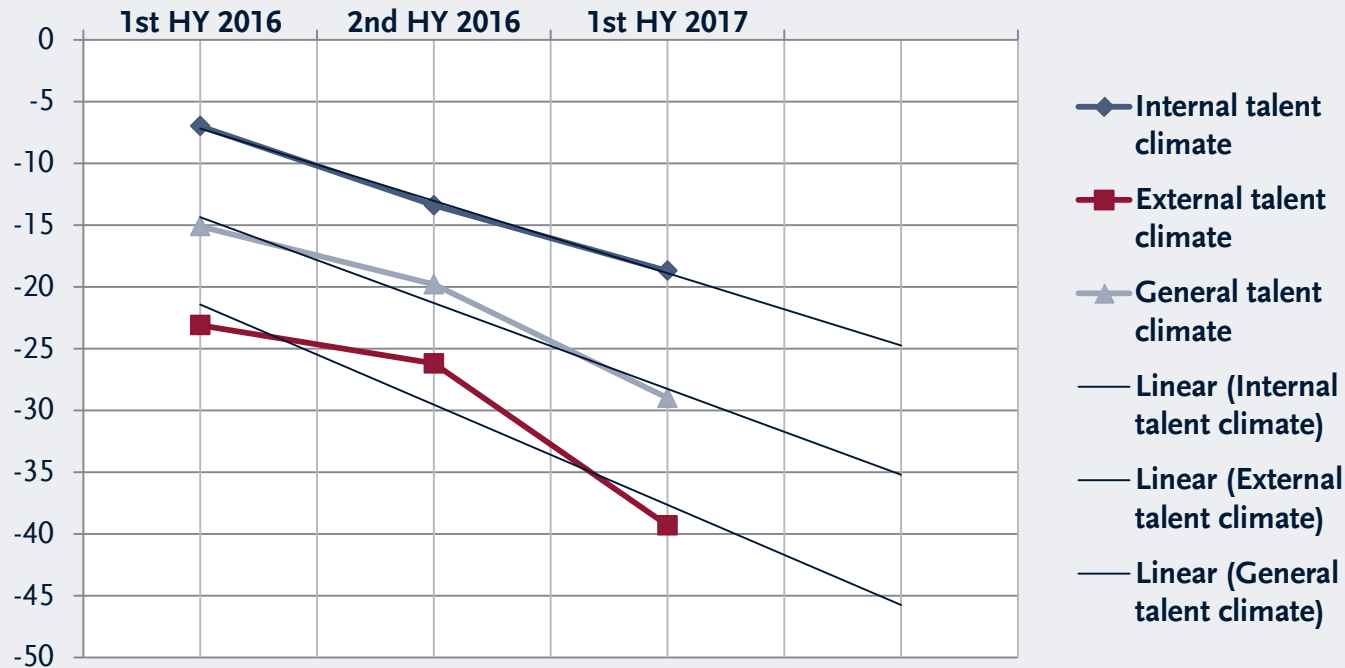
- Influencing factors for successful talent management
- Status quo of the influencing factors in companies

## Appendix: Explanations on the TCI and on the data collection

## Talent climate trend is clearly negative

Following the Talent Climate Index (TCI) data collection in the third half-year, a talent climate trend can be determined for the first time: The trend lines in particular – regardless of the spread – clearly point toward a negative direction of the talent climate. This applies to the availability of both internal and external talents.

### Talent climate\* over time

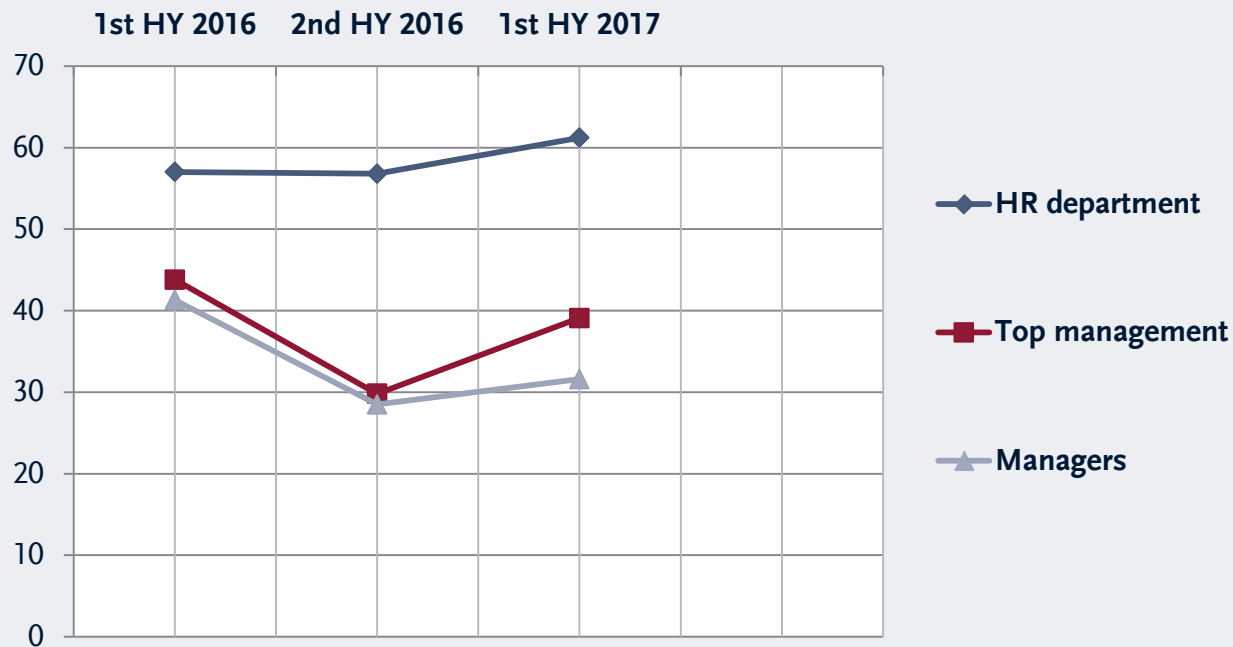


\* Values stated on a scale of -100 to +100. The talent climate results from a combination of current and expected assessments (exact calculation see appendix)

## Commitment of the HR department invariably strongest

There are consistently clear differences between the different groups responsible for talent management. Those surveyed consider the current and future talent management commitment to be strongest in the HR department, followed at some distance by the top management, and lastly the managers. A clear trend of the commitment over time cannot be determined, however.

### Commitment climate\* over time



\* Values stated on a scale of -100 to +100. The commitment climate results from a combination of current and expected assessments (exact calculation see appendix)

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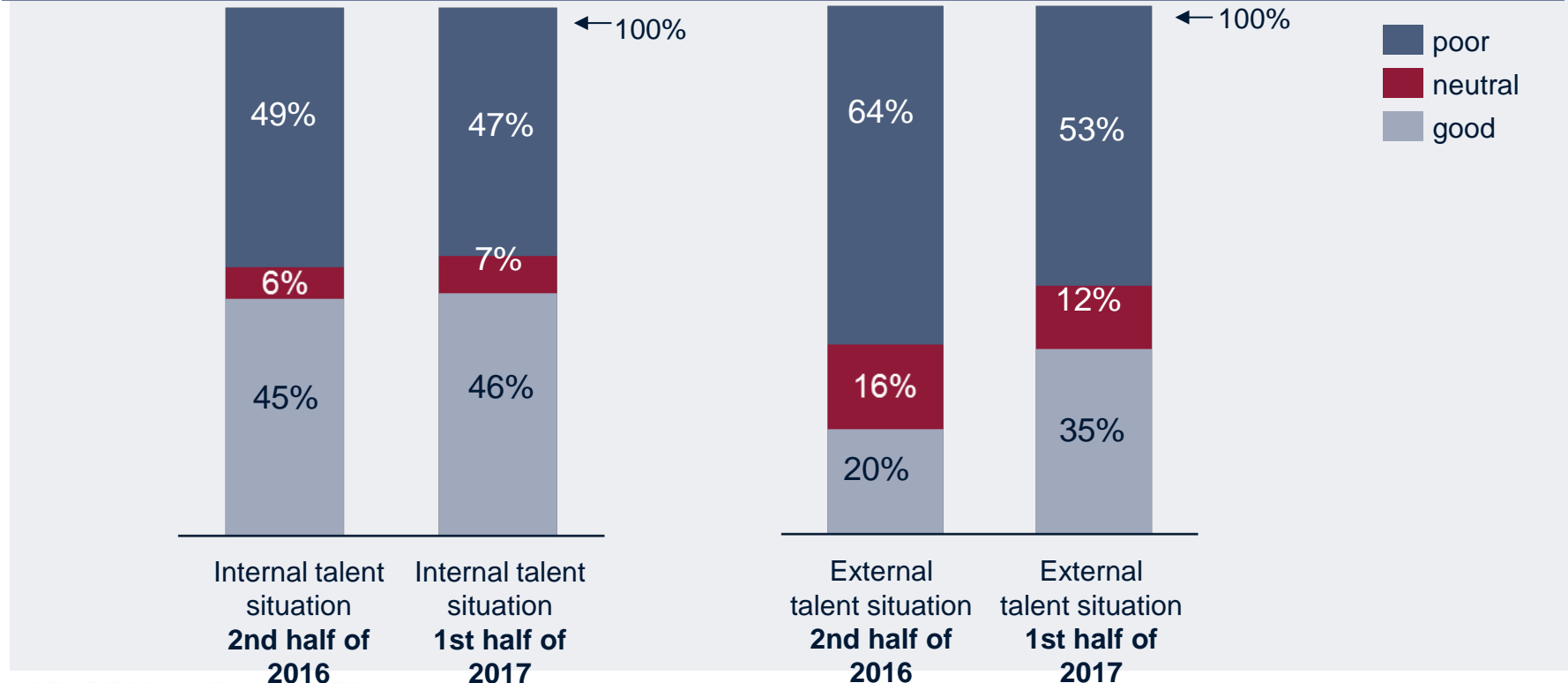
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## Appendix: Explanations on the TCI and on the data collection

## External talent situation has recovered

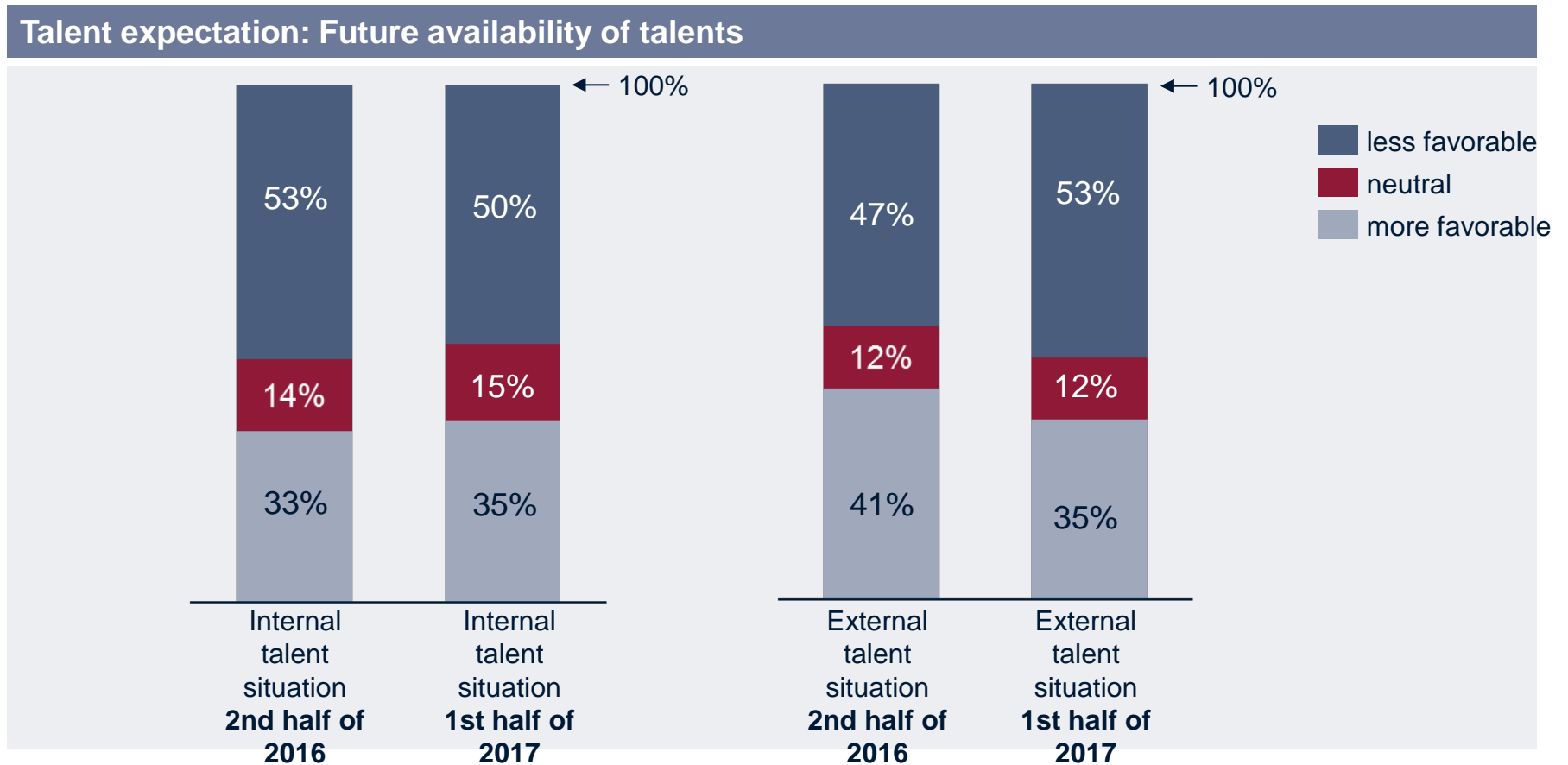
The availability of internal talents continues to be assessed as good by approx. half of those surveyed and as poor by the other half of those surveyed. The external talent situation has developed positively by contrast. With only 53% considering the situation to be "poor" compared to 64% in the previous survey, the previous year's clear downward trend did not continue. However, the results are still below those from the first half of 2016.

Talent situation: Current availability of talents



## Forecasts remain critical

Only around a third of those surveyed forecast a positive development of talent availability on the internal and external labor market.





## Talent climate deteriorated further



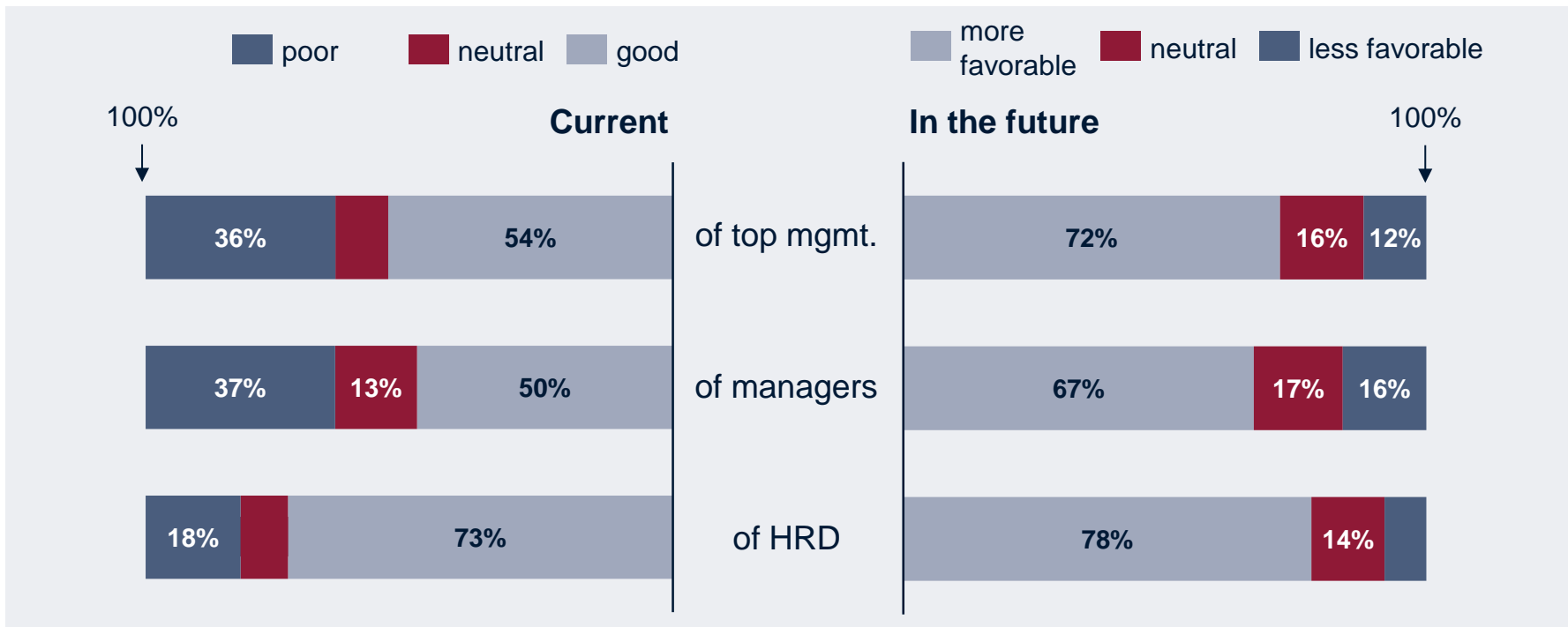
The talent climate has deteriorated further, which at first seems surprising against the background of the positive development of the external talent situation. The critical forecasts for the future continue to be crucial for the negative development of the climate. In particular for the external talent situation the future is once again viewed with skepticism following the slight positive trend.

\* The talent climate results from a combination of current and expected assessments (exact calculation see appendix)  
 - 100 means that all those surveyed assess the situation to be poor/expect it to get worse  
 +100 means that all those surveyed assess the situation to be good/expect it to get better

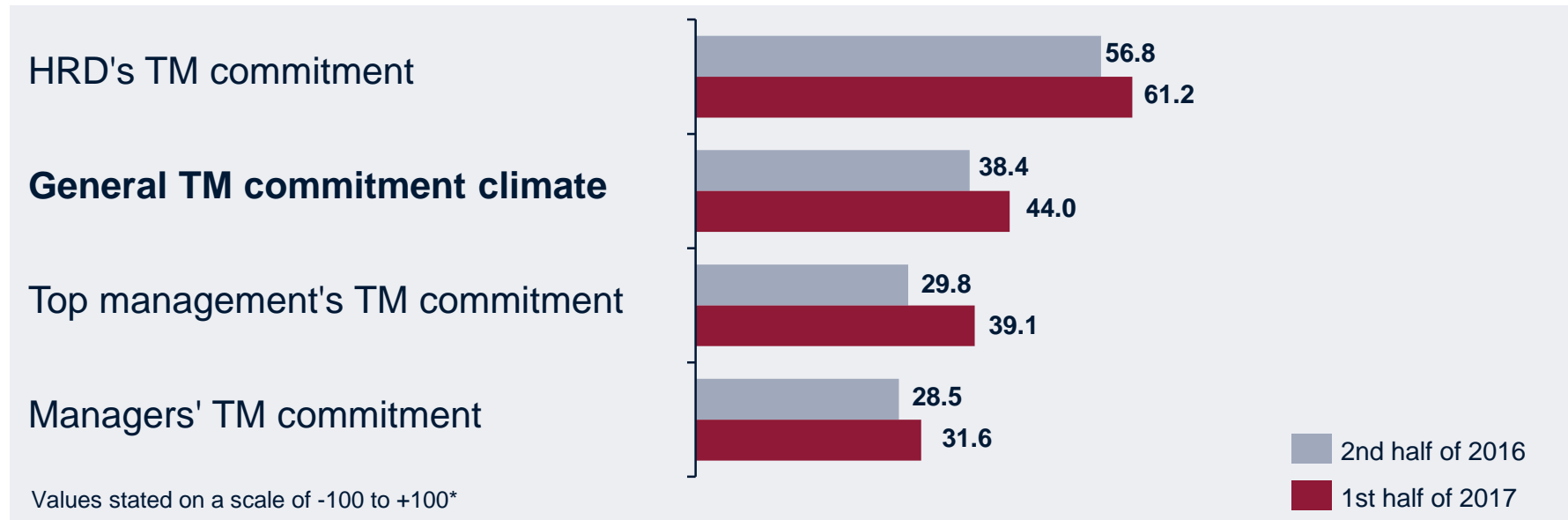
## Talent management commitment remains

The talent management commitment of the HR department remains positive above all. For the third time in a row, the greatest need for action is identified among managers, however, this is closely followed by the top management, whose commitment is far behind that of the HR department.

**Talent management commitment: Current and future commitment to invest resources (time and money) in talent management**



## Management commitment is once again increasing



The commitment climate, i.e., the commitment with regard to active talent management, is once again increasing, generally speaking: The top management shows the greatest increase, the level remains high in the HR department.

This improvement in the climate is hardly down to an actual improvement of the commitment situation. Instead, it is due to increased optimism with regard to the future development of the commitment.

\*The commitment climate results from a combination of current and expected assessments (exact calculation see appendix)

- 100 means that all those surveyed assess the situation to be poor/expect it to get worse

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## Overall trends over time

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## **Focal topic of the current survey:**

## **Factors influencing the success of talent management**

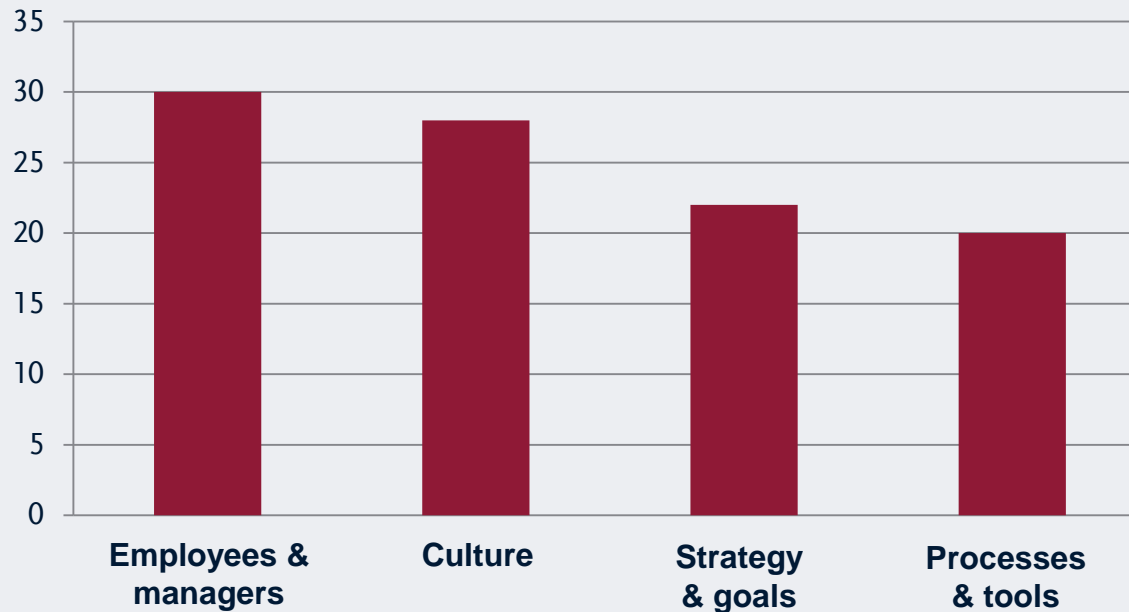
- Influencing factors for successful talent management
- Status quo of the influencing factors in companies

## Appendix: Explanations on the TCI and on the data collection

## Qualification, motivation, and culture make a difference:

Talent management qualification and motivation of managers and employees are key for the success of talent management, followed by supporting corporate values and an active talent development culture. Compared to these rather "soft influencing factors," processes and modern talent management tools as well as the stringent definition of a talent management strategy are considered less important.

### Influence of various factors on the success of talent management



#### Explanation of the influencing factors

**Employees & managers:** TM qualification and motivation

**Culture:** Talent development as apart of the corporate values and culture

**Strategy & goals:** TM strategy derived from the corporate strategy

**Processes & tools:** Coordinated HR processes and state-of-the-art TM tools

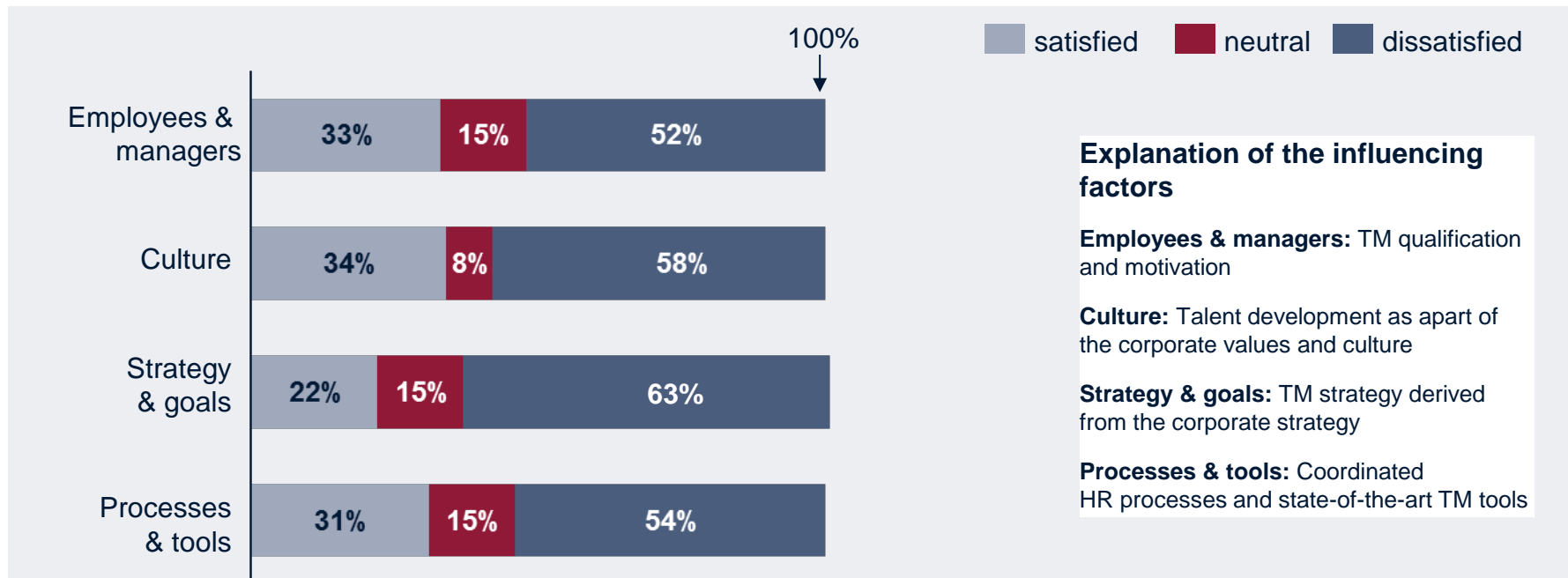
Average points assigned per influencing factor out of a total of 100 points

## Little satisfaction with the talent management strategy

More than half of those surveyed are dissatisfied with the current situation of the various influencing factors for successful talent management. A particular action area identified concerns a talent management strategy that is stringently derived from the corporate strategy.

The comparatively slightly higher share of those surveyed who are satisfied with the factors "Employees & managers" and "Culture," which were considered particularly important, is considered cautiously positive.

### Satisfaction with the status quo of the factors influencing talent management:



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The Talent Climate Index (TCI) serves as an indicator for the development of the labor market in Germany from a company point of view both in terms of internal and external talents.

Using few precise questions the current situation and the expected trend are ascertained (<http://talentklimaindex.de/>). Biannual surveys enable a long-term evaluation.

## Subject areas of the questionnaire

- Internal talent management:
  - The availability of talents for key specialist and leadership positions in the internal labor market – currently and in the future
  - The company's ability to identify and develop internal talents
- External talent management:
  - The availability of talents for key specialist and leadership positions in the external labor market – currently and in the future
  - The company's ability to attract external talents
- Talent management commitment: The commitment to invest time and money in internal and external talent management
- Focal topic of the current survey: Factors influencing the success of talent management



# TALENT CLIMATE INDEX (TCI)



The questionnaire is very brief on purpose – it can be fully completed within a few minutes under: <http://talentklimaindex.de/>

**TALENT-KLIMA-INDEX** 25%

**Internes Talent Management**

Die Verfügbarkeit von Talenten für zentrale Fach- und Führungspositionen auf unserem internen Arbeitsmarkt beurteile ich als:

a. momentan

extrem schlecht  ausgezeichnet

b. zukünftig

deutlich ungünstiger  deutlich günstiger

50%

Die Fähigkeit unseres Unternehmens (aufgrund von Instrumenten, Prozessen, Management-Verhalten etc.) zur Identifikation und Entwicklung interner Talente beurteile ich momentan als:

extrem schlecht  ausgezeichnet

Mein Kommentar zu internen Talenten:

**TALENT-KLIMA-INDEX** 75%

**Commitment**

Das Commitment zum Talent-Management (= die Bereitschaft, erkennbar für das externe und interne Talent Management Ressourcen im Sinne von Zeit und Geld zu investieren) beurteile ich von Seiten der...

Momentan: Zukünftig:

Geschäftsführung / Vorstand

extrem schlecht  ausgezeichnet deutlich ungünstiger  deutlich günstiger

Führungskräfte allgemein

extrem schlecht  ausgezeichnet deutlich ungünstiger  deutlich günstiger

Personalabteilung

extrem schlecht  ausgezeichnet deutlich ungünstiger  deutlich günstiger

Mein Kommentar zu unserem Commitment zum Talent-Management:

## Focal topic of the current survey: Factors influencing the success of talent management

### TALENT KLIMA INDEX



#### Aktuell im Fokus: Einflussfaktoren auf erfolgreiches Talent Management

Wie hoch schätzen Sie den relativen Einfluss der folgenden Faktoren auf den Erfolg von Talent Management ein?  
Bitte verteilen Sie insgesamt 100 Punkte

##### Strategie und Ziele:

Stringent aus der Unternehmensstrategie abgeleitete Talent Management-Strategie und -Ziele

##### Prozesse und Tools:

Aufeinander abgestimmte HR-Prozesse und State of the Art Talent Management-Tools

##### Mitarbeiter und Führungskräfte:

Qualifikation und Motivation zum Talent Management der handelnden Personen im Unternehmen

##### Kultur:

Talententwicklung als wichtiger Teil der Unternehmenswerte und gelebten Kultur

### TALENT KLIMA INDEX



#### Aktuell im Fokus: Einflussfaktoren auf erfolgreiches Talent Management

Wie zufrieden sind Sie in ihrem Unternehmen mit der momentanen Umsetzung der jeweiligen Faktoren?

##### Strategie und Ziele:

Stringent aus der Unternehmensstrategie abgeleitete Talent Management-Strategie und -Ziele.

sehr unzufrieden sehr zufrieden



##### Prozesse und Tool:

Aufeinander abgestimmte HR-Prozesse und State of the Art Talent Management-Tools.

sehr unzufrieden sehr zufrieden



##### Mitarbeiter und Führungskräfte:

Qualifikation und Motivation zum Talent Management der handelnden Personen im Unternehmen.

sehr unzufrieden sehr zufrieden



##### Kultur:

Talententwicklung als wichtiger Teil der Unternehmenswerte und gelebten Kultur.

sehr unzufrieden sehr zufrieden



## Calculation of the talent climate on the basis of balances

The basis for the balance computation is the coding of the answers:

0-49% = poor/less favorable

50% = no consideration in the formula

51-100% = good/more favorable

Balance situation = good – poor

Balance expectations = more favorable – less favorable

Talent climate =  $\sqrt{(situation + 200) \times (expectations + 200)} - 200$

Value range:

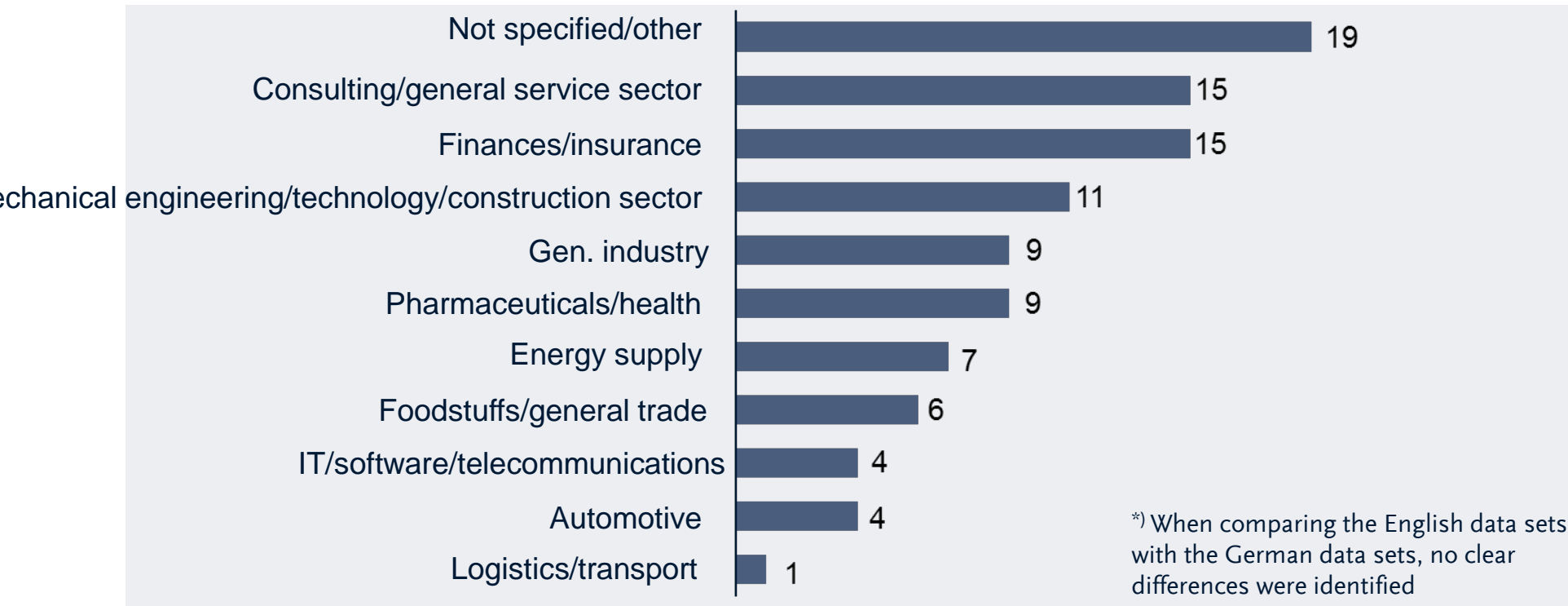
Values stated on a scale of -100 to +100

Example: -100 means that all those surveyed assess the situation to be poor/expect it to get worse

## Sector distribution

Via the website <https://www.profil-m.de/publikationen/talent-klima-index/>, various newsletters, and the direct approach method, persons from different sectors were contacted, which resulted in 77 data sets that could be evaluated, 6 of which were in English<sup>\*)</sup>. They are distributed as follows:

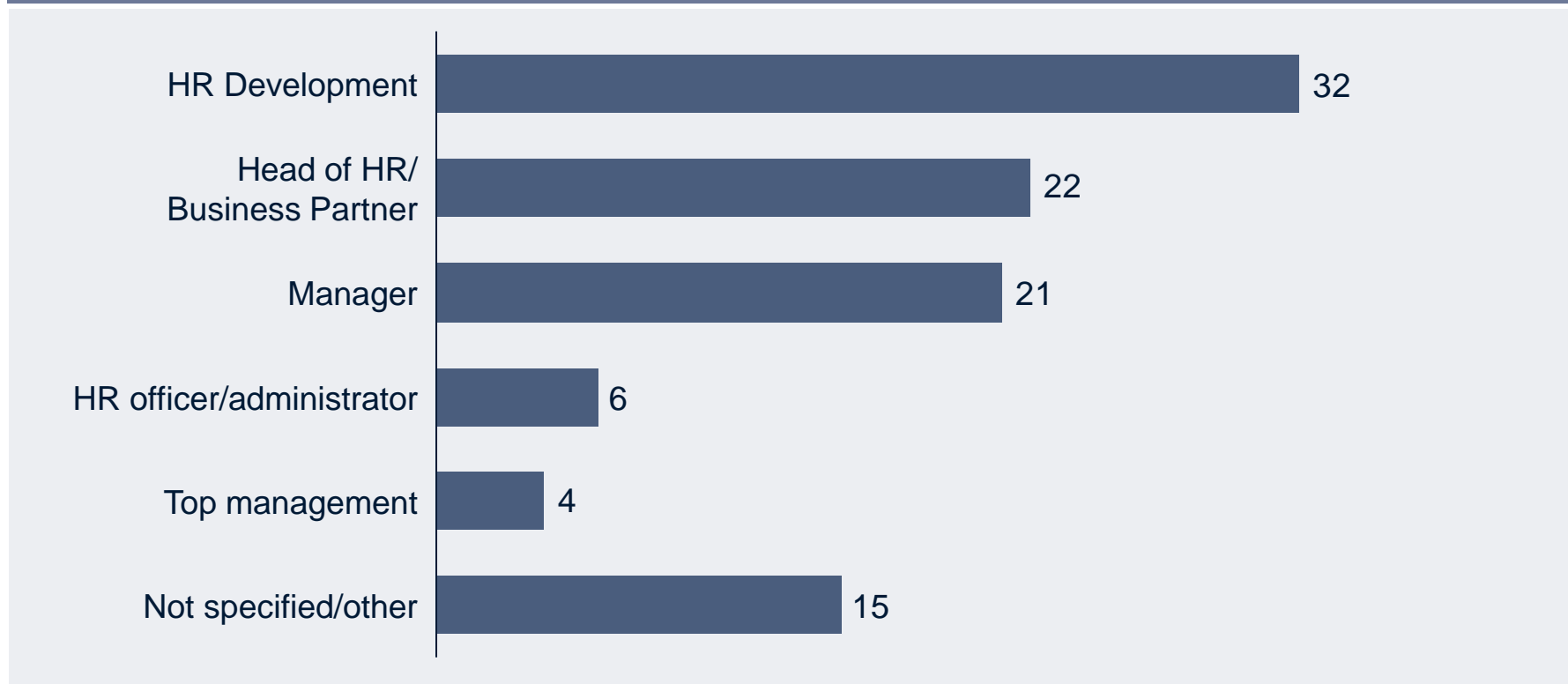
Sector (frequency in percent, information was provided voluntarily)



## Participants in the survey according to function

The majority of participants hold various HR roles. Managers outside of the HR department are also rather frequently represented among the respondents, while only comparatively few members of the top management participated.

Current position (frequency in percent, information was provided voluntarily)



## Number of employees of companies surveyed

As in the previous surveys, most of the participants were from (major) groups of companies, but respondents from smaller and medium-sized companies also took part to an appreciable extent.

Number of employees (frequency in percent, information was provided voluntarily)



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