

Talent Management & Leadership Development

Problem: How do we grow and retain our best people?

Scope: Built custom 9-box rating system & talent definitions based on previously developed leadership competency model and general team member performance framework.

- Used mix of researching best-in-class organizations and interviewing leaders at all levels of the organization to determine: What will allow us to win for the next 100 years? What will cause us to fail?
- Built white glove training and delivered top-down to ensure both accountability and consistency at all levels of the organization (required annual refresher to maintain knowledge).
- Layered leadership development formal programs at the executive, middle manager, and emerging leader levels, running concurrently to support symbiotic coaching opportunities and extend number of seats available to the broader organization.

My Philosophies

Talent Management

Right person, right seat; regular internal movement

Knowing your talent – capabilities and aspirations

Build confidence and encourage innovation

Robust talent review process & succession planning

Leadership Development

Promoting diversity of thought and experience

Peer learning

Coaching to the individual

Drive team member development through strategic assignment

Outcomes

- Engaged dozens of stakeholders at all levels of the organization, creating strong buy-in and visibility
- Built and executed robust change management plan with communication cascade, trainings, leader guides, knowledge base (i.e., job aids), office hours & team support
- Made talent management processes a part of the broader culture of the organization – team members knew it was a priority for the company to provide robust talent programs

43%

✓ Increase in employee satisfaction YOY (Annual Employee Listening Survey)

17%

✓ Average productivity boost (teams measured project completions YOY (adjusted for team size)

36%

✓ Reduction in regrettable turnover YOY

Organizational Effectiveness

Problem: How do we align our sales organization to better meet the needs of our client base?

Scope: Seeking to expand the profit opportunities for the organization, custom-built a holistic sales organization structure, including list of roles with scopes and salary structure, support resources, knowledge base, and finding the right talent

- Leveraged Galbraith model to consider strategy, structure, rewards, people, and processes
- Conducted interviews with top salespeople to understand current gaps in resources, time, etc. and the causes
- Enlisted outside firm to conduct market research within profit opportunity areas to understand client needs
- Built and implemented processes for behavioral interviewing, onboarding, training, and measuring performance for newly-built sales organization

My Philosophies

Find the right people

What must they be able to do?

What behaviors do they need to be successful?

Behavioral interviewing (new process for the organization)

Consider team cohesion and including diverse experiences and points of view

Incentivize them well enough that they can perform their role effectively

Pay for performance

Salary meets or exceeds cost of living

Let people who don't fit the culture coach themselves out of the organization

Provide opportunity for everyone and invest in those who accept

Outcomes

- Salary structure created competitive offers for talent acquisition to find and secure high performing sales representatives
- Newly-created support role freed up field representatives to meet with more potential clients and increase sales YOY
- Knowledge library fostered a culture of self-service for quick answers and basic information ("internal Google" how do I...?)

8%

✓ Decreased turnover rate for salespeople

+\$5M

✓ YOY organization total net income

11%

✓ Regrettable hire rate (org average was 24%)