



interim executive management, inc.



The Memphis Talent Acquisition Plan™

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IEM is proud to acknowledge the Memphis Regional Chamber as the initial partner in the Memphis Talent Acquisition Plan™

Measurable Results for Transitioning Communities

“IEM gets it. They are more focused on understanding the jobs we are having problems filling. They take a different approach, so they’re actually asking the question ‘Tell us your four or five hot issues? What do those look like?’”

- Jerry Ballard, Vice President of Human Resource Operations, ServiceMaster

“The Chamber recognizes the immense value of the work IEM is doing. Under Tamarin Lindenberg’s leadership we are now working collaboratively with IEM, and have stepped up as the first organization in Memphis to support this work financially. Because of its vital nature and potential impact on the Memphis economy, we are encouraging our members and other leaders across the community to do likewise.”

- Marc Jordon, President & CEO, Memphis Regional Chamber

About IEM

Founded in 1992, IEM designs and implements customized strategic programs that propel communities and commercial enterprises toward success. IEM's expertise in change management creates an intersection between industry's growth goals, and the ongoing growth and prosperity of the larger community. IEM works on both the macro level, by taking a broad view of city's industries as a whole, and the micro level, by strengthening individual organizations. IEM provides a critical link between the economic growth goals of the local environment and the industry players vital to the success of those goals.

IEM provides a complete package of operational services for both established and newly launched initiatives. We successfully create platforms for managing change in a variety of industries and community efforts. IEM's senior executive level expertise and experience in change management, operational effectiveness, human capital strategies and leadership development greatly benefit clients by providing interaction and direction in vital decisions inherent in each phase of the transitional cycles.

The Talent Acquisition Plan™

The New Economy has made its way to the forefront of our nation's financial focus, and has become the key topic of interest to the many metros absorbed in an evolutionary struggle to stay in the game. The rapid pace of change inherent in a globally focused marketplace demands expeditious results while organizational and cultural change requires flexible, yet pragmatic, leadership. The disparity between these critical points offers a creative tension that every evolving metro must manage. The commitment to strategic change, and continual self-assessment, is an important prerequisite for any city seeking to author its own future.

IEM is the innovator of concepts and programs designed to help transitioning markets manage the landscape of human capital planning on an increasingly competitive playing field. Knowing the role top talent plays in the success and prosperity of individual companies and cities, IEM has created a systematic approach to talent integration which affects industry-level recruitment and retention rates, and extends to the economic prosperity of cities on the whole.

IEM's comprehensive 14-point executive recruitment and retention model, the Talent Acquisition Plan,™ has been called the blue print for the recruitment and retention of top talent and is designed to help evolving markets determine issues core to their transition to a knowledge-based economy. The Plan builds confidence in the private and public sectors, removes boundaries that prohibit innovation, creates the capacity for change, and encourages cumulative change.

The Talent Acquisition Council supports and sustains the goals of the Talent Acquisition Plan,™ and is comprised of small specialized groups whose purpose is to analyze barriers to recruitment and retention of top talent, and develop strategies designed to fulfill the plan's mission. These groups include industry's top leadership talent representing migrated and native professionals from multiple disciplines. IEM guides and facilitates discussions designed to encourage exploration of city growth and development, while remaining cognizant of traditions core and central to each community. IEM's talent integration and development plans provide the healthy balance between traditionalism and innovation and foster an environment of sustainable growth in the community.

The Core Components of the Plan are:

- Development of an existing talent inventory
- Identification of the talent needs of current industry to support future growth
- Measurement of the gap between the two
- Implementation of specific strategies to close the talent gap to meet the needs of existing industry and attract new business
- Identification of barriers to talent retention and implementation of action steps to resolve those obstacles

Sustained Economic Growth for the Evolving Metro

Competing for Top-Tier Talent

According to The Bureau of Labor Statistics (BLS) there will be a shortage of 10 million available workers by 2010, and the Employment Policy Foundation (EPF) projects that this gap will grow to 35 million by 2030.

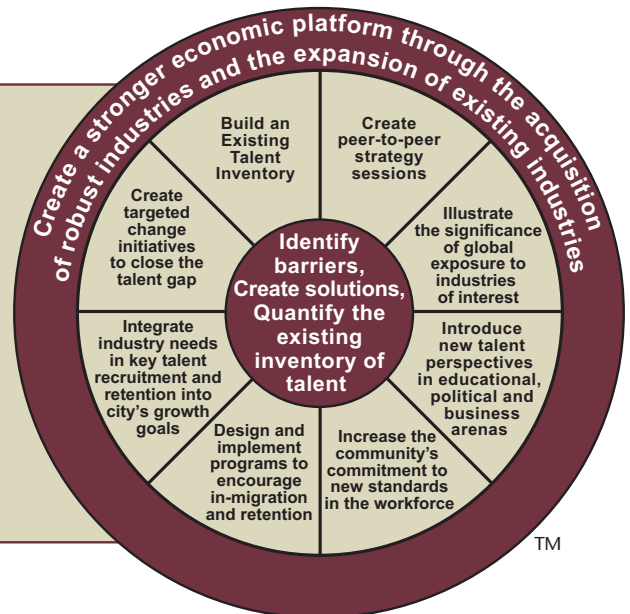
Communities that seek new economic development platforms, including diversified business opportunities in the new economy, are often unprepared for the inherent demands of the knowledge workforce. IEM's programmatic approach identifies challenges to top talent recruitment and retention in evolving markets, and provides solutions which encourage the successful migration of new business opportunities and the knowledge workforce vital to their success.

An evolving metro's ability to attract the top talent in the new economy workforce, and thereby attract new industry, is greatly dependent on its skill in integrating a migrated population into its core constituency.

With the projected labor shortage and pending retirement of the Baby Boomers, a balanced knowledge workforce development effort spans retirement age, includes rather than ostracizes experience, and weaves Gen X, Gen Y, Baby Boomers, and a wide palette of cultures and ethnicities into a robust knowledge workforce.

The Talent Acquisition Plan™ Wheel of Integrated Activities

- **Rim:** represents the larger goal—to create a stronger economic platform through the acquisition of robust industries and the expansion of existing industries.
- **Hub:** represents a center of activity which identifies barriers and creates solutions to reach the larger goal
- **Spokes:** represent action plans that connect strategies to the larger goal.



The Future of Talent

A community must employ a multi-generational focus when implementing talent recruitment and retention plans. Industry's interest most often culminates at the point of recruitment and expires at the point of termination, but a community seeking to expand its knowledge workforce must take a much longer view.

Communities that fully integrate in-migrating professionals experience the benefit of talent longevity in the marketplace, and have the added potential of retaining the next generation of the knowledge workforce. Consistent turnover in any marketplace weakens its wealth base—this proves true for industry and expanding communities alike. The Talent Acquisition Plan™ is designed to take a broad and deep view of talent retention.

IEM equips companies and communities seeking to reinvent themselves with a proven path to improved financial, market and leadership performance. In addition, IEM establishes a foundation for achieving the kind of economic stability and strategic advantage needed to secure economic viability today, tomorrow and for generations to come.

"...If you look at some of the more successful growth stories of business communities and cities—whether it's Charlotte, the Bay Area over the last decade or so, Portland, or Seattle—they've been successful as growth areas because they've had an influx of top talent in addition to their homegrown talent. Again, it's good for the city and it's good for the primary businesses in those cities."

- Tom Schmitt, Senior Vice President, FedEx Solutions

Industry Leadership and Expertise

Tamarin Lindenberg, Founder and CEO, IEM, Inc.

Tamarin Lindenberg is the author and initiator of the Talent Acquisition Plan™ in Memphis. She is a leading expert in transitional management, and the CEO of Interim Executive Management, Inc, an organization founded in 1992 which provides senior-level expertise to transitioning organizations and evolving metros. Her extensive track record spans accelerated/focused growth, market repositioning, talent recruitment and retention campaigns, large-scale change initiatives, and comprehensive restructuring. Her diverse skill set includes strategic planning, financial management, business development, and operational efficiency planning.

Nationally recognized for broad-based transitional plans resulting in profitable outcomes, Tamarin is a sought-after speaker on leadership development, strategic planning for early-stage companies, profitability management in transitioning environments, and entrepreneurship. She has participated in several research studies with leading investigators in the biotechnology sector, has published articles in a variety of periodicals, and has authored a number of white papers on change management and strategic human capital planning. In addition, she has authored a number of case studies for use in educational environments on transitional management across multiple disciplines.

Tamarin currently serves on a panel of experts for NYC's WUI and is a mentor for the WUI LEAD program, which provides business insight to Fortune 500 "high potentials" in management. She also serves as an advisor to the Asian Pacific Executive MBA program at Boston University's School of Management. With a Masters of Management and dual concentration in Organization Development and Business Negotiations and Conflict Resolution, she will continue her academic focus with the pursuit of a PhD in Organization Development. Tamarin is the initiator of a recent research project which focuses on economic development in small metro areas and seeks to quantify and identify community barriers to success. She is a member of The Boston Club and the Memphis Economic Club.



IEM extends sincere appreciation to the following companies and their employees for their insights and participation in the MTAP:

Accredo Health	International Paper Company
American Home Shield/ServiceMaster	Leadership Memphis
Baptist Memorial Health Care	Lokion Technologies
Blue Cross Blue Shield	Memphis Regional Chamber
Buckman Laboratories International, Inc.	Medtronic Sofamor Danek
Clark & Clark	MLG&W
Commercial Appeal	Pinnacle Airlines
Elvis Presley Enterprises	Regions Bank
Federal Express	ServiceMaster
Federal Reserve Bank	Stanford Group Company
First Tennessee Bank	The Commercial Appeal
Gordon Real Estate Development	Union Planters Bank, Memphis
Harrah's Entertainment, Inc.	University of Memphis
Impact Consulting	Wyatt, Tarrant & Combs

The Executive Human Resources Forum

The formation of the EHRF, in 2002, integrated executive human capital strategists with human resource professionals in academia and city/chamber executives, for the purpose of increasing recruitment and retention rates of the knowledge workforce. The group explored individual terrain for the purpose of identifying points of intersecting need, and, as a result, worked to develop solutions to challenges that spanned public and private sectors.

Evolving metros often experience a high out-migration factor; the need to create long-term sustainability of a skilled workforce is an issue on the mind of the industry. EHRF has proven to be fruitful to its local communities, and creates "social capital" among peers, strengthens local executive communities, and enhances relationships between chamber/city leadership and industry.