



**Insights for Action:
The Human Resource
Development Value
Proposition:**

*A comprehensive and
integrated approach to Talent
Management for Leaders*
Whitepaper



“Our vision is to be a trend-setter. Unfortunately, we spend more time reacting than leading.”

If you are working to transform your organizational culture, it must be anchored in the changes of how people are selected, assessed and developed. There are eight critical processes to support the transformation of a performance culture. As all eight areas must work together to achieve excellence, we graphically integrated them in a Human Resource Development (HRD) Wheel. Your organization must take a comprehensive approach, examining strengths, opportunities and obstacles in each area of Human Resource Development. It is critical to make sure each process is in concert with other sections of the wheel. Thinking holistically will ensure that your processes are aligned to HRD initiatives, standards are defined and systems are adapted. It is also critical that you have senior management drive this --- with groups aligned (a HR Center of Expertise, Training or HRD leader) to support the creation of develop programs, tools and materials to facilitate consistent, global application of best practices.



Integrating the Processes on the Human Resource Development Wheel

ORGANIZATION AND ROLES

Challenges: In many organizations, job descriptions do not exist, or exist independently of other HRD processes such as selection and performance management. Cost, inefficiency and confusion become major concerns.

Solutions: Meeting the needs of your Business Units, defining organizational job profiles will help provide support and templates for developing standard job profiles for key jobs across major functional areas in your organization. This is done with the business identifying the core technical skills for each function.

Impact: With consistent job profiles, employees throughout the organization have clarity in role expectations.

HIRING AND SELECTION

Challenges: Identifying future staffing needs and proactively sourcing candidates is essential for success in today's talent wars. Selection processes must be robust and consistent.

Solutions: Building on current practices, -- build your recruitment strategy. Innovative "Workforce Planning" support tools will facilitate collaboration between Business Units and Human Resources and identify future business needs proactively.

Impact: Processes, technology and tools create an ability to track and report on positions to be filled. Whether you are using share groups or consulting alliance partners, they help your staffing professionals identify sourcing solutions. Workforce Planning enables the proactive sourcing for an anticipated opening, thus reducing time to fill key positions.

ON BOARDING

Challenges: Many organizations have no consistent processes or tools for ensuring successful assimilation when employees are hired or moved internally. As identified by a recent Corporate Executive Board study, the six month on-boarding process is critical to new employee performance.

Solutions: Creating and implementing a consistent orientation “site” and using management toolkits with action steps will help ensure successful assimilation.

Impact: Managers reduce training time and employees (new and existing) shorten the learning curve to allow for faster results.

PERFORMANCE EVALUATION

Challenges: Many companies have no link between company results and performance ratings. It is not uncommon for employees to receive an “exceeds performance” rating although department or business unit performance is below par. In addition, people do not often have conversations on how to develop skills that will improve performance.

Solutions: Implementing a consistent Performance Evaluation process that establishes priorities and standards will help ensure success. This, coupled with an individual development plan, will ensure that the “what” and “how” of performance is covered.

Impact: Employees measured with the same system and criteria provide organizational clarity. Individual Development Plans are aligned with corporate business objectives and technical skills in job profiles. Dialogue about performance expectations and career goals is systematic which ultimately leads employee satisfaction and enhanced productivity.

LEARNING ORGANIZATION

Challenges: As business needs are changing at such a fast pace, the quality and business impact of training and development must be consistent. Many organizations are usually stronger on one type of training --- either Managerial or Function-specific training.

Solution: Focus on a four-pronged approach:
 (1) Determine strategic choices for Training and Development initiatives, (2) Define global competencies across curriculum to promote organizational alignment, (3) Develop tools to evaluate the business impact of global programs, (4) Implement a process to deploy certified facilitators

Impact: Training curriculum designed for key functional areas ensures functional capability is maximized. Internal training programs are available for immediate back-on-the-job application. Reduction of training cost with higher return will occur.

CAREER PLANNING

Challenges: Many organizations do not have defined career paths for functions. This limits the ability to upgrade talent and results in disjointed personnel moves. Ultimately employee engagement suffers and employees leave the organization.

Solutions: It is important to work with the core business functions to create critical career paths. Identify what core training and development programs are necessary to support functional careers. In addition, work to ensure that career planning training aligns with management development training.

Impact: Global career paths for functions reduce missed opportunities for having the right people in the right place at the right time. Employee turnover is reduced and the company benefits from a more focused and loyal workforce.

SUCCESSION PLANNING

Challenges: Succession planning when managed inconsistently and secretly causes turnover. Replacement decisions solely based on relationships ensures missed opportunities to create leadership bench strength. An aging workforce can also cause organizations to face a talent gap at the highest level of the organization.

Solutions: Establishing a best-practice approach to succession planning will allow you to accelerate leadership development and protect leadership assets. It is critical to provide a process to assess organizational capabilities and competencies, current leadership talent, and near term replacement needs.

Impact: The processes encourage open dialogue to help ensure consistency, fairness and objectivity in succession management. It also allows stakeholders' confidence to increase thereby making the firm more valuable.

REWARDS & RECOGNITION

Challenges: Reward and recognition programs that are not aligned with performance results can be devastating to employees. Merit increases and bonus plans can reward effort over results.

Solutions: Establish a reward and recognition program which will be properly aligned with performance. Measurement guidelines will ensure accountability and consistency.

Impact: Simplified communication improves understanding. Visible linkage between performance and compensation improves engagement.

Written by Paul Butler, Managing Director, GlobalEdg

About The Global Executive Development Group (GlobalEdg)

GlobalEdg is dedicated to accelerated development of leaders in high performing cultures. By partnering with GlobalEdg's experienced consultants, your organization will grow its leadership capacity – resulting in highly engaged employees who produce results better, faster, and more efficiently.

GlobalEdg's methodologies and tools are used by leaders in many of the world's most successful companies. We teach organizations how to integrate these proven best practices into the way they work. Our “**Leaders Teaching Leaders**” methodology is a collaborative model. Working with your internal resources, we co-create a plan for transferring the technology for long-term sustainability.

Our Mission

To enable leaders to create high-performing organizational cultures in which people see true value and meaning in their work ... And deliver meaningfully improved business and individual results.

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