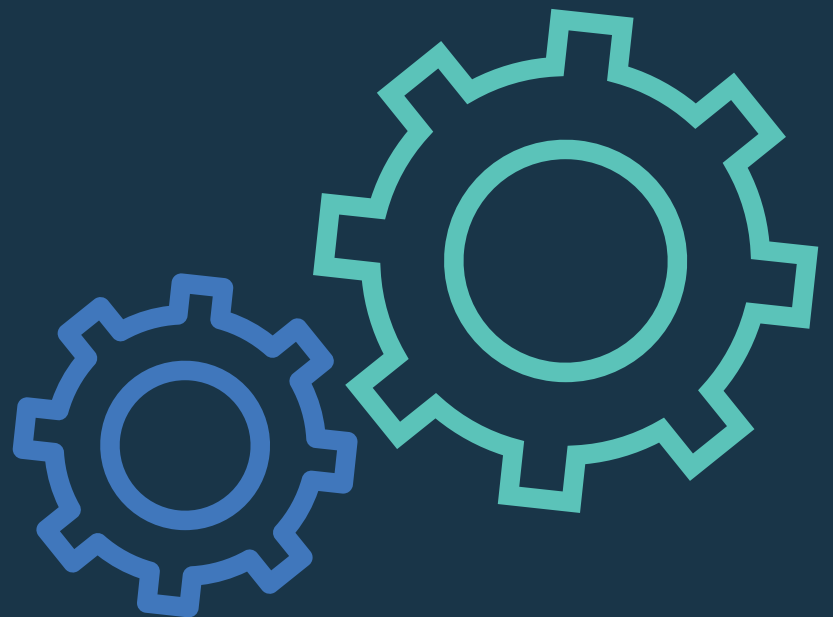


Solution Brief

# IBM Watson Talent Frameworks for General Corporate Functions

Industry specific job skills for organizational success



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**SOLUTIONS**  
FOR TALENT MANAGEMENT

Every organization faces dynamic workforce and talent management issues across all areas of operations. To drive the best business outcomes, you have to ensure you have the right people with the right skills in the right roles. Clearly understanding the skills you have, the talent you need and your skill gaps is a huge factor in being an effective and agile organization.

Watson Talent Frameworks is designed to help organizations identify talent gaps, interview for and coach the skills required for critical roles across functions like Human Resources, Audit & Compliance, Sales, Finance, Marketing and many others. Our solution supports you in attracting and quickly onboarding the right talent for the right roles.

### Connect People to Business

Watson Talent Frameworks for General Corporate Functions ensures a benchmark model to centralize and provide consistency in how you define jobs and skills across all aspects of talent management. It provides HR both data and content to match the right talent with

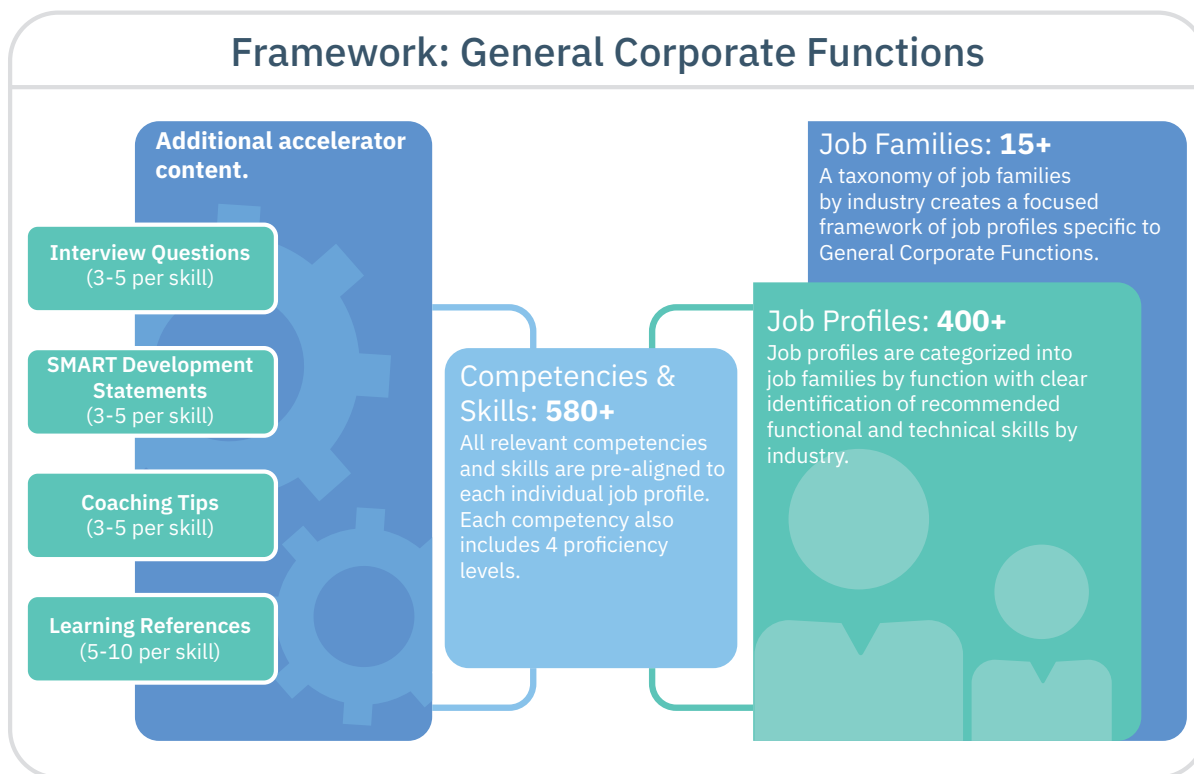
company requirements, creating an engaging employee experience to drive better business results.

Watson Talent Frameworks includes several key elements:

- Pre-defined job profiles detail the skills and levels of proficiency employees need to excel.
- Standard job descriptions attract qualified candidates by clearly defining key responsibilities.
- Interview questions provide a guide for accurately assessing candidates.
- Job-specific skills, behaviours and coaching tips support managers in facilitating clear, objective performance reviews.
- SMART development statements give employees specialized, actionable practices to help them improve and achieve more.
- Learning References provide a path for growth and development.
- The jobs taxonomy drives engagement with clear and transparent career opportunities.

Watson Talent Frameworks powers people analytics and cognitive HR with a data rich foundation.

Fig 1: IBM Watson Talent Frameworks architecture



## Deep Dive: Job Profile

Let us peruse a job profile from Watson Talent Frameworks for General Corporate Functions to better understand the data and content available. Consider the job profile of a 'Digital Sales Representative' highlighted below as a sample.

Table 1. Job profile classification with descriptions.

Job Family Code	SA
Job Family Name	Sales
Job Family Description	Sales and sales support functions
Job Profile Code	SA-5DSR
Job Profile	Digital Sales Representative
Job Role Description	Sells company's products and services utilizing digital, mobile and social approaches.
Job Band ID	5
Job Responsibility	<ol style="list-style-type: none"> <li>(1) Collecting and analyzing data on marketing trends and company's products from social network; participating in assessing performance of digital sales initiatives.</li> <li>(2) Demonstrating company's products and services; responding to clients' inquiries with digital media on-time.</li> <li>(3) Participating digital marketing campaigns and programs; identifying and developing new business leads in digital media.</li> <li>(4) Prospecting new business in digital sales channels, servicing existing business and developing positive client relationships with digital media.</li> </ol>

\* Each job profile is assigned a unique job code ID, mapped to a job family, and tagged to an appropriate job band.

\* Apart from descriptions of the main job family and the job role, each job profile includes four key job responsibilities.

Table 1.1. Job band categories and descriptions for each.

Job Band ID	Job Band Name	Job Band Description
1	Executive Management	Vision, policy, strategy and direction setting; Enterprise and industry view; Driving organizational goals
2	Senior Management	Strategy formulation; Vision implementation; Operational responsibility; Cost and risk management; Enterprise view
3	Management; Senior Level Consulting	Functional, technical or process leadership; Management of multiple teams; High complexity and ambiguity; Tactical responsibilities
4	First Line Management; Senior Professional	Team or technical supervision; Expertise and experience with complex technical activities; Project management and consulting
5	Team Leadership; Technical Professional	Difficult technical tasks; Implementation experience; Self-sufficiency; Small project responsibility; Technical supervision
6	Administrator; Technician, Trainee	Routine technical or administrative tasks; Follows procedures; Operates under supervision

\* Each job profile is mapped to one of six pre-defined job bands.



## Deep Dive: Competencies & Skills - Overview

Let us explore recommended competencies and skills data for the sample job profile highlighted in Table 1.

Table 2. List of all competencies recommended for Digital Sales Representative: SA-5DSR.

Competency Code	Competency Name	Proficiency Level	Priority
B0150	Products and Services	3 - Extensive Experience	2 - Medium
B1080	Information Capture	2 - Working Experience	2 - Medium
I0050	Active Learning	2 - Working Experience	2 - Medium
I0100	Interpersonal Relationships	3 - Extensive Experience	2 - Medium
I0350	Problem Solving	2 - Working Experience	2 - Medium
I0480	Effective Communications	3 - Extensive Experience	3 - High
I0750	Negotiating	2 - Working Experience	2 - Medium
I0970	Initiative	3 - Extensive Experience	3 - High
I1000	Managing Multiple Priorities	2 - Working Experience	2 - Medium
TDM1030	Lead Generation	3 - Extensive Experience	3 - High
TDM1040	Digital Selling	3 - Extensive Experience	3 - High
TDM1045	Social Media Management	3 - Extensive Experience	3 - High
TDM1050	E-Commerce	2 - Working Experience	2 - Medium
TDM1070	Cross-functional Collaboration	2 - Working Experience	2 - Medium
TDM1080	Online Sales System	3 - Extensive Experience	3 - High
TSA000	Sales Function	2 - Working Experience	2 - Medium
TSA010	Selling	3 - Extensive Experience	3 - High
TSA030	Sales Forecasting	2 - Working Experience	2 - Medium
TSA050	Cross-Selling	3 - Extensive Experience	3 - High
TSA100	Sales Tasks and Activities	2 - Working Experience	3 - High
TSA160	Account Management	2 - Working Experience	3 - High
TSA180	Perseverance and Follow-Through	2 - Working Experience	3 - High
TSA300	Knowledge of Customers	2 - Working Experience	3 - High
TSA320	Addressing Customer Needs	2 - Working Experience	3 - High



## Deep Dive: Competencies & Skills - Detail

Let us explore all the data and content available for the sample competency highlighted in Table 2.

Table 3. Competency and skill details of Digital Selling: TDM1040.

Competency Code: TDM1040      Competency Name: Digital Selling	
<b>Competency Description</b>	Knowledge of digital sales approaches, skills, tools and techniques; ability to utilize these to create sales opportunities.
<b>Proficiency Levels</b>	Level 1: Basic understanding
	Level 2: Working experience
	Level 3: Extensive experience
	Level 4: Subject matter depth/breadth
<b>Proficiency Level Behaviors</b>	(1) Advises on how to recognize different types of customers and their buying motivators. (2) Assesses and evaluates the efficiency and effectiveness of digital selling activities. (3) Builds strategic relationships with critical clients. (4) Consults on advanced digital selling techniques and tactics. (5) Implements processes and policies within an organization's digital sales department. (6) Manages important digital sales projects within the organization.

\* Each competency is defined by four levels of proficiency – Level 1: Basic understanding, Level 2: Working experience, Level 3: Extensive experience, Level 4: Subject matter depth/breadth

Table 3.1. Accelerator content for each competency includes – Interview questions & SMART Development statements.

Competency Code: TDM1040      Competency Name: Digital Selling	
<b>Interview Questions</b>	(1) What are some common sales policies and procedures? (2) How was your sales performance last year? (3) How did you successfully convince your customers to purchase products over the phone?
<b>Development Statement</b>	(1) Design an organization's sales policies and processes in one month. (2) Increase product sales by 15% by cross-selling to existing customers within the next year. (3) Deliver 3 training sessions on sales techniques and tactics for junior-level employees in 1 month.

\*Accelerator content helps managers and employees engage with competency and skill data in an on-going manner.



Table 3.2. Accelerator content for each competency also includes – Coaching tips & Learning references.

Competency Code: TDM1040		Competency Name: Digital Selling				
Coaching Tip Descriptions		(1) Attend training sessions to learn sales techniques and tactics. (2) Consult experts on the latest digital sales techniques and methods. (3) Comply with an organization’s sales policies and processes.				
Learning References						
Learning Reference Type	Audiotapes	Books	Books	Books	Training Programs	Vendors
Learning Reference Name	Time Management For Salespeople	Sales	Digital Selling	9 Best Kept Secrets of B2B Digital Marketing	Time and Territory Management for Salespeople	Amazon
Learning References Description	Addresses prioritizing your contacts so that you are always focused on those with the highest potential, and eliminating the ineffective tasks that consume valuable hours.	Subtitle: 7 Reasons Why You Absolutely SUCK At Sales & What To Do About It - The Ultimate Guide To Stop Selling Like An Average Guy And Become One Of The Great Instead. This book shows the way to take your selling skills out of the park and how you can skip the averages and go the whole way.	&quot;Subtitle: How to Use Social Media and the Web to Generate Leads and Sell More. This book cuts through the abundance of information to help guide salespeople in acquiring the core digital skills needed to understand the new models of consumer behavior.&quot;	Subtitle: Digital Marketing Strategies for Executives and Sales Managers.	AMA Seminar # 5289-XNET: This seminar aims at helping you make the most productive use of your time by planning and organizing effectively, minimizing distractions and procrastination and maintaining maximum contact with key prospects and accounts.	One of the largest suppliers of books online. Most titles and authors are available.
Author		Wyatt, William	Leboff, Grant	Gutkowski, Greg		
Publisher	Slife Sales Training, Inc.	CreateSpace Independent Publishing Platform	Kogan Page	B2B Strategies, LLC	AMA	
Publication Year	2006	2014	2016	2015		
Provider		Amazon	Amazon	Amazon		
URL					http://www.amanet.org/training/seminars/Territory-and-Time-Management-for-Salespeople.aspx	http://www.amazon.com
ISBN_ASIN		ISBN-13: 978-1500513825	ISBN-13: 978-0749475079	0692499784		



## Keeping it Current

Watson Talent Frameworks is developed by a dedicated team using an independent research methodology and augmented by Watson. IBM applies machine learning to analyze and synthesize daily feeds of job board data. Watson identifies new or updated content which is then further refined by the IBM content curation team.

As part of the process, every framework goes through a comprehensive review to identify changes relevant to industry trends. These changes are validated to ensure that the job architecture is up to date with current skill demands in the industry.

Sources include:

- Career and recruiting websites
- Client surveys and content workshops
- Disruptive industry changes
- New disciplines, job functions, job roles, or skills in technology or new industries
- Organizational development and HR best practices
- Regulatory legislation and industry compliance requirements
- Research organizations and professional associations
- Vision and thought leading vertical experts

## For additional information

To learn more about IBM talent management solutions, Visit: [www.afmtalentmanagement.co.uk/](http://www.afmtalentmanagement.co.uk/)  
Or contact: Granville Smithies at [gsmithies@afmgroupsolutions.co.uk](mailto:gsmithies@afmgroupsolutions.co.uk). Or call 01438 237224



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