



Talent Management Strategy Services

How much is top performing talent *really* worth to your organization? We don't mean how much are your top performers worth. We do mean what is the value of a **winning team of high performers** who can **execute business strategy to win**. Many companies don't manage talent to win and fail to realize their Return on Talent Investment (ROTI). Others lack legally defensible performance and talent management processes that created unneeded risk.

If businesses did manage talent as methodically and objectively as the best professional sports teams, we believe that far more businesses would be "winners" (not to mention that business would be a lot more fun and engaging for all employees). Imagine if you could improve your retention rate by 40%, or increase productivity (such as revenue per employee) by just 30% or really engage and deploy talent more effectively. While companies often focus correctly on recruiting, developing and retaining "top" performers, return on talent investment is far more than the sum of the A players. Getting the most out of your talent investment requires talent management planning and attention to a process we call the "talent management value chain" that builds skills, knowledge, leadership behaviors, and **performance enterprise-wide**. And like the synergies of a winning sports team, we have found this investment in talent development and deployment is **exponential in its performance impact**.

Objectives: Our highly effective, customized approach provides everything you need to develop and deploy a talent management strategy to create and maximize your Return on Talent Investment (ROTI). We work with internal client teams to:

- **Assess current talent management processes and programs** against "best" practice, legal requirements, and processes likely to increase ROTI.
- **Develop a foundation for successful talent deployment** by providing a clear talent strategy roadmap (based on talent management "value planning" and the talent management "value chain").
- **Provide programmatic tools** to get there (i.e., planning templates and program redesign services prioritized through our value planning methodology and broad-based consulting experience in performance management and organizational effectiveness).

Approach: To complete the talent management assessment and strategy, we employ:

- **Data based benchmarking** that may include web-based survey tools, benchmarking to industry standards, "best practice" processes and metrics; interviews with key personnel; and focus groups with key stakeholders.
- **Value planning methodology** used in dozens of well known companies (DaimlerChrysler, Boston Beer, MTV, Checkpoint Systems) that begins with careful assessment and consensus building around the key drivers of

success in your business, identifies targets and outcomes metrics, and uses other well developed templates and process steps for ensuring effective deployment of the talent strategy.

- **Facilitated work sessions** that leverage your internal resources and our benchmarking data, research and consulting capabilities, workshops, planning and program design templates, and case study material. Typically 5-8 facilitated workshops are required to develop the assessment and talent strategy. Buttonwood research, benchmarking and modeling support the workshops.
- **Measurable outcomes** that establish a clear focus on exactly the talent outcomes that are best aligned with your business strategy.

Deliverables: The primary deliverables of the project are:

- **Talent Management Assessment** of your organization's current talent management processes and programs and identification of best practice gaps. The assessment is typically delivered to a senior client work team with facilitated discussion by our experienced consultants.
- **ROTI Analysis** of specific opportunities for increasing Return on Talent Investment and priorities for addressing them based on our value planning methodology. Using assessment data and further analysis and modeling of your value drivers, costs structures, benefits and business case for talent management, we identify and quantify specific program and process enhancements and their return to the client organization.
- **Talent Management Strategy Roadmap** for rapid and successful implementation of a plan to improve your ROTI. The strategy roadmap identifies specific implementation steps and work plans to implement the talent management strategy.
- **Templates and collateral** materials to assist in the implementation of your talent management strategy, program and process redesign.

Timing: We typically anticipate spending four to twelve weeks in this process, depending upon the size and complexity of the organization and your requirements.

Customization Options: The separate components of the program can be either expanded upon or reduced depending on your unique situation. Buttonwood is also available to assist in the implementation of the talent management strategy with core consulting capabilities in talent management, business planning, measurement, vendor selection, performance management and reward system design.

For more information on our talent management strategy services, contact Amelia Armitage, Principal and Human Capital Practice Director, Buttonwood Group (aarmitage@buttonwoodllp) or call 203.328.3084. Or visit our web site at www.buttonwoodllp.com to learn more about our approach to value driven consulting.