Talent Management Scalability:
Act Locally, Think Globally

Lowering Costs and Growing Your Business Using Talent: A Nielson Group White Paper for HCM Decision Makers Looking for a Disruptive Technology

When you search "talent management scalability" on the Internet, the results lead you to several "technology solutions". The offerings suggest you look at server infrastructures or streamlining and automation as the end-game goal. This focus on technology has a significantly negative influence on the ability of decision-makers to look at solutions that truly impact the goal of talent management – to grow the business while lowering business costs. In the end, it isn't about the technology, it's about results.

Wikipedia defines talent management as human capital management of the entire employee life cycle. Companies that are engaged in talent management are strategic and deliberate in how they source, attract, select, train, develop, promote and move employees through the organization. Talent management also incorporates how companies drive performance at the individual level (performance management).

Another definition cited on Wikipedia states that talent management refers to the process of developing and integrating new workers, developing and retaining current workers, and attracting highly skilled workers to work for your company. The process of attracting and retaining profitable employees has become increasingly more strategic and competitive between competing organizations. This contemporary phenomenon was coined as "the war for talent" by Steven Hankin of McKinsey and Company in 1997. The war for talent refers to an increasingly competitive landscape for recruiting and retaining talented employees.

Naiveté and Ignorance – The Enemies of Disruptive Technology
To some extent, *the war for talent is viewed by various sources as irrelevant during economic downturns*. In 2012, we are seeing signs of the war for talent heating up. At least three issues exist that make the view of irrelevance naïve.

Protect Your Best Talent. The first issue is protecting your best talent. Talent poaching by solvent firms against those firms in economic hardship is a harsh reality. These companies are not doing mass hiring but rather are focused on acquiring top talent to strengthen their bench or fill key positions. These firms are focused on growing their business. Top talent is reluctant to leave an organization when they are engaged in something that utilizes their talent and is strategically important to the future of the company. In a time when downsizing is perceived as a way to give employees more work than they can handle without concern, giving top talent key strategic projects is critical to their

job satisfaction. Enabling top talent to have the time to adequately address key strategic projects is a part of the formula but the majority is able to address these issues effectively on their own. Top talent that is engaged in important work for the company will most likely not answer the call from recruiters.

Retain Top Talent. The second issue is retaining top talent. While companies are focused on next month's financial statement, employees are consistently thinking of their future careers. Anyone, especially top talent, can raise a hand and be picked up by a competitor in less time than ever before. And for those employees with less confidence or who want to expedite their professional development goals, career coaches have perfected the art of increasing a person's attractiveness to help them achieve their career goals. Companies who want to retain their top talent must demonstrate tangible processes that show their employess that they are consistently being developed for greater opportunities. Companies need to satisfy their employees and also keep a strong group of key employees ready to step into important positions as their company grows. Over 85% of people see themselves as being on a continuous improvement or professional and personal development track. Companies that do not have an effective professional development system that employees are engaged in are at risk of losing their top talent.

Use Top Talent to Create Change. The third issue is creating change that positions the company favorably for the future. While many believe change only comes when you bring in talent from outside, more than 50% of the time this strategy fails. To the contrary, when credible top talent is selected internally to design and implement change, success is seen over 85% of the time.

Many studies show internal promotion is a superior strategy to hiring from outside. Similar to the first issue about protecting top talent, the ability to manage change that creates favorable results for the company will most likely come from assigning change projects to internal top talent. Creating change requires a certain type of "*early adopter*" talent with specific skills, knowledge of internal systems and credibility with employees and stakeholders. Because of the need for key skills, not all top talent within an organization is ideal for change assignments. Selecting the right person to lead change is key.

Ignorance is Bliss – But Can the Organization Afford It?
We meet with many companies that adopted or invested in an assessment tool only to find it wasn't really a "total talent management solution" or the assessments didn't really generate the results expected based on the sales presentation. The effort to evaluate and select an assessment product that is expected to be rolled out and accepted across the organization is no easy task. The thought of repeating the exercise is not an attractive thought. It might mean having to say "we made a mistake". Instead, is it easier to just wait and hope?

The problem is that "hoping" the choice will prove itself in another year or two is costing your company in significant ways. We know the only solution that offers the best talent assessments with an ability to support a "total talent management" agenda, provide easy assessment administration, local certification and be scalable to any size or organizational complexity is TTI Performance Systems Internet Delivery Service®. We see it as our primary purpose to eliminate the ignorance in the marketplace.

Large Organizations are Nothing More Than Small Organizations Linked Together. Acting locally, thinking globally is a key concept. Many large organizations take an opposite macro approach to identifying and implementing talent management systems only to become frustrated when they find the "system" minimized or ignored. The thinking here is that "we need a system that integrates seamlessly with other IT systems" while the question, "Will our employees and managers value the tools and use them without coercion?" becomes secondary. A way to test this argument is to ask the question: "Which is more important, that employees and managers are effectively and consistently valuing and using talent management tools or that the talent management system is seamlessly integrated with other IT systems?" **Certainly having both is desired, but what should come first?**

By thinking globally first, companies are placing talent management on the back burner, preferring to approach systems streamlining and automation over employee development. To add to this strategy, building IT infrastructures and systems is very expensive and very resource intensive and time-consuming – hardly something you want to do with a partial or ineffective solution.

Acting locally first is a strategy that brings talent management tools to the employee and management in a manner that can support all stakeholders. With the focus on the customer, adoption occurs quickly in this model. The key with this model is to follow early adoption with progress toward global capability within the "total talent management" strategy. When managers address an employee's development goals from both a local and a global perspective, the employee's commitment and engagement in the development process goes up exponentially.
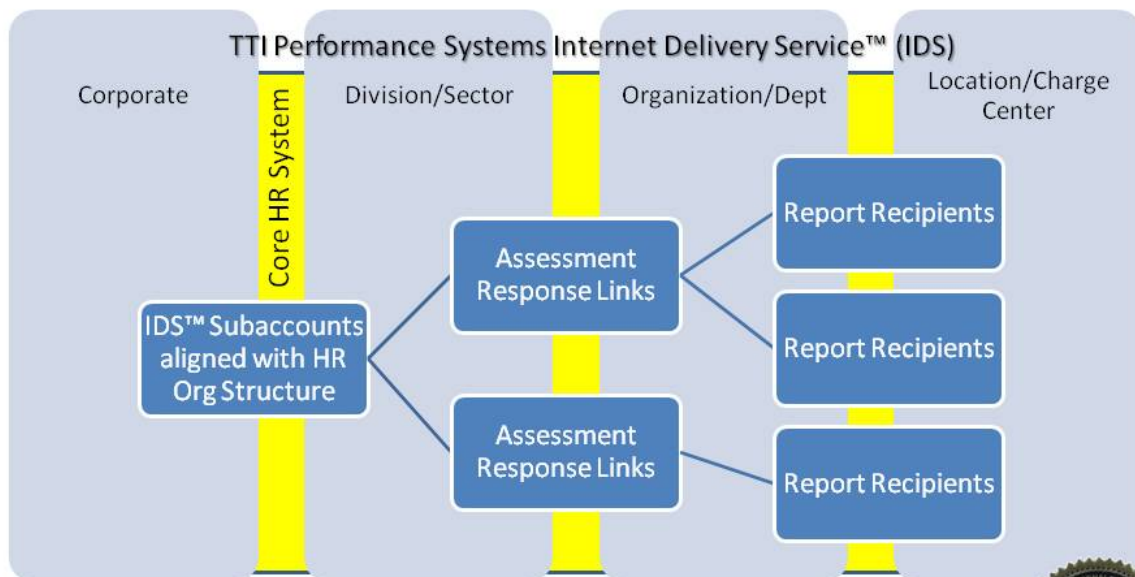
The Nielson Group employs an *Act Locally, Think Globally Talent Management*© strategy using best-in-breed tools including the TriMetrix® Total Talent Management System and TTI's Internet Delivery Service®.
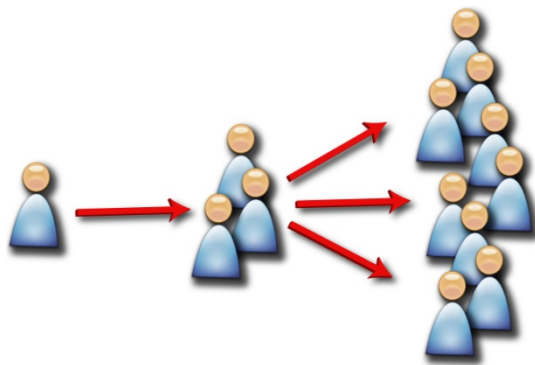
Our technology includes:

- A highly flexible assessment administration system capable of meeting the most complex organization's needs
- Valid and reliable talent assessment tools used throughout the entire life cycle of an employee from hiring to continuous job-specific and individual talent professional development
- Job benchmarking tools to identify the talent requirements within a job
- Professional development planning tools to support manager-employee dialogue and documentation about professional development goals
- A library of soft skill e-learning modules that empower employees to select and implement their own development strategy
- A simple, effective goal development and management system that enhances communication and enables self management and personal accountability at the individual and managerial level resulting in more consistent achievement of goals in a team environment

TTI Performance Systems Internet Delivery Service™ (IDS)

Corporate | Division/Sector | Organization/Dept | Location/Charge Center

Core HR System

IDS™ Subaccounts aligned with HR Org Structure

Assessment Response Links

Assessment Response Links

Report Recipients

Report Recipients

Report Recipients

- DISC, Motivators and TriMetrix Certification for internal HR/OD staff
- Supporting tools, methods and materials for total talent management
- Capability to interface with core HR data system for internal talent searches, succession planning and bench development
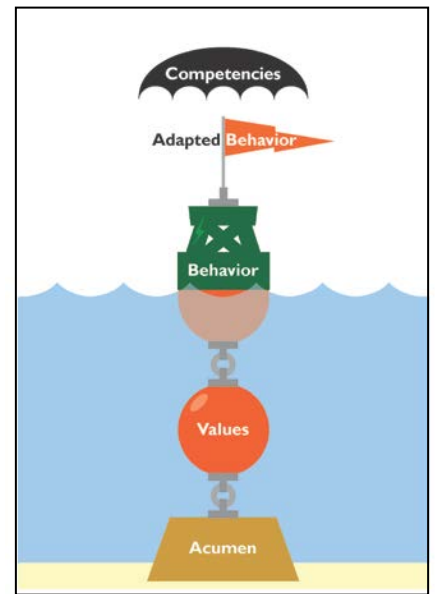
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Our *Act Locally, Think Globally Talent Management* strategy uses intentional processes and strategies that fit multiple organizational environments. Our universal format is simple and easily incorporated. With full 24/7 online accessibility, distance is not an issue for a manager with a team or job openings in a different territory or in another country.
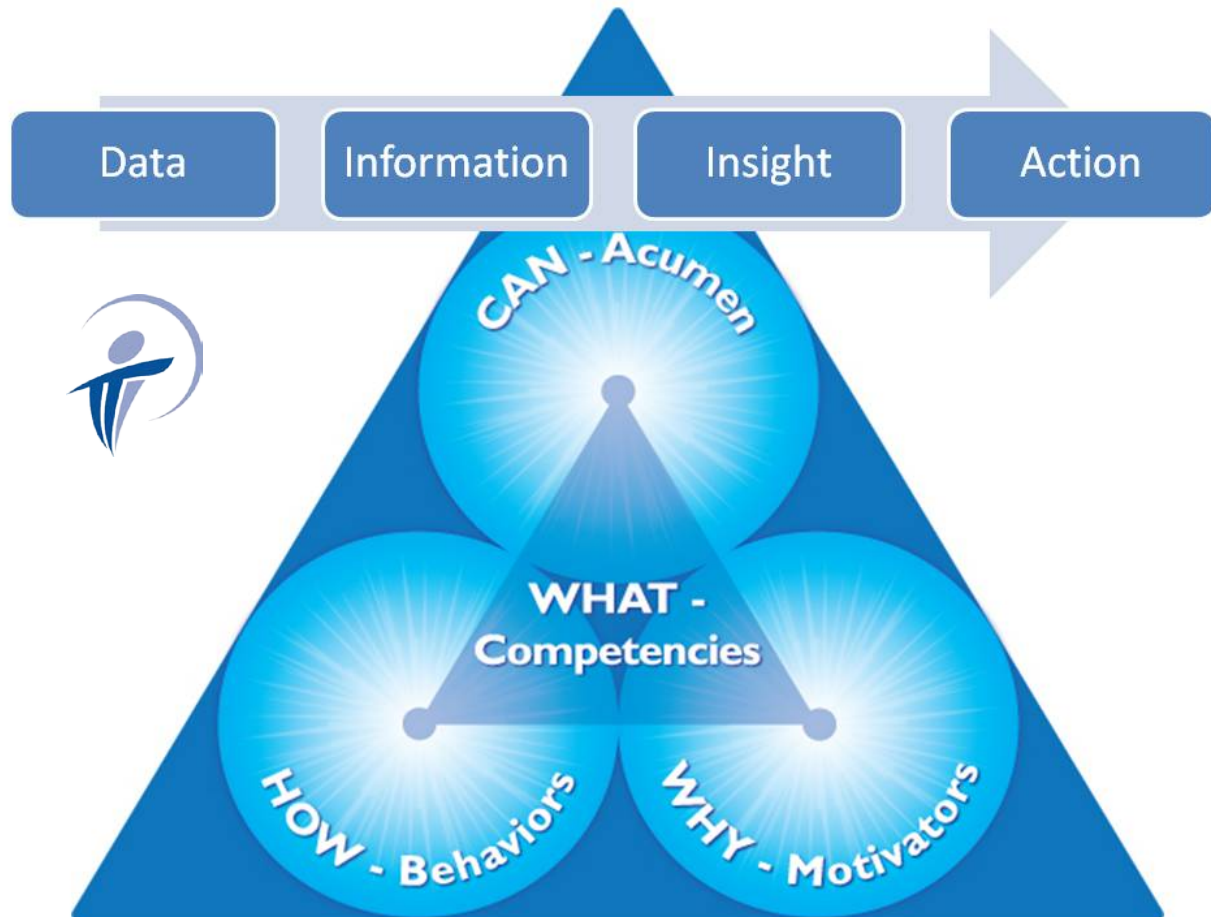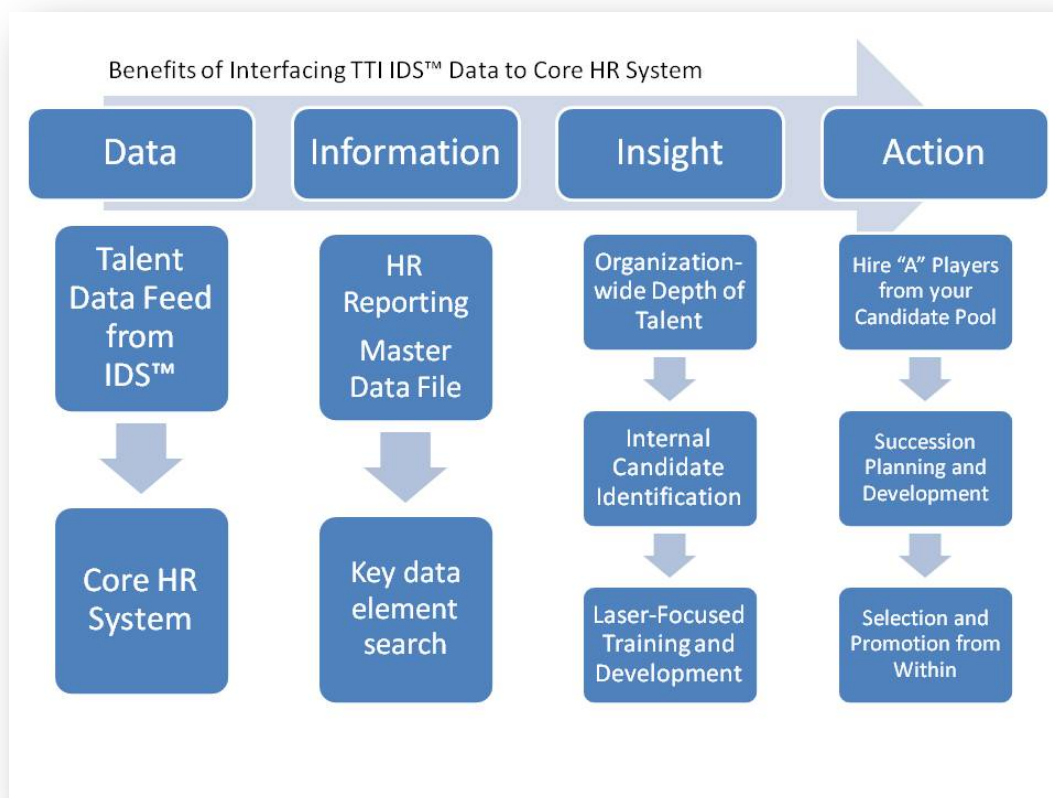

Acting locally, thinking globally with The Nielson Group's suite of tools and processes is a talent management strategy proven to work across multiple industries, in organizations of all sizes using a set of tools and processes that not only engages and protects top talent but also helps to identify and develop talent that may have been overlooked with less effective systems. Self management and personal accountability become the norm while your company enjoys lower costs and business growth for the long term.

We welcome the opportunity to pilot our tools and strategies at the local level. You'll be equally impressed with our ability to manage scalability issues and support the largest, most complex of organizations.

Data	Information	Insight	Action
Key Accountabilities	Master Job Profile	Job-Talent Gap Report	Hire "A" Players from your Candidate Pool
Job Benchmark	Interview Questions	Candidate Comparison Reports	Succession Planning and Development
Talent	Development Tools	Laser-Focused Professional Development Plan	Selection and Promotion from Within

TriMetrix® Talent Assessments

According to Aberdeen Group (March 2012), a survey of 177 companies sighted "*Need to rapidly realign workforce*", "*Shortages of key skills requiring better insight*" and "*Need to better align HCM spend with business priorities*" as the top three pressures driving HCM Data Management. Let us show you how TriMetrix® and TTI's powerful IDS™ system can scale to meet your needs.

Benefits of Interfacing TTI IDS™ Data to Core HR System

Data	Information	Insight	Action
Talent Data Feed from IDS™	HR Reporting Master Data File	Organization-wide Depth of Talent	Hire "A" Players from your Candidate Pool
Core HR System	Key data element search	Internal Candidate Identification	Succession Planning and Development
		Laser-Focused Training and Development	Selection and Promotion from Within

A Complete Assessment Solution

In today's highly competitive marketplace, hiring, developing and retaining top talent is crucial to success. Industry leaders go beyond the traditional resume, interview and yearly review process to use accurate, bias-free assessments to examine individual performance. Based on a unique, 55-factor analysis, TTI TriMetrix HD examines the Behaviors individuals bring to the job, the Motivators that drive them, do they possess the Acumen to do the job and their potential to provide the Competencies required by the job. It reveals specific details in four areas that describe the how, why, what and can of superior performance. As a job benchmarking tool, these four areas define the requirements of each job, providing a complete system to compare talent to the position and achieve the optimum job fit. The comprehensive design of TTI TriMetrix HD ensures that you hire, develop and retain the best possible talent.

Behaviors: The How

Knowledge is the biggest modifier of behavior. With the behavioral results from a TriMetrix HD assessment, individuals learn to understand, appreciate and adapt their behavioral style for effective communication. Based on the DISC theory, behavior is measured in four dimensions; dominance, influence, steadiness and compliance which are translated into a hierarchy of twelve behavioral traits scored on a 10-point scale. The results enhance the hiring process by revealing how an individual will perform. Furthermore, behavioral coaching empowers individuals to take action towards professional growth.

Motivators: The Why

As a window through which we view the world, motivators are the drivers of our behavior, or what motivates our actions. Motivators are measured in six areas: theoretical, utilitarian, aesthetic, social, individualistic and traditional. With the knowledge of motivators, you can encourage employees in a way that satisfies their inner drive right from the start. The results will benefit both hiring and coaching initiatives by revealing why an individual acts the way they do, or what motivates their behavior.

Acumen Indicator: The Can

The TTI TriMetrix HD Talent assessment is unique in it's ability to assess how astutely a person analyzes and interprets their experiences. A person's acumen, or keenness and depth of perception or discernment, is directly related to their level of performance. The stronger a person's acumen, the more aware they are of their reality in both their external and internal world. This report will give insight into the thought processes of the individual that affect performance. This reveals what they can do, describing their potential for superior performance. TriMetrix HD can reveal potential they possess that may not have been utilized on the job yet.

Competencies: The What

The TTI TriMetrix HD Report describes what an individual's strengths are in 25 research-based capacities, or personal skills, that are directly related to the business environment. Through the assessment of an individual's own personal skills, this quantitative measurement tool analyzes each capacity on three levels: mastery, some mastery and no mastery. The top skills outlined in the report highlight individuals' well-developed capabilities and reveal the areas where they are most effective. When used as a benchmarking tool, this component helps ensure the inherent skills of each individual match the personal skills required by the job.

Applications in Your Business

TTI TriMetrix HD has been developed for a multitude of business applications, including:
- Job Matching
- Talent Selection and Retention
- Aligning Talent Management to Strategic Planning
- Employee Coaching and Development
- Performance Appraisals
- Succession Planning & Organizational Development

Provided By:

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Internet Delivery Service Features & Benefits

Features	Your Benefit	Benefit to Your Customer
Flat architecture in web design.	Always direct access to toolbars and tabs so navigation is easier and faster.	More time available for customer interaction.
Faster search queries with a progressive search feature.	Immediately locate links and reports with minimal data.	Increased speed of customer service.
Help screens provide information and images.	Your questions are answered immediately.	Quicker and more confident answers addressing their need.
Customizable and default security levels with sub account privileges.	Easier and consistent setup of sub accounts.	Customers using ttiadmin.com directly see only what they need.
Report selection is categorized by assessment level.	Allows for faster set up of links.	Quicker customer service.
Web design includes visual icons with rollover information.	Quickly determine the links status, allowing for more efficient decision-making.	More time-effective service.
Default email is available to receive reports.	Reduces the amount of duplicated effort when setting up links.	Less time spent behind the scenes allows more time for customers.
Date selection is aided by a pop-up calendar.	Easier to select a date range with the visual aid and reduces error.	Increased accuracy with less room for error in expiration of their links.
Larger targets for selection and bigger fields for data entry.	Easier to use and visually locate information making you more time efficient.	Easier and more accurate input into ttisurvey.com
The ability to export passwords into an excel spreadsheet.	Easier administrative capabilities with less data entry.	Customer friendly and accurate distribution of data.
New and enhanced graphs and response scores.	Reviewing responses and quick graph views will aid debriefing.	Enhanced visuals help with comprehension and coaching.
Ability to pre-select the report to be created when converting, combining, comparing and joining reports.	Reduces the opportunity for error in this function.	More efficient customer service.
Comparing, combining and joining reports can be done from different accounts.	More flexibility when analyzing reports from multiple accounts.	Creates more open doors for service to the customer.
Keyboard accelerator option.	Faster manual response input.	Faster input of answers when taking the assessment.

Let the Job Talk

Businesses everywhere are seeking better ways to secure the talent necessary for success. But what talent does a job require for superior performance? Only the JOB has the answer, so let the job talk and listen carefully. TTI's patented job benchmarking process enables businesses to assess the job and talent to find the best job fit.

Depending on the benchmarking tool used, you can quickly determine the behaviors, values, personal skills and task preferences required for superior performance. TTI's job benchmarking process makes it easy to remove common biases often associated with the hiring process. Instead, factual data based on job requirements provide a solid foundation for coaching and hiring success!

The Job Benchmarking Process

TTI's patented job benchmarking process is a unique and effective solution because it benchmarks a specific job, not the people in the job. To do this, we let the job talk through an interactive process and job assessment. With the expertise of a TTI Value Added Associate, the job benchmarking process will help you make your next great hire.

- **Identify the Job to be Benchmarked**
  It is important to understand why the job exists, how success in the job is measured, the history of the position and how it fits the company's strategy.
- **Identify Subject Matter Experts**
  Subject Matter Experts are people within the organization that have a direct connection to the job and use their expertise to create the job benchmark.
- **Define the Key Accountabilities**
  Subject Matter Experts let the job talk and define the position's key accountabilities, or critical goals and key business successes the job is accountable for.
- **Prioritize and Weigh Key Accountabilities**
  The Subject Matter Experts rank the key accountabilities by importance and time requirements.
- **Respond to the Job Assessment Individually**
  Based on the key accountabilities, each Subject Matter Expert responds to the job assessment, providing their input on performance requirements of the job.

- **Review the Multiple Respondent Report**
  Based on a unique analysis, the Multiple Respondent Report combines the input of all Subject Matter Experts to create a benchmark for the job that lists the job requirements in each category measured.
- **Compare Talent to the Job Benchmark**
  A talent assessment on the same scale as the job will identify the characteristics an individual will bring to the job, allowing you to easily determine the best job fit and identify coaching opportunities.
- **Discuss the Results & Implementation Strategy**
  Within the framework of a company's overall selection process, effective hiring decisions can be made and productivity can begin immediately.

Job Benchmarking Tools

TTI offers many benchmarking tools to ensure the best job fit. A Value Added Associate will provide insight and expertise to help determine the best solution.

TTI TriMetrix HD™ - Behaviors, Values, Acumen and TTI DNA™

TTI TriMetrix® - Behaviors, Values and Personal Skills (PTSI)

TTI Performance DNA™ - Behaviors, Values and Personal Skills (Position Analysis™)

TTI DNA - Personal Skills (Position Analysis)

TTI Fit - Behaviors, Values and Task Preference

TTI Insights - Behaviors and Values

Workplace Behaviors™ - Behaviors

Jobs Energizing People Profile™ - Values

TTI Task Quotient™ - Task Preference

Begin today with a review of how TTI's Job Benchmarking Process can contribute to your talent management—and lay the foundation for success!

Provided By:

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