Talent Solves Business Challenges

(What solves talent challenges?)

Work In Progress Coaching™ ~ wipcoaching.com ~ (831)685-1480

What do you need to accomplish?

- Hire top performers?
- Deepen bench strength?
- More effective leadership?
- Successfully implement the M&A?
- Build high-performing teams?
- Initiate a new business strategy?
- Increase employee engagement?

Regardless of the challenge, success is in the hands of your people. Supporting them to be effective isn't an event – it's a strategic commitment.

> *What if you had data that connected their talents directly to business performance?* Data that …
> - ✓ linked talents to the tasks needed for success
> - ✓ enabled scenario planning to optimize skill sets
> - ✓ added facts to intuitive, gut decisions
> - ✓ revealed friction points before they flared up
> - ✓ forecasted how decisions would be embraced (or not).

Work In Progress Coaching, in partnership with Talent Analytics, Corp., a leader in transforming the Talent Measurement Industry, offers a talent strategy process that adds a powerful dimension to your business intelligence: meaningful data that links talent to business performance.

With this process, the talent data shifts people issues from the world of mystery to the world of metrics. The focused dialogue builds trust and collaboration. Adding this intelligence to your strategic decision-making process benefits the bottom line and the people who generate it and that makes your organization very smart.

Our Approach & Commitment

"if we don't change our direction we are likely to end up where we are going"

Change isn't easy, it doesn't happen overnight and being good at it is a fundamental competency for everyone, not just leaders, in today's wildly unpredictable, global business environment.

Being adaptable, innovative and productive are not one-time events — they are ongoing practices. Every Work In Progress Coaching engagement transfers knowledge and teaches skills so you can continue to generate new levels of thinking and results after the engagement ends.
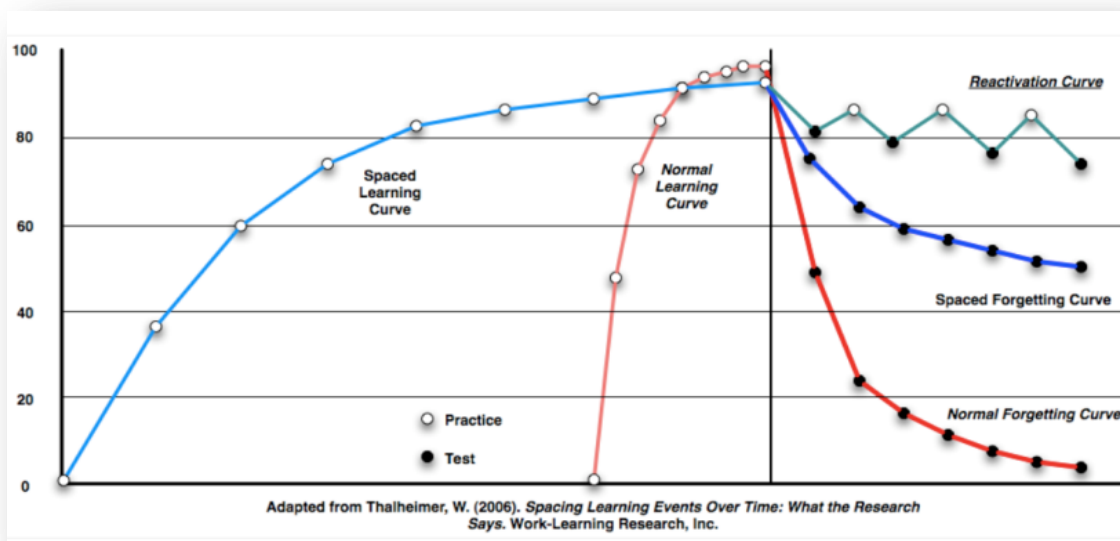
To realize new possibilities takes new levels of performance, the status quo must be challenged with future-based thinking. Trust and transparency must be deepened. As this happens, two kinds of results occur: the results you take to the bank and the ones that reside in the hearts and minds of the people. Both results are needed to create a successful, adaptive and competitive organizations.

NEW THINKING — NEW ACTION — NEW RESULTS

Focused on result - Fueled by commitment

We believe authentic relationships are the foundation for results.
Whether the endeavor involves 2 people, a team of 23, a business unit of 147 or an entire organization, success hinges on effectively engaging and coordinating the contributions of each individual. (Yes, there is a "me" in "team." If the 'me' is not working, the team's not working.)

Authentic relationships enable people to fully engage, take a stand for a possibility, effectively handle setbacks and breakdowns, embrace and learn from mistakes, produce results beyond what's predictable and be satisfied in the process.

Adapted from Thalheimer, W. (2006). *Spacing Learning Events Over Time: What the Research Says.* Work-Learning Research, Inc.

*Training can improve performance by **22%**. **Training with coaching** can improve performance by* **88%.**

Int'l Personal Management Assoc.

Until you know what's going on with your people, you won't really know what's really going on with your company.

Our Process

Two things make this process valuable to your business: (1) the insights and understanding you'll gain about your people and (2) the results they'll produce.
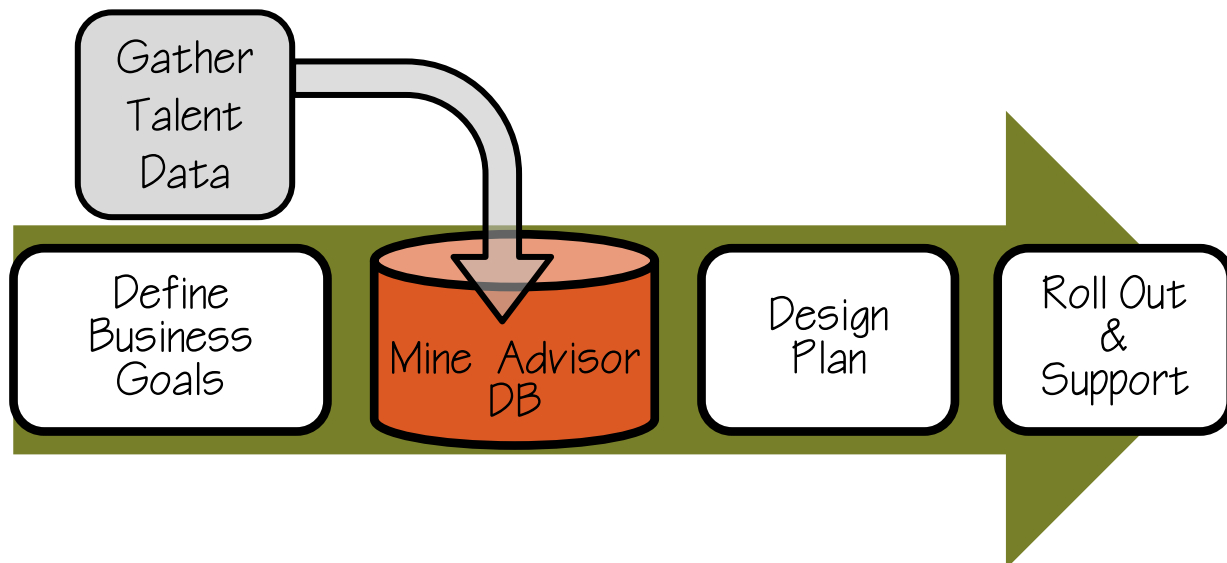
The scope of the initiative determines the amount of time for this process, anywhere from 3 to 12+ months.   In Phase 1, the leadership team responsible for the success of the initiative will mine their own data, align their commitment and establish structures to support the process they'll be leading.

Four Phases

1   **Define business goals & Gather talent data**
   - In addition to the "what", consider the "how". How do you want this initiative to boost employee engagement, develop new leaders, reflect corporate values?
   - Rapid data collection. Once participants identified, data collection begins.

2   **Mine Advisor™ Web 2.0 talent data base**
   - Identify patterns within teams, groups, across and between functions
   - Gauge readiness to change
   - Identify communication preferences
   - Anticipate potential conflict, blind spots; pro-actively resolve issues

3   **Design a plan informed by insights**
   - Design communications strategies that work for different talent
   - Design ongoing support strategies tailored for different talent
   - Identify potential early adopters who can add momentum

4   **Roll-out & Support**
   - Provide support to increase traction
   - Provide talent playbooks for leaders, managers and employees

Talent Analytics' Advisor™

Advisor injects talent data and psychometrics into Business Intelligence, corporate dashboards and predictive analytics. Advisor moves beyond using traditional psychometric statistical analyses to understanding talent metrics and far beyond Talent Management software which only tracks talent meta-data. By adding the perspective of talent metrics, Advisor has the potential to revolutionize customer intelligence and actuarial research.

- ✓ **Survey**
  - o Rapid data collection via cloud software application (25 min to complete)
  - o Qualitative talent descriptions converted to quantitative metrics with proprietary analytics
  - o Measures innate characteristics about individuals
  - o Everyone completes the same survey
    - ▪ A change in role doesn't negate data
    - ▪ Data has long-term applicability
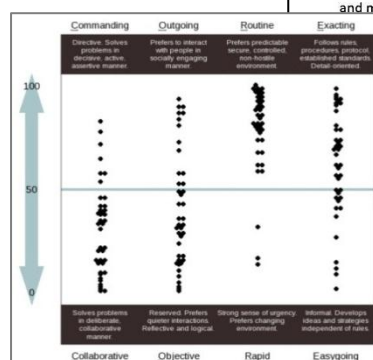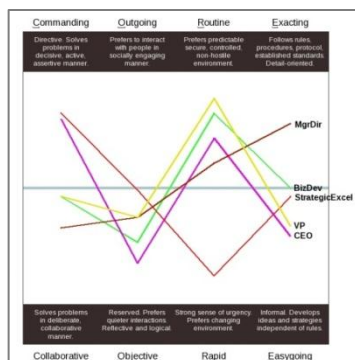
- ✓ **SaaS software application**
  - o Secure connections and data center
  - o Data exportable: open platform, easy to extract information for inclusion in other business analytic efforts
  - o Built to manage, graph, compare, analyze teams, companies and industries, not just individuals

- ✓ **Visual**
  - o Web 2.0 dashboard: talent meters
  - o Invites what-if scenario creating
  - o Visualizes data for pattern recognition
  - o Easily configurable visuals: line chart, scatter plot, table, dials

- ✓ **Reports**
  - o Graphical with easy-to-read text
  - o Customizable, specific to individual, team, role
  - o Team playbooks, Enterprise CUEcard™

Group: National Operations
Analytics - Talent Meters

Average for Respondents

Performance Style — Reset

Commanding → Collaborative: 28
Outgoing → Objective: 41
Routine → Rapid: 80
Exacting → Easygoing: 65

Ambitions

Economic →: 29
Altruistic →: 81
Theoretical →: 50
Authoritative →: 58
Political →: 40
Individualistic →: 51
Creative →: 63

All Respondents Fall Within This Range (Minimum - Maximum).
Most Respondents Fall Within This Range (1 Standard Deviation).

ADVISOR'S ENTERPRISE CUECARD™
Communicating at the Speed of Business
- Be efficient with Greta. Hit the major points first.
- Do not leave things up in the air, or to work out by chance if you are looking to gain respect from Greta.
- Provide options for Greta to express her opinions and make some of the decisions.
- ...greeing with Greta, don't reinforce your ...ent with "I'm with you, Greta".
- ...in that the information you have is credible.
- ...isagreeing with Greta, don't let it reflect on ...onally.

Using Advisor's Talent Metrics to Solve Business Challenges

Quantify Characteristics of Top Performers

- Traditional hiring metrics (including attrition, age, gender) have limited use in quantifying characteristics of top performers for use in future hiring and performance coaching. Advisor makes this simple. Current top performers complete a short survey. Advisor stores metrics from top performers to discern behavioral and motivational patterns into a "benchmark."
- New applicants then complete the survey and are quantitatively compared to the performance benchmark. The applicants' information generates reports, behavioral flags and focus areas for intuitive and targeted follow-up during the interview process.

Business / Talent Strategy

- Visualized by company, by team or cross-functionally, does current talent performance support or hinder business goals?
- Are executives and leaders energized by the business mission and goals or are they paying lip service?
- Forecast likelihood of leaders' personal investment in business strategies.
- Training? Is it likely to pay dividends or is change likely to be short-lived?

Building High Performing Teams

- Easily visualize permanent or temporary teams. Anticipate interactions. Visually build team to optimize for success.
- Anticipate (or diagnose) cross- functional team challenges.
- Visually design cross-functional teams optimized for varied or focused characteristics.
- Visualize consultant and customer teams to maximize performance.
- Visualize executive team.
- Anticipate and describe blind spots or challenges.
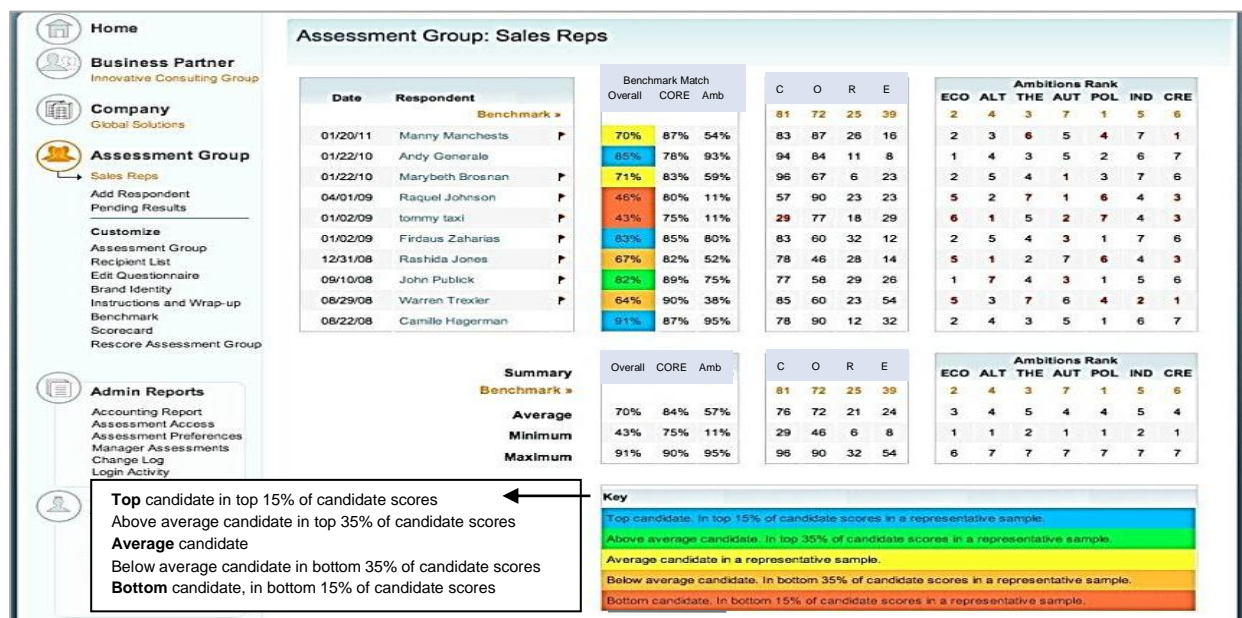- Provide talent playbook for leaders, managers and employees.
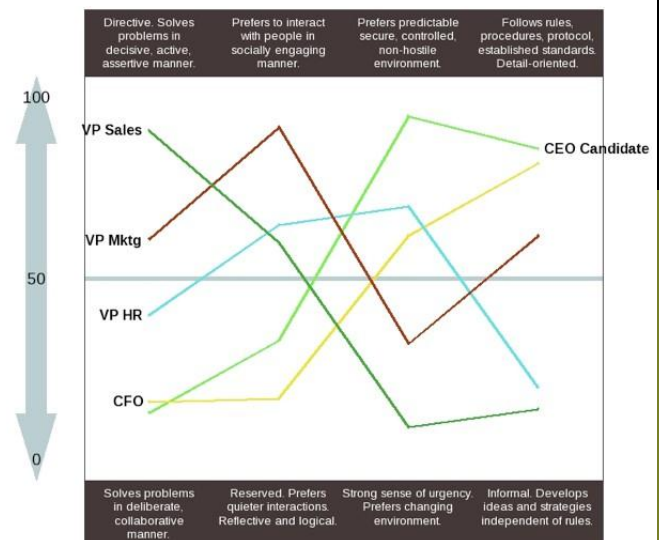
Change Management

- Gauge organizational, team or individual readiness for change.
- Understanding of talent needs helps change professionals create change programs optimized to gain commitment and cooperation.
- Allow organizational design professionals to anticipate, prevent and resolve conflict during change.
- Design programs that align talent with business goals.
- Create effective incentive and motivation programs.
- Design communication strategies that "work" for different talent needs.

Sales Force Optimization

- Instantly visualize sales talent's drive and approach to selling. Are they likely to have a strong desire to deliver business results or will they need close supervision?
- Visualize strengths and blind spots of sales management team.
- Perform gap analysis on sales team to identify training and coaching areas.
- Use Advisor's critical data point in moving, re-allocating or re-sourcing sales talent likely to continue struggling to accomplish their goals.
- Use Advisor's talent analytics to compare top and bottom sales performers.
- Use Advisor's data as one data point to consider when discussion if the sales team can work effectively at home.
  - Is your sales team made up of people that are naturally competitive with an inner drive to excel and advance their position?
  - Is your sales team ideally suited for selling products or solutions?
  - Would they be better at a long sales cycle or a shorter one?
  - Are your sales managers really wishing they were still individual sales performers who could close their own deals, or do they love being managers?
  - Are your sales manager likely to love mentoring? Do they need to?

Home

Business Partner
Innovative Consulting Group

Company
Global Solutions

Assessment Group
Sales Reps
Add Respondent
Pending Results

Customize
Assessment Group
Recipient List
Edit Questionnaire
Brand Identity
Instructions and Wrap-up
Benchmark
Scorecard
Rescore Assessment Group

Admin Reports
Accounting Report
Assessment Access
Assessment Preferences
Manager Assessments
Change Log
Login Activity

Assessment Group: Sales Reps

Date	Respondent	Benchmark Match Overall	CORE	Amb	C	O	R	E	ECO	ALT	THE	AUT	POL	IND	CRE
		Benchmark »			81	72	25	39	2	4	3	7	1	5	6
01/20/11	Manny Manchests	70%	87%	54%	83	87	26	16	2	3	6	5	4	7	1
01/22/10	Andy Generale	85%	78%	93%	94	84	11	8	1	4	3	5	2	6	7
01/22/10	Marybeth Brosnan	71%	83%	59%	96	67	6	23	2	5	4	1	3	7	6
04/01/09	Raquel Johnson	46%	80%	11%	57	90	23	23	5	2	7	1	6	4	3
01/02/09	tommy taxi	43%	75%	11%	29	77	18	29	6	1	5	2	7	4	3
01/02/09	Firdaus Zaharias	83%	85%	80%	83	60	32	12	2	5	4	3	1	7	6
12/31/08	Rashida Jones	67%	82%	52%	78	46	28	14	5	1	2	7	6	4	3
09/10/08	John Publick	82%	89%	75%	77	58	29	26	1	7	4	3	1	5	6
08/29/08	Warren Trexler	64%	90%	38%	85	60	23	54	5	3	7	6	4	2	1
08/22/08	Camille Hagerman	91%	87%	95%	78	90	12	32	2	4	3	5	1	6	7

Summary	Overall	CORE	Amb	C	O	R	E	ECO	ALT	THE	AUT	POL	IND	CRE
Benchmark »				81	72	25	39	2	4	3	7	1	5	6
Average	70%	84%	57%	76	72	21	24	3	4	5	4	4	5	4
Minimum	43%	75%	11%	29	46	6	8	1	1	2	1	1	2	1
Maximum	91%	90%	95%	96	90	32	54	6	7	7	7	7	7	7

Top candidate in top 15% of candidate scores
Above average candidate in top 35% of candidate scores
Average candidate
Below average candidate in bottom 35% of candidate scores
Bottom candidate, in bottom 15% of candidate scores

Key
Top candidate, in top 15% of candidate scores in a representative sample.
Above average candidate, in top 35% of candidate scores in a representative sample.
Average candidate in a representative sample.
Below average candidate, in bottom 35% of candidate scores in a representative sample.
Bottom candidate, in bottom 15% of candidate scores in a representative sample.

Mergers and Acquisitions

- Identify & bridge business culture gaps.
- Forecast and preempt executive team clashes.
- Highlight teams who would thrive working virtually vs. those who need an office environment.
- Deliver a highly accurate "Team Playbook" describing each employee's preferred communication approach.
- Update every employee's address book with personal communication preferences with CueCard™.
- Provide data point to help integration team understand if leaders are aligned (or not) with new initiatives.
- Create post-merger integration programs designed to accomplish business goals and talent helping to accomplish those goals.
- Create effective communications strategy to optimize acceptance by merged leaders and employees.

Case studies at: http://www.talentanalytics.com/think-tank/case-studies/ .

Make your leaders even smarter

Our process gives your leaders skills to discard out-worn assumptions that obscure opportunities and innovation and generate an environment of partnership and possibility.

When this new way of thinking and acting is coupled with Advisor's capabilities that let you see people as the asset they are, your leaders will reach insights faster, bring clarity to company and business unit strategies and gather the talent to accomplish them. And that kind of business intelligence makes you very smart.

Until you know what's going on with your people, you won't really know what's really going on with your company.

Now you can know.