CREATING TALENT CHAMPIONS

Christoffer Ellehuus, Managing Director
Corporate Leadership Council
ellehuuc@executiveboard.com
Support for HR Leaders and Their Teams

Helping Executives

Focus Effort
Move Quickly
Equip Teams
Act with Confidence

By Solving These Challenges

Assessing Key Performance Trends and Risks
Benchmarking Performance and Plans
Establishing Innovative Operating Approaches
Organizing and Managing Critical Talent
Driving Alignment and Support for Change
Navigating Leadership Transitions

Through These Resources

✔ Proven Best Practices
💡 Research and Insight
🔍 Peer Benchmarks
✂ Decision and Diagnostic Tools
👆 Advisory Support
◉ Live and Online Learning Events
嗪 Executive Networking

In a Differentiated Solution

Network-Based
Proven practices from the global network

Objective
Unbiased, independent research

Unlimited
Easy-to-use, unmetered online access for the team and advisory support for the head of the function

Cross-Functional
Perspectives from within the business and across the executive suite

Join the World’s Most Powerful Network for HR › www.executiveboard.com/human-resources
PRIORITIES FOR THE HEAD OF HR
Addressing Your Most Urgent and Critical Challenges

CLC Human Resources Understands the Core Concerns of Heads of HR at Leading Organizations.

CONCERNS SHARED BY HEADS OF HR

Succession Management
“How do I identify and build a bench of ready-now successors?”

Employee Engagement
“How do we engage employees in today’s economy?”

Organization Redesign
“How do we improve organizational effectiveness?”

High-Potential Identification and Development
“How do we identify and develop the next generation of leaders?”

Performance Management
“How do we improve employee productivity?”

HR Functional Effectiveness
“How do we enable HR to serve as a strategic business partner?”

Workforce Planning
“How do we identify and respond to future talent needs?”

HR Strategy and Budget Management
“How do I improve the efficiency of the HR function?”

Line Manager Effectiveness
“How do we improve manager effectiveness at talent management?”
Key Areas of Focus

1. What defines the business leaders who are most effective at managing talent?

2. What should HR do to engage business leaders in talent management?
TALENT OUTCOMES DISAPPOINTING

Have You Recently Experienced a Shortage of Employees?

Managers

- 39% No
- 61% Yes

Have You Recently Suffered from a Lack of Skills Among the Employees You Have?

Managers

- 46% No
- 54% Yes

My Organization Has the People It Needs to Be Successful

Managers

- 32% Disagree
- 21% Agree
- 47% Neutral

1 Respondents were asked on a 7-point scale how much they agreed with the statement. A response of 6 or 7 is agree, 4 or 5 is neutral, and 1, 2, or 3 is disagree.

IMPLEMENTATION—THE KEY TO IMPROVING BUSINESS IMPACT

Relative Importance of Different Talent Management Program Components

The HR-Line interaction accounts for two-thirds of the variation in talent management program effectiveness.

Two-thirds of talent management program effectiveness is a function of the HR-Line interaction.

Portion of Variation in Talent Management Program Effectiveness Explained

Program Design: 32%
HR Staff Effectiveness: 34%
Line Effectiveness at Talent Management: 34%

Sample CLC HR Resource

Improving Talent Management Outcomes

Building Next-Generation HR-Line Partnerships

Creating Talent Champions

Today's Focus

Note: Amount of variation in program effectiveness is determined by conducting a MANOVA analysis.

Source: CLC HR BAT Survey; CLC Human Resources; CLC Talent Management Effectiveness Survey.
BUSINESS LEADERS ARE THE KEY LEVERAGE POINT FOR IMPROVING TALENT MANAGEMENT OUTCOMES

Importance of Business Leaders to Talent Outcomes

Note: Amount of variation in talent outcomes is determined by conducting a MANOVA analysis.

Over 50 organizations participated in CLC Human Resources’ Talent Management Effectiveness survey.

A GLOBAL SURVEY

Partial List of Participating Organizations

- AES
- Alinta
- American Standard
- ANZ
- Australia Government
- AXA
- Silver Prices Banorte
- Canada
- Celestica
- Citizens Financial Group, Inc.
- Crosstex
- Crown Castle International
- DAK Americas
- e-on
- Ford
- Femsa
- First National Bank
- First National Bank
- Forbes
- Gap Inc. Outlet
- Grupo Bimbo
- IR
- Imperva
- Iran
- Johnson & Johnson
- Kumba Iron Ore
- Mahindra
- Midland Heart
- Nedbank
- Ontario
- PPG Industries
- Schneider Electric
- Sentry
- Smiths
- Statoil
- Vitro
- Watts
- Wyeth
TALENT CHAMPIONS ACHIEVE SUPERIOR TALENT OUTCOMES

Distribution of Talent Outcomes
Across Business Leaders

31% Poor Talent Outcomes
50% Average Talent Outcomes
19% Superior Talent Outcomes

Characteristics
- 18% of business leaders have a successor that will be ready within 24 months
- Employee effort levels are 20% lower than average
- 32% of employees are at risk of turnover
- Business unit profit 6% lower than average
- Business unit revenue 7% less than average

Characteristics
- 76% of business leaders have a successor that will be ready within 24 months
- Employee effort levels are 25% greater than average
- 6% of employees are at risk of turnover
- Business unit profit 6% greater than average
- Business unit revenue 7% greater than average

1 Poor talent outcomes are defined as an average score of 1, 2, or 3 across all talent management components listed on page 11a.
2 Average talent outcomes are defined as an average score of 4 or 5 across all talent management components listed on page 11a.
3 Superior talent outcomes are defined as an average score of 6 or 7 across all talent management components listed on page 11a.

Source: CLC Human Resources, CLC Talent Management Effectiveness Survey
BUSINESS LEADERS HAVE ONE OF FOUR MIND-SETS ABOUT TALENT

Distribution of Business Leaders

<table>
<thead>
<tr>
<th>Talent Management Commitment</th>
<th>Talent Management Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High</strong></td>
<td><strong>42% Strivers</strong></td>
</tr>
<tr>
<td>Strivers</td>
<td>Strivers believe in the importance of talent management but lack effectiveness at critical talent management activities.</td>
</tr>
<tr>
<td><strong>19% Talent Champions</strong></td>
<td>Talent Champions firmly believe that human capital is critical to the organization’s success and effectively execute against the most important activities.</td>
</tr>
<tr>
<td><strong>31% Talent Rejecters</strong></td>
<td>Talent Rejecters are not convinced that talent management solves business challenges nor do they effectively execute against talent management activities.</td>
</tr>
<tr>
<td><strong>8% The Half-Hearted</strong></td>
<td>The Half-Hearted are not convinced that talent management solves business challenges but they are effective at critical talent management activities.</td>
</tr>
<tr>
<td><strong>Low</strong></td>
<td></td>
</tr>
</tbody>
</table>

1 Talent commitment includes both business leaders’ individual enjoyment and commitment to talent management, and business leaders’ perceptions of its importance to the organization. High talent management commitment is defined as an average score of 6 or greater across all questions concerning commitment to talent management.

2 Talent effectiveness consists of business leaders’ performance at both organization-wide talent management activities and individual talent management activities. High talent management effectiveness is defined as an average score of 6 or greater across all questions concerning effectiveness at talent management.

BUSINESS LEADERS MUST BE COMMITTED AND EFFECTIVE TO MAXIMIZE IMPACT ON TALENT OUTCOMES

Impact of Business Leader Commitment and Effectiveness on Talent Management Outcomes

The combination of commitment and effectiveness more than doubles the impact on talent outcomes of commitment and effectiveness alone.

The combination of the two generates disproportionate returns.

Source: CLC Human Resources, CLC Talent Management Effectiveness Survey
IT’S NOT JUST THE TIME SPENT

Business Leader Time Spent on Talent Management

Hours per Week

<table>
<thead>
<tr>
<th>Total Hours Per Week</th>
<th>Talent Champions</th>
<th>Strivers</th>
<th>Half-Hearted</th>
<th>Talent Rejecters</th>
</tr>
</thead>
<tbody>
<tr>
<td>55</td>
<td>12</td>
<td>15</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>55</td>
<td>12</td>
<td>16</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>51</td>
<td>28</td>
<td>27</td>
<td>29</td>
<td>28</td>
</tr>
<tr>
<td>50</td>
<td>28</td>
<td>27</td>
<td>29</td>
<td>28</td>
</tr>
</tbody>
</table>

- **Strategic Talent Management**
- **Day-to-Day Talent Management**
- **Business Management**

**Implications**

- Business Leaders who are more committed to talent management spend more time on talent management.
- Increasing time on talent management alone is not sufficient to achieve high talent outcomes.

TALENT CHAMPIONS BUILD AND MANAGE THEIR BENCH

Impact of Business Leader Activities on Outcomes

- Strategic activities are more important than day-to-day activities.
  - Talent champions aggressively pursue the identification and management of HIPOs regardless of location in the organization and disproportionately invest in developing their bench and focus less on the day-to-day people management for broad swaths of average performers.

Impact of Business Leader Activities on Outcomes:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Impact %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifying and Managing HIPOs</td>
<td>31%</td>
</tr>
<tr>
<td>Building a Succession Management Plan</td>
<td>21%</td>
</tr>
<tr>
<td>Building a Workforce Plan</td>
<td>17%</td>
</tr>
<tr>
<td>Moving Employees Internally</td>
<td>15%</td>
</tr>
<tr>
<td>Developing a Performance Strategy</td>
<td>15%</td>
</tr>
<tr>
<td>Developing Diversity Plans</td>
<td>9%</td>
</tr>
<tr>
<td>Goalsetting</td>
<td>12%</td>
</tr>
<tr>
<td>Communicating Organizational Policies</td>
<td>8%</td>
</tr>
<tr>
<td>Coaching New Employees</td>
<td>8%</td>
</tr>
<tr>
<td>Providing the Right Training Opportunities</td>
<td>7%</td>
</tr>
<tr>
<td>Helping Employees Solve Problems</td>
<td>7%</td>
</tr>
<tr>
<td>Onboarding Employees</td>
<td>6%</td>
</tr>
<tr>
<td>Delivering Performance Reviews</td>
<td>6%</td>
</tr>
<tr>
<td>Mentoring Employees</td>
<td>5%</td>
</tr>
<tr>
<td>Ensuring Employees Have the Resources</td>
<td>5%</td>
</tr>
<tr>
<td>Communicating Compensation and Benefits</td>
<td>4%</td>
</tr>
<tr>
<td>Providing Informal Feedback</td>
<td>4%</td>
</tr>
</tbody>
</table>

Note: The maximum total impact on talent outcomes is calculated by comparing two statistical estimates: the predicted impact when a business leader scores relatively “high” on a driver and the predicted impact when a business leader scores “low” on a driver. The effects of all drivers are modeled using a variety of multivariate regressions with controls.

Talent Champions excel at allocating resources and inspiring their teams.

- Resource allocation is the ability to effectively plan the amount of resources to acquire, and the ability to identify who will receive what resources when.

## RESOURCE ALLOCATION SKILLS MATTER MOST

### Impact of Skills on Talent Management Outcomes

<table>
<thead>
<tr>
<th>Skill</th>
<th>Maximum Impact on Talent Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource Allocation</td>
<td>26%</td>
</tr>
<tr>
<td>Budget Management</td>
<td>13%</td>
</tr>
<tr>
<td>Time Management</td>
<td>9%</td>
</tr>
<tr>
<td>Record Keeping</td>
<td>9%</td>
</tr>
<tr>
<td>Delegation</td>
<td>7%</td>
</tr>
<tr>
<td>Inspiring Others</td>
<td>14%</td>
</tr>
<tr>
<td>Conflict Resolution</td>
<td>11%</td>
</tr>
<tr>
<td>Defending Ideas</td>
<td>10%</td>
</tr>
<tr>
<td>Customer Service</td>
<td>6%</td>
</tr>
<tr>
<td>Sales Skills</td>
<td>5%</td>
</tr>
<tr>
<td>Consultation</td>
<td>4%</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>12%</td>
</tr>
<tr>
<td>Metrics Use</td>
<td>7%</td>
</tr>
<tr>
<td>Cost Benefit Analysis</td>
<td>7%</td>
</tr>
</tbody>
</table>

### Business Skills
- Average Impact = 13%

### Communication Skills
- Average Impact = 8%

### Analytical Skills
- Average Impact = 9%

Note: The maximum total impact on talent outcomes is calculated by comparing two statistical estimates: the predicted impact when a business leader scores relatively "high" on a driver and the predicted impact when a business leader scores "low" on a driver. The effects of all drivers are modeled using a variety of multivariate regressions with controls.

BUSINESS LEADERS SHOULD APPLY THEIR BUSINESS KNOWLEDGE

Impact of Knowledge on Talent Management Outcomes

In-depth understanding of strategic HR knowledge does not drive outcomes.

Note: The maximum total impact on talent outcomes is calculated by comparing two statistical estimates: the predicted impact when a business leader scores relatively “high” on a driver and the predicted impact when a business leader scores “low” on a driver. The effects of all drivers are modeled using a variety of multivariate regressions with controls.

For more detail see CLC Human Resources’ Building Next-Generation HR-Line Partnerships study.


Impact of HRBP Effectiveness on Talent Outcomes

HRBPs who are knowledgeable about workforce-wide talent activities achieve better talent outcomes than business leaders who are knowledgeable about them.
THE SEVEN HALLMARKS OF A TALENT CHAMPION

A Different Time Investment

1. Talent Champions engage in more talent management activities overall.

2. Talent Champions spend more time on talent management, not more time on business management.

Focus on Strategic Activities

3. Talent Champions prioritize strategic talent management activities over day-to-day talent management activities.

4. Talent Champions heavily invest in developing their bench.

5. Talent Champions break hierarchical reporting lines to identify and manage high potentials.

Apply Business Skills and Knowledge

6. Talent Champions effectively allocate resources across their organization and then inspire their employees.

7. Talent Champions create a highly-ethical environment and have a deep understanding of performance management strategies.

A successful partnership means that HRBPs use their HR skills and business leaders use their business skills to improve talent outcomes.

OPTIMIZING THE HRBP-BUSINESS LEADER PARTNERSHIP

HRBPs should use their...

...**Business Acumen** to communicate in business language and diagnose line needs...

...**Workforce Management Knowledge** to provide the right HR solutions...

...**Innovation Skills** to fit solutions to unique business situations...

...**Metrics Skills** to measure the success of those solutions...

...and their **Leadership Skills** to manage the implementation of the HR solution.

Business leaders should use their...

...**Resource Allocation Skills** to secure and adequate funding and mindshare for talent decisions...

...Apply **Ethics** to ensure team equity and compliance...

...and apply their knowledge of **Performance Management** to drive...

...**Strategic Talent Outcomes**.

CLC Human Resources’ HRBP Work

CLC Human Resources’ research, *Building Next Generation HR-Line Partnerships*, is based on surveys of more than 18,000 managers, 3,000 HRBPs, and over 100 CHROs.
### BEST PRACTICE TOOLKITS

#### Three Mandates for HR

<table>
<thead>
<tr>
<th>Build Relevance</th>
<th>Integrate HR and Business Process</th>
<th>Leverage Soft and Hard Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Profiled Practices</strong></td>
<td><strong>Gap Inc.</strong></td>
<td><strong>Unilever</strong></td>
</tr>
<tr>
<td><strong>Standard Chartered</strong></td>
<td><strong>Marriott</strong></td>
<td><strong>Lion Nathan</strong></td>
</tr>
<tr>
<td><strong>Juniper Networks</strong></td>
<td><strong>The Pepsi Bottling Group</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Implementation Support</th>
<th>Strategic Planning Toolkit</th>
<th>Toolkit to Design Talent Management Programs</th>
<th>Toolkit to Create People Objectives for Business Leaders</th>
</tr>
</thead>
</table>

From CLC HUMAN RESOURCES™
www.clic.executiveboard.com

© 2010 The Corporate Executive Board Company. All Rights Reserved. CLC6703810SYN
### IMPROVE TALENT MANAGEMENT EFFECTIVENESS THROUGH RELEVANCE

**Impact of Relevance Drivers on Talent Outcomes**

<table>
<thead>
<tr>
<th></th>
<th>Maximum Impact on Talent Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent Programs Improve My Performance at Managing My Employees</td>
<td>12%</td>
</tr>
<tr>
<td>Talent Management is Integrated with My Business Process</td>
<td>10%</td>
</tr>
<tr>
<td>My Talent Priorities are Coordinated with My Team’s Priorities</td>
<td>10%</td>
</tr>
<tr>
<td>My Talent Priorities are Aligned with My Manager’s Objectives</td>
<td>6%</td>
</tr>
<tr>
<td>Talent Management Solutions and Programs are Integrated with My Business</td>
<td>6%</td>
</tr>
<tr>
<td>Talent Programs Improve My Understanding of My Employees</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Talent Programs Decrease Time Spent on Talent Management</td>
<td>&lt;1%</td>
</tr>
</tbody>
</table>

**Note:** The maximum total impact on talent outcomes is calculated by comparing two statistical estimates: the predicted impact when a talent program attribute scores “high” on a driver and the predicted impact when a talent program attribute scores “low” on a driver. The effects of all drivers are modeled using a variety of multivariate regressions with controls.

Source: "CLC Talent Management Survey": Corporate Leadership Council research.
BUSINESS LEADERS FAIL TO SEE THE RELEVANCE OF TALENT REVIEWS AND PLANNING SESSIONS

While most organizations involve their business leaders in talent reviews and planning sessions, business leaders often fail to see the relevance of these sessions due to four shortcomings.

Failure Points in Conducting Business-Relevant Talent Reviews

1. Disjointed Talent Activities: Disconnected talent reviews fail to produce an integrated Talent Plan.
2. Poor Quality of Talent Review Session: Lack of defined roles and expectations cause leaders to view talent management as a “check-the-box” activity.
3. Talent Discussions Isolated from Business Challenges: Talent planning and reviews focus only on people challenges and priorities and occur in isolation from business objectives and challenges.
4. Inadequate Execution Support: HR and other line constituents do not support leaders’ talent needs across the year.
Component #1: Integrated Talent Assessment

Providing Leaders an Integrated Understanding of Talent Challenges

Standard Chartered creates the "SPA" process as a key input to the business and strategy planning cycle to engage leaders in prioritizing talent issues for their business.

Standard Chartered's Annual Strategic, Budgetary, and Leadership Timeline*

<table>
<thead>
<tr>
<th>Month</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>June</td>
<td>Strategy Board Meeting</td>
</tr>
<tr>
<td>July</td>
<td>Interim Performance Reviews</td>
</tr>
<tr>
<td>August</td>
<td>Budget Setting</td>
</tr>
<tr>
<td>September</td>
<td>Succession Planning</td>
</tr>
<tr>
<td>October</td>
<td>Engagement Survey</td>
</tr>
<tr>
<td>November</td>
<td>Performance Reviews</td>
</tr>
<tr>
<td>December</td>
<td>Objective Setting</td>
</tr>
<tr>
<td>January</td>
<td>Strategy Planning</td>
</tr>
<tr>
<td>February</td>
<td>Budget Setting</td>
</tr>
<tr>
<td>March</td>
<td>Strategy Planning</td>
</tr>
<tr>
<td>April</td>
<td>Budget Setting</td>
</tr>
<tr>
<td>May</td>
<td>Strategy Planning</td>
</tr>
</tbody>
</table>

List of Key Slides Required for Preparation by General Manager for "SPA" Review

Integrated Assessment Across All Talent Areas—Assessment across talent areas provides business leaders with a strategic and integrated understanding of talent challenges.

* The exact timing of Standard Chartered’s business and talent planning events may differ.
ENABLING A BUSINESS-DRIVEN TALENT DISCUSSION

Three Ways to Focus the Talent Portfolio Review on Business Needs


Your Business Outlook – 2008 to 2011

Provide a high level summary of your business / functional strategy, and how the size, shape and mix of your business may change from 2008 to 2011.

Consider the following areas:
- Business and operating model
- Critical financial metrics e.g. Revenue, Cost/Income Ratio, Trading Profit
- Change in core product area
- Focus on particular geographies due to growth potential
- Critical customer segments
- External risks that need to be managed, e.g., competitor analysis


Your People Priorities Across Next Three Years

SWOT Analysis

- Please refer to material presented in 2007 in SWOT analysis and provide update on those. This will help to set the context for the rest of the SPA discussion and key issues maybe explored in more detail later on.

<table>
<thead>
<tr>
<th>SWOT</th>
<th>2008</th>
<th>2011</th>
<th>Expected People Action</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths</td>
<td>Expanded operations in two new countries and hired over 200 new employees</td>
<td>Campus recruiting programs launching in 6 more regions over next two years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weaknesses</td>
<td>IT staff shortage in Business Unit A</td>
<td>Loss of organizational knowledge as result of retirements of key staff</td>
<td>Strategic EVP for IT group and mentoring opportunities for leadership transition</td>
<td></td>
</tr>
<tr>
<td>Opportunities</td>
<td>Expanding operational capacity in new geographical regions</td>
<td>Additional business opportunities in new markets and new talent pools</td>
<td>Create task force to learn about attracting talent in new locations</td>
<td></td>
</tr>
<tr>
<td>Threats / Risks</td>
<td>Loss of key individuals</td>
<td>Increased executive talent pool</td>
<td>Additional mentoring opportunities for flexible work options</td>
<td></td>
</tr>
</tbody>
</table>

Key Discussion Points:
- What is your current business/functional strategy?
- How will the size, shape, and mix of your business change across the next three years?

3. Focus on Business-Critical Capabilities.

Leadership Capability Building Plans

- As you think about your business goals, what leadership capabilities do you need to develop in your:
  - Top leaders
  - Senior leaders
  - Emerging leaders
- What leadership capabilities will need to be developed at B4 and above by 2011, which may or may not be covered by the executive development programmes and therefore may need some specific interventions or programmes.
- How do you see the revised executive and management development programmes being targeted and utilized within your business or function?
- Are you looking to sponsor any specific development activities as an attach or field activity for your leaders?

Key Discussion Points:
- What leadership capabilities do you need to develop to achieve your current business objectives?
- How do you plan to develop those capabilities in your current leadership population?

Source: Standard Chartered PLC; Corporate Leadership Council research.

From CLC HUMAN RESOURCES™
www.clc-executiveboard.com
© 2010 The Corporate Executive Board Company.
All Rights Reserved. CLC97830105YXN
BEST PRACTICE TOOLKITS

Three Mandates for HR

<table>
<thead>
<tr>
<th>Build Relevance</th>
<th>Integrate HR and Business Process</th>
<th>Leverage Soft and Hard Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profiled Practices</td>
<td>Implementation Support</td>
<td>Toolkit to Create People Objectives for Business Leaders</td>
</tr>
</tbody>
</table>

- Standard Chartered
- Marriott
- Juniper Networks
- LION NATHAN
- Gap Inc.
- Unilever

Strategic Planning Toolkit

Toolkit to Design Talent Management Programs
**Improve Talent Management Outcomes Through Consumability**

*Integrate talent management solutions into leaders’ day-to-day work and help them prioritize talent management activities to improve impact*

**Impact of Consumability Drivers on Talent Outcomes**

---

**Consumability Impacts**

**Effectiveness and Commitment**

<table>
<thead>
<tr>
<th>Impact on Effectiveness</th>
<th>Impact on Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>5%</td>
<td>11%</td>
</tr>
</tbody>
</table>

---

**Consumability Implication for HR:**

Focus on enabling business leaders to execute effectively on talent activities before making talent management easier to do.

---

*Note: The maximum total impact on talent outcomes is calculated by comparing two statistical estimates: the predicted impact when a talent program attribute scores “high” on a driver and the predicted impact when a talent program attribute scores “low” on a driver. The effects of all drivers are modeled using a variety of multivariate regressions with controls.*

*Source: CLC Talent Management Effectiveness Survey; Corporate Leadership Council research.*
**Case in Point**

**Creating Relevant Talent Programs That Align with Business Leaders’ Workflow**

*Juniper Networks introduces a product creation framework to guide HR’s support of business leaders’ workflow needs*

---

**Talent Management 3D Framework and Diagnostic Questions**

---

**DEPLOY**
- Are stakeholders engaged?
- Are responsibilities and roles clear to everyone involved?
- Is necessary communication reaching intended audience?
- Is solution/intervention well received?
- Are adjustments to deployment plan needed?
- Are tools, resources, and training working?
  - Are modifications needed?
  - Are additional components needed? Enhancements?
  - If so, is rapid design/development cycle appropriate?
- Are recipients adopting changes to processes/tasks? Adjustments needed?
- How are issues being tracked? Is resolution rapid?

**ASSESS IMPACT**
- How has the intervention/solution resolved the original business problem?
- Have stakeholders needs/concerns been addressed?
- Are KPIs documented?
- What plans exist for ongoing monitoring? assessment of impacts?
  - Will KPIs be tracked over time?
  - How and where will they be retained?
  - Communicated?
- Have unintended and undesired impacts occurred to the business? Are they being addressed?
- What needs to be communicated about the impacts that have occurred?

**LESSONS LEARNED**
- What went well? What needs to be reinforced? How are you celebrating accomplishments?
- What still needs work? Who is doing (or needs to be doing) what differently?
- How can lessons learned (related action items) be used to continually improve processes and increase effectiveness and efficiency as the business scales?

**DEPLOYMENT PLAN**
- How has deployment criteria been addressed?
  - Fit with competing business activities?
  - High business relevance?
  - Scalable?
  - Globally applicable?
  - Quick-wins and/or lasting impact?
  - Low resource intensity?
  - Easy to deploy?
- Are deployment plan components complete:
  - Training Plan?
  - Communication Plan?
  - Change Management Plan?
- Does plan have stakeholder input and approval?
- Are rapid response/contingency plans available for unanticipated impacts?
- Have responsibilities and roles been confirmed?

---

**Source:** Juniper Networks, Inc.; Corporate Leadership Council research.

---

**Mark Davidson**
Global HR Program Director
Juniper Networks, Inc.

---

**Asking the Right Questions**

“The whole framework takes the form of questions. It’s not about filling out templates. It’s about asking the right questions and engaging stakeholders in dialogue that will continually reinforce focus on business needs.”
BEST PRACTICE TOOLKITS

Three Mandates for HR

<table>
<thead>
<tr>
<th>Build Relevance</th>
<th>Integrate HR and Business Process</th>
<th>Leverage Soft and Hard Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profiled Practices</td>
<td>Implementation Support</td>
<td></td>
</tr>
<tr>
<td>Standard Chartered</td>
<td>Marriott</td>
<td>Gap Inc.</td>
</tr>
<tr>
<td>Unilever</td>
<td>Juniper Networks</td>
<td>The Pepsi Bottling Group</td>
</tr>
</tbody>
</table>

Strategic Planning Toolkit
Toolkit to Design Talent Management Programs
Toolkit to Create People Objectives for Business Leaders
HARD ACCOUNTABILITY UNDERPERFORMS WITHOUT SOFT ACCOUNTABILITY

Impact of Accountability on Talent Outcomes

Why Hard Accountability Is Not Enough
“Hard accountability appears to be people management on a quarterly or annual basis. [Talent management] is something that you live every day.”

John K.
Vice President
Commercial—South Texas
Talent Champion

HARD ACCOUNTABILITY UNDERPERFORMS WITHOUT SOFT ACCOUNTABILITY

Impact of Accountability on Talent Outcomes

Note: The maximum total impact on talent outcomes is calculated by comparing two statistical estimates: the predicted impact when a specific accountability relatively “high” on a driver and the predicted impact when a specific accountability “low” on a driver. The effects of all drivers are modeled using a variety of multivariate regressions with controls.

Source: CLC Talent Management Effectiveness Survey; Corporate Leadership Council research.

From CLC HUMAN RESOURCES™
www.clc.executiveboard.com
© 2010 The Corporate Executive Board Company
All Rights Reserved. CLC6703810SYN
ENABLE LEADER-LED STRATEGIES

Gap Inc. Outlet decentralizes ownership of talent management priorities and resources to engage individual line leaders within each business unit in talent activities

Gap Inc. Outlet’s Line Leader Talent Planning Tool

Illustrative Data

Engage Senior Leaders Below the General Manager Level

While most organizations engage the senior-most business leader in business unit-level talent review and succession planning activities, Gap Inc. Outlet engages all senior leaders below the GM level (i.e., VPs and above) in identifying their personal talent objectives and prioritizing their own talent management resources.

Step #1: Provide Line Leader Ownership of Talent Strategy and Resource Allocation

Gap Inc. Outlet

Enable Leader-Led Strategies

Gap Inc. Outlet provides leaders with a fixed set of talent categories that match its employee opinion survey categories to ensure leader focus on relevant talent management activities.

Guide Leaders’ Talent Planning Toward High-Impact Activities

Gap Inc. Outlet's talent planning tool provides leaders with a fixed set of talent categories that match its employee opinion survey categories to ensure leader focus on relevant talent management activities.
ACCOUNTABILITY THROUGH
“SKIN IN THE GAME”

Gap, Inc. Outlet’s Published Employee Opinion Survey Results
Illustrative

<table>
<thead>
<tr>
<th>Leader</th>
<th>Total</th>
<th>Emily Curtis/Finance</th>
<th>Maya Smith/HR</th>
<th>Louise Holly/Northeast</th>
<th>William Stackhouse/Southeast</th>
<th>Jonathan Springford/Northwest</th>
<th>Lucile Ahada/Southwest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work/Life Balance</td>
<td>75</td>
<td>73</td>
<td>74</td>
<td>76</td>
<td>71</td>
<td>65</td>
<td>82</td>
</tr>
<tr>
<td>Belief in Company</td>
<td>65</td>
<td>55</td>
<td>66</td>
<td>70</td>
<td>68</td>
<td>68</td>
<td>63</td>
</tr>
<tr>
<td>Customer Focus</td>
<td>71</td>
<td>69</td>
<td>76</td>
<td>66</td>
<td>72</td>
<td>78</td>
<td>68</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>58</td>
<td>60</td>
<td>59</td>
<td>60</td>
<td>62</td>
<td>50</td>
<td>56</td>
</tr>
<tr>
<td>Respect</td>
<td>66</td>
<td>60</td>
<td>59</td>
<td>68</td>
<td>79</td>
<td>75</td>
<td>66</td>
</tr>
</tbody>
</table>

Providing Full Visibility into Line Leader’s Results
The CEO, enterprise and division HR, Division President (GM), the Division Leadership Team and each Leadership Team Member’s entire functional team will see the leader’s individual results (up to 300 people per team).

Source: Gap, Inc.; Corporate Leadership Council research.
**Sustaining a “Strong” and “Healthy” Talent Portfolio**

PBG creates a talent scorecard that provides a holistic assessment of individual leaders’ talent management performance.

### PBG’s Talent “Strength” and “Health” Scorecard for Individual Business Units

<table>
<thead>
<tr>
<th>Business Unit Summary, North: Bob Smith</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STRONG</strong></td>
</tr>
<tr>
<td>Quantitative Metrics</td>
</tr>
<tr>
<td>Bench</td>
</tr>
<tr>
<td>• Available Talent</td>
</tr>
<tr>
<td>• Planned Openings</td>
</tr>
<tr>
<td>• HIPO Pipeline</td>
</tr>
<tr>
<td>Diversity</td>
</tr>
<tr>
<td>• Representation</td>
</tr>
<tr>
<td>Capability</td>
</tr>
<tr>
<td>• Staffing</td>
</tr>
<tr>
<td>• Talent Development</td>
</tr>
<tr>
<td><strong>HEALTHY</strong></td>
</tr>
<tr>
<td>Diversity</td>
</tr>
<tr>
<td>• Access and Inclusion</td>
</tr>
<tr>
<td>• Retention</td>
</tr>
<tr>
<td>Employee Engagement</td>
</tr>
<tr>
<td>• Employee Insights</td>
</tr>
<tr>
<td>• Employee Turnover</td>
</tr>
</tbody>
</table>

Source: The Pepsi Bottling Group, Inc.; Corporate Leadership Council research.
LEADERSHIP ACADEMY PURPOSE

A Unique Learning Experience That Builds Critical Capabilities. We Enhance the Performance of Individuals and Organizations by Building the Skills Necessary to Increase Strategic Business Partnerships and Develop the Next Generation of Leaders.

Participating Organizations
Aetna, Inc.
Ameriprise Financial, Inc.
Applied Materials, Inc.
Avnet, Inc.
Barclays Bank PLC
Bausch & Lomb, Inc.
Bristol-Myers Squibb Company
Diageo, plc
GE Healthcare
James Hardie Building Products, Inc.
Lockheed Martin Corporation
Merck & Co., Inc.
Microsoft Corporation
The Coca-Cola Company
Xerox Corporation

CLC HR Leadership Academy 2,700+ Participants Enrolled

Finance Leadership Academy 1,000+ Participants Enrolled

IT Business Leadership Academy 1,600+ Participants Enrolled

Legal Leadership Academy 300+ Participants Enrolled
WHAT WE TEACH

The Skills We Teach Support Strategic Business Partnership and Participants Immediately Apply These Skills to Key Business Projects.

Session I: Building an Analytical Foundation
• Understand how HR can drive value and support new lines of business
• Identify and diagnose business problems
• Use statistics to enhance decision making
• Apply analytical skills to create a strategic workforce plan

Session II: Improving Financial Acumen
• Understand financial statements and how cash flows through an organization
• Interpret financial metrics and calculate the financial impact of HR decisions
• Build the economics of a business case

Session III: Obtaining Stakeholder Commitment
• Tailor communications to appeal to different audiences and uncover stakeholder needs
• Present powerful business cases that drive stakeholders to action
• Overcome objections and secure stakeholder agreement for HR recommendations

Benefits to Your Team and Organization.

• SHARED PERSPECTIVE AND BROAD-BASED PARTICIPATION
  The CLC HR Leadership Academy enables the entire HR department to work more effectively and consistently with its business partners. The curriculum provides a common viewpoint and set of skills that accelerates learning and application.

• CONTINUING EDUCATION CREDITS
  The CLC HR Leadership Academy is an approved provider of HRCI credits through the Society for Human Resources Management, which allows you to develop staff capability while earning required credits.

• CONVENIENT AND COST EFFECTIVE
  Organizations find it less disruptive to conduct training sessions locally in their own facilities which yields considerable savings in reduced travel and expenses.