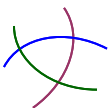
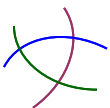

Gaining Insights 2 Talent: Enhancing Business Outcomes

Jill Geehr, PhD
Isabel Graf, PhD
Insights2Talent



Session Goals

- 1) Review impact of talent management practices on key organizational measures
- 2) Discuss the strengths and weaknesses of multiple development tools and the role each plays in gaining insight to your talent
- 3) Leave session with knowledge to jumpstart your own programs



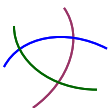
Impact of Developing Your Talent

26% higher revenue per employee

73% more effective at improving overall
employee retention

200% greater revenue per employee

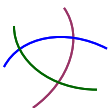
Bersin & Associates 2009 Study



Impact of Developing Your Talent

Greater stock price returns

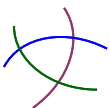
Bassi & McMurrer 2007



Impact of Developing Your Talent

Double digit earnings growth
versus
Single digit earning growth

Hewitt 2004 research brief

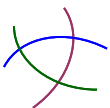


What are Executives Saying?

Talent management practices can impact key operational drivers:

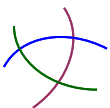
- 82 % - profitability
- 92 % - customer satisfaction
- 72 % - innovation and product development

Taleo Research White Paper, 2008



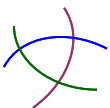
What Does This Mean?

- Talent Management matters
- Development of employees can make a difference to the organization
- HR must link talent management practices to business outcomes



Development Tools

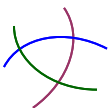
- Personality Testing
- 360 Assessment
- Job Simulation Exercises



Personality Testing

Some Instruments:

- HPI, HDS, MVPI
- MB
- Analytical
- Other



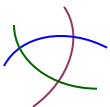
Personality Testing

Strengths:

- Non-discriminatory
- Broad understanding
- Self Report
- Economical

Weaknesses:

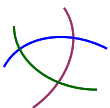
- Face Validity
- Relevance



360 Assessment

Some Instruments:

- CA
- HAS
- Self Developed
- Computerized
- Paper Pencil
- Interview



360 Assessment

Strengths:

- Economics based on type
- Direct feedback from coworkers
- Anonymous feedback consolidated
- Depth of specific information

Weaknesses:

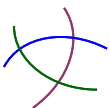
- Quality of feedback related to trust
- External facilitation and/or processing may be required



Job Simulations

Some Instruments:

- Off the shelf (entry-level management)
- Tailored
- CCL
- Self Created



Job Simulations

Strengths:

- Objective feedback from 3rd party
- Opportunity to observe behaviors in neutral setting
- Comparison with other executives
- Opportunity to interact with executives from other companies

Weaknesses:

- Expense
- Employee off job for a period of time
- No co-worker input



Combining Development Tools

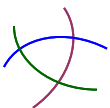
Management Assessment/ Development Center

Includes:

Personality Testing

360 Assessment

Job Simulations



Management Assessment/ Development Center

Strengths:

- Combines strengths of each component
- Interaction and networking with colleagues
- Feedback from colleagues from within and/or outside own organization

Weaknesses:

- Expense
- Employee off job for a period of time



What About Training?

Advantages

- Skill Acquisition
- Knowledge Acquisition

Disadvantages

- Transfer to Job
- Flexibility (time, place)
- Accountability



COMMENTS & QUESTIONS?

