

TALENT MANAGEMENT POWERED BY LOMINGER

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Talent Management Systems

In order to survive and compete in the marketplace, every organization has to have a process to respond to its needs for talented people.

Whether organizations use the term Talent Management, Human Capital or some other label, organizations must have in place procedures and techniques to address the following:

1. Attract and select the right people
2. Integrate people to ensure they are aligned with the strategic goals of the organization
3. Develop and coach people as they take on new roles in the organization
4. Engage and reward people
5. Deploy and advance people

The very best organizations use a fully integrated system to address these issues, a system in which each part “talks to” and reinforces the other elements. While a fully integrated system is the ideal, most organizations for historic or economic reasons frequently fall well short. For many organizations, there are legacy systems and processes that may have worked in the past but no longer deliver the talent required to meet current needs. Organizations typically respond by “fixing” the part of the process that is causing the most problems. When that function is brought up to speed using the current “best practices,” the organization moves on to the next function which is again brought up to speed using “best practices.” While this approach does generate gradual improvement for an organization, the highest ROI is generated when all of the functions are aligned with its strategic goals and a fully integrated talent management system is implemented (Huselid & Becker, 1995).

In order to implement a fully integrated talent management system, Korn/Ferry International – Powered by Lominger has developed a suite of research based tools and products. The 67 competencies of the LEADERSHIP ARCHITECT® provide the foundation of talent management. In some ways, they can be viewed as the atomic particle of organizational practices (see Figure 1). These competencies have a long and rich history of research support. Flexible, useable, and customizable, the suite of solutions can be deployed together as a fully integrated system or individually to meet your immediate business needs.

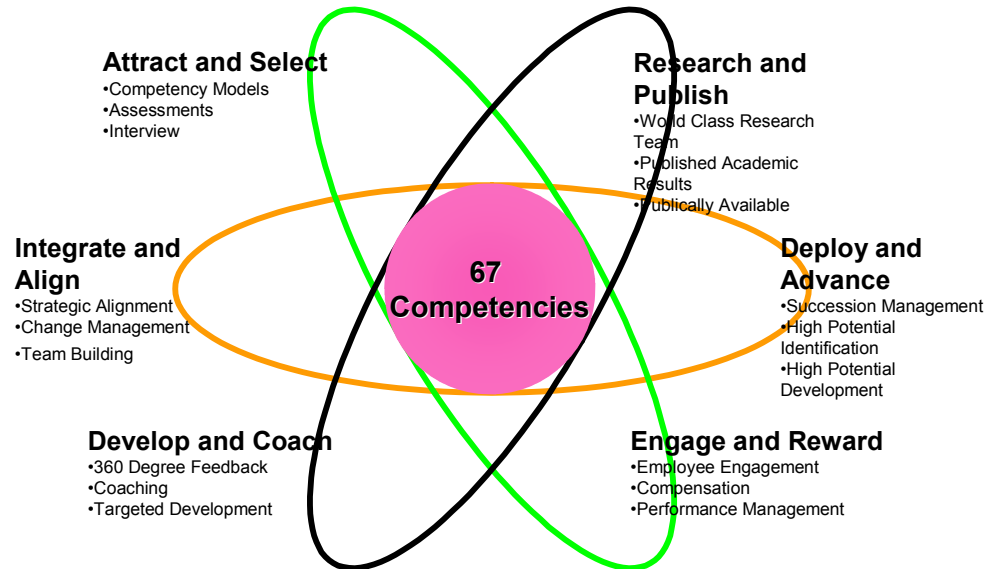
TALENT MANAGEMENT SYSTEMS

- ◆ Attach and Select the Right People
- ◆ Integrate and Align the Organizational talent
- ◆ Develop and Coach Executives, Managers, and Individual Contributors
- ◆ Engage and Reward Key Talent
- ◆ Deploy and Advance Talent
- ◆ Taking HR Professionals to the Next Level



The Lominger System

67 Competencies are at the Core



The Common Language

Most importantly, no matter where you start, the LEADERSHIP ARCHITECT® Competency Library allows you to maintain a common language for talent management, leadership and development across processes, solutions, and applications. Derived from over two decades of research, the Lominger competency based assessments and products account for as much as 85% of the skills that lead to effective management and leadership within an organization.

As an integrated system, each of the suites of products typically includes sort cards, e-surveys, development guides, and related support materials. The majority of the offerings are available in multiple languages. The following sections of the paper highlight the tools and services available for each area of talent management.



Attract and Select the Right People

The development of job profiles and competency mapping is the first step in the selection process. The fundamental question when selecting employees is “what are the critical competencies required for success in the job?” To determine those competencies and how to use them in the selection and interviewing process involves the use of several assessments.

Assessments

LEADERSHIP ARCHITECT® Sort Card Deck consists of single cards devoted to each of 67 Leadership Architect® Competencies and 19 Career Stallers and Stoppers. The card deck can be used for applications such as competency modeling, job profiles, assessing interview candidates, and matching people to job requirements.

SUCCESS PROFILE ARCHITECT™, or more frequently referred to as simply SPA, enables the HR Professional to zero in on the competitive-edge, mission-critical competencies required for key jobs with research-based and expert-defined competency profiles for a variety of levels, functions, and industries. There is no need to conduct your own expensive competency study.

It is important to interview both internal and external candidates for most jobs. However, how do you ensure that candidates have the right mix of competencies and functional and technical skills for the job?

Assessments:

INTERVIEW ARCHITECT® Express is designed for easy use by hiring managers or other less experienced interviewers. It gives an organization access to structured interview content from any area of the Leadership Architect® Library. Interviewers can assess candidates on any one of the 67 Competencies, 19 Career Stallers and Stoppers, and 7 Global Focus Areas. It is available in a paper version or online. Spanish is available online.

INTERVIEW ARCHITECT® Professional provides an extensive library of questions and themes for HR and recruiting professionals to build customized interview guides. It is available in paper or an online version.

Development Guides:

LEARNING FROM EXPERIENCE™ (LFE) Interviewing tells how organizations can build its future bench strength by interviewing and selecting for potential. *LFE* was designed to help organizations conduct deep learning agility interviews in a structured, standardized format. The guide provides interviewers with a straightforward means to evaluate either an internal or external candidate’s ability to learn from experience.

Interviewing Right: How Science Can Sharpen Your Interviewing Accuracy. A best practices book for applying research-proven principles to enhance every interviewer’s skill of interviewing.



Integrate and Align the Organizational Talent

The alignment and integration of employees and organizational processes around the particular capabilities that are mission-critical to success is imperative during these difficult economic times.

Assessments:

STRATEGIC EFFECTIVENESS ARCHITECT™ provides a comprehensive set of organizational capabilities for defining strategic goals, assessing an organization's capabilities, and aligning expectations of the management team. Research demonstrates a sustained and considerable increase in ROI when people practices aren't just best practices, *but aligned practices linked to firm strategy and customer value*. SEA provides a language for organizational capabilities, so that executives can:

1. Translate strategy into organizational capabilities,
2. Translate organizational capabilities into mission-critical people competencies,
3. Translate strategy and organizational capabilities into team requirements,
4. Audit an organization's present capabilities,
5. Plan for organizational improvement to meet present or future strategic needs,
6. Assist in merger/acquisition due diligence and subsequent integration planning and execution, and
7. Determine strategic possibilities.

TEAM ARCHITECT® is an instrument for team assessment and development, 20 Dimensions for describing team behavior and research-derived development tips for improving team effectiveness.

CHANGE!ABLE ARCHITECT® includes 70 Items in 14 Clusters to assess an organization's change readiness. It provides a concrete measure of the likelihood that a major corporate change or intervention will be successful.

CULTURE ALIGNMENT ARCHITECT™ measures 6 factors and 30 dimensions of an organization's culture. For example, it assesses the "leadership" (factor) in a company and its financial focus, growth focus, innovation, business integrity, and vision and values (dimensions). Of particular interest is the *alignment* of what executive leadership desires and values versus how employees perceive the culture. An embedded toxicity index provides the organization a perspective on the pathology of its culture.

Development Guides:

FYI for Strategic Effectiveness™: Aligning People and Operational Practices to Strategies Book. Each chapter of *FYI for Strategic Effectiveness™* addresses a cluster of strategic effectiveness capabilities, providing a "Signpost" describing the cluster and the items contained in it with an unskilled and skilled picture. Remedies and suggested readings are provided in each chapter. The book can be used to facilitate action planning or as a stand-alone guide to developing organizational capabilities.

Integrate and Align the Organizational Talent

FYI for Teams (2nd edition)™ is a book of diagnostics and development tips for 20 TEAM ARCHITECT® Dimensions. The book is designed for newly formed teams, good teams who want to become high-performing teams, teams with a new leader, project teams, and, cross-functional teams. The book includes

- A Work Team Effectiveness chapter that explores the importance of teams, introduces the T7 Team Effectiveness Model and offers a comparative review of other well-known team effectiveness models
- Updated Team Development Remedies that provide suggestions for actions that teams can take to enhance effectiveness
- A new list of Suggested Readings in each chapter, selected from hundreds of research studies, articles and books—sources that can be easily transferred into your team development plan
- An added focus on Virtual Teams in each chapter that addresses the special conditions required for virtual team effectiveness

Develop and Coach Executives, Managers, and Individual Contributors

The Korn/Ferry global leadership data, as well as studies conducted by Lominger and other researchers, clearly demonstrate that “developing others” is the lowest skill for nearly all managers and executives. With the increased competition for differentiated talent, developing a talent bench is critical to the success of an organization. Likewise, it is crucial for an individual’s sustained career performance. The development suite at Korn/Ferry powered by Lominger provides a set of processes and practices that are linked within the suite and to the other talent management components to ensure development with results.

Assessments:

VOICES® Multi-rater 360° Feedback System with Development Tracker™ is a research-based 360° assessment with access to the Lominger Library of 67 Competencies, 19 Career Stoppers and Stagnators, 26 Clusters and 8 Factors, 7 International Focus Areas, 10 Universal Performance Dimensions, and 356 Behavioral Aspects. VOICES is available in many languages and has global norms for comparison to other teams and organizations.

FYI For Your Improvement™ Plans Online. FYI content is available in a subscription-based Web application for online creation of development plans. An organization can generate a personalized plan by selecting from the behaviors that currently describe the employee and then choose the development tips and remedies appropriate to that employee’s unique work situation.



Develop and Coach Executives, Managers, and Individual Contributors

Development Guides:

FYI 5th Edition is a book which features a chapter of actionable and easy-to-follow tips for improvement in each of the 67 Leadership Architect Competencies, 9 Career Stoppers and Stoppers, and 7 International Focus Areas. *FYI* is one of the all-time best selling management development books. Each chapter includes:

- Competency Definitions—Unskilled, Skilled, and Overused Skill content,
- Causes—numerous reasons why learners may have this need,
- Leadership Architect® Factors and Clusters,
- Map—a review of the importance of this dimension,
- Remedies—10 or more tips to work directly on this need,
- Develop-in-Place Assignments—allow learners to develop without having to change jobs,
- Inspirational Quotes—updated in FYI 5th Edition, and
- Suggested Readings—updated in FYI 5th Edition.

CAREER ARCHITECT® Development Planner (4th Edition) book provides the same development as *FYI*, enhanced with additional development content for each of the 67 Competencies, including job-based learning experiences.

Broadband Talent Management™: Paths to Improvement. There is more than one path to improvement. *Broadband* is a guide for alternatives to developing performance and potential. The book provides 16 alternatives to development besides the individual development plan.

YOU: Being More Effective in Your MBTI® Type and related products. *YOU* and related products connect personality preferences to typical behaviors displayed on the job. The book highlights the linkages between VOICES feedback and MBTI types.

Engage and Reward Key Talent

What are the research based best-practice applications across HR functional areas to engage and reward the organization's human talent? Korn/Ferry powered by Lominger latest addition to the family of architectures is the Talent Engagement Architect. Lominger has been working on the development of an assessment instrument to measure the level of workforce engagement for several years. In addition, our unique approach to measuring employee performance to ensure the performance appraisal process is accurate, timely, and focused which provides companies much needed assistance.



Engage and Reward Key Talent

Assessment:

TALENT ENGAGEMENT ARCHITECT assesses 11 drivers of employee engagement. What makes this assessment truly special in the marketplace is that embedded in the survey are 19 items which specifically assess four unique factors that drive engagement for High Potential Employees. Consequently, this survey can be used for the general employee population and exclusively to measure the engagement of a company's high potentials. Based on our research, we find that high potentials must be at least one standard deviation above the mean employee engagement score for the organization or risk losing them.

PERFORMANCE MANAGEMENT ARCHITECT® highlights the 10 Universal Performance Dimensions with research-derived rating scales for meaningful evaluation of performance.

Development Guides:

FYI For Talent Engagement™ is used by senior executives, line managers, and talent management practitioners to:

- Assess engagement levels in the general employee population and in sub-populations including high-potential employees
- Diagnose root causes of engagement problems
- Identify and prioritize actions to drive engagement
- Develop the competencies in managers that will make them effective at engagement

FYI for Performance Management™ is a book that presents a comprehensive guide to applying the 10 Universal Performance Dimensions. The designed for managers who need to communicate clear expectations, provide feedback and coaching, and review and appraise performance; coaches to use as a reference tool; and employees who are aware of improvement needs and are motivated to improve their job performance. The book includes:

- Applications for Job Improvement Strategies
- A structured Personal Improvement Plan
- Best practices for Planning and Goal Setting, Feedback and Coaching, and Performance Reviews
- How-to's for the Behaviorally Anchored Rating Scales (BARS) corresponding to each dimension
- A companion CD which can be used as an added reference and training tool for incorporating the 10 Universal Performance Dimensions



Deploy and Advance Talent

What does it take to be resourceful in the face of change? What does it take to respond to challenges that are greater when the speed is faster, the competition tougher, and the marketplace increasingly global? The answer appears to be “learning agile.” Learning agility can be defined as the ability to learn from experience, and subsequently apply that learning to perform successfully under new or first-time conditions. According to Lombardo and Eichinger (2000), highly learning agile individuals learn the “right lessons” from experience and apply those learnings to novel situations. Learning agility is what differentiates today's solid leaders from tomorrow's strategic few. In short, learning agility is synonymous with potential.

Assessments:

CHOICES ARCHITECT® Talent Management Tool Set helps organizations define potential. A major characteristic of successful people at any level and any age is being a learner—actively making sense of work and personal experiences, adding those lessons to their lifelong learnings portfolio, and striving to get better. Lominger calls the ability to learn the right lessons from experience and apply those learnings to new and first-time situations learning agility. Learning agility is synonymous with potential. Lominger's research indicates that those with greater learning agility are more successful after they are promoted than others. The CHOICES ARCHITECT® tool set includes sort cards, online survey, and an FYI book to develop an individual's learning agility.

SUCCESSION ARCHITECT® is a process that builds leaders at all levels in an organization. Using a research based process, the organization can use a validated and repeatable process for succession planning. Succession planning is the strategic, systematic, and deliberate process to provide mission-critical experiences and to develop essential competencies in potential leaders. It is accomplished through targeted on-the-job learning methods and experiences in order to fill key senior roles and positions.

Development Guides:

FYI for Learning Agility™. Talent is usually considered to be the people who are in the upper 10 percent of what they do. What separates the best from the rest is learning agility—the ability to be resourceful in the face of change. FYI for Learning Agility™ helps organizations assess: Mental Agility, People Agility, Change Agility, and Results Agility. Each of the 27 chapters provides:

- A skilled and unskilled definition of the items used to measure the Dimension
- A map to the Leadership Architect® Competencies
- Reasons you might have this need and remedies to help you work on the need
- The developmental difficulty of items as easier, moderate, or harder to develop
- A description of the Dimension to provide a broad context
- Listings of full- and part-time job assignments that are shown to provide the richest learning experiences

CHOICES ARCHITECT® Technical Manual is a detailed account of the foundation research on the development of the CHOICES instrument and how it measures learning agility.

viaEDGE—Taking High Potential Identification to the Next Level

Many leaders fail because they depend too much on what made them successful in the past, rather than learning new behaviors required for success in new situations. They are not *learning agile*. More than 20 years of research confirms learning agility is the core factor differentiating high-potential talent from high-functioning performers. While both are critical to an organization's success, their career paths should be different.

- *High potentials are agile learners.* They like experimenting and pushing beyond boundaries. Naturally self-reflective, they actively seek feedback and objectively evaluate their experiences.
- *High performers are technical experts* in a defined area — with years of sustained, superior performance.

Assessments:

Lominger has led the industry in developing learning agility assessments. **eChoices™** — provides a 360o view to validate high potentials for development and succession planning. **Learning From Experience (LFE)** — is a highly structured interview methodology to quantify a job candidate's learning agility.

Introducing viaEDGE: viaEDGE is the third Lominger offering to assess learning agility. Designed for ease of use with large groups of individuals, viaEDGE is a self-assessment, resulting in low administrative impact on an organization. Rigorous verification scales control for over/under individual ratings, providing an actual confidence index for each completed assessment.

Multiple ways to use viaEDGE:

- Assess internal talent for placement of high potentials (including early career, emerging talent), key job assignments, succession plans, and to support development and coaching
- Aid in external candidate hiring decisions for roles where learning agility is a core requirement
- Identify managers most likely to succeed in international assignments

Like all of Lominger's learning agility assessments viaEDGE provides scores on:

- Mental agility—comfortable with complexity
- People agility—know themselves well and can deal with different people
- Change agility—like to experiment and are comfortable with change
- Results agility—deliver results in first-time situations

But viaEDGE goes further, also measuring self-awareness— the depth to which an individual knows herself or himself, and recognizes skills, strengths, weaknesses, blind spots, and hidden strengths. A recent study cites self-awareness as the #1 predictor of executive success.

The viaEDGE assessment takes 25-30 minutes to complete. Results include a short summary report, with a detailed report and interpretation provided through Lominger certified coaches.





Taking HR Professionals to the Next Level

For HR Professionals to move to the next level, they will need a solid grounding in the best research and applications surrounding the identification and management of talent in their organizations. To enhance their credibility, HR professions will need to have quick and accurate answers when senior leaders ask “Tell me what you know about....?” Korn/Ferry has written a series of books designed with the HR Professional in mind. These books are based on science and present research-based answers to any talent management question an HR manager might face.

Development Guides:

The Leadership Machine was designed to help organizations produce successive waves of take-your-breath-away managers and leaders. It can give any organization a competitive edge. Mike Lombardo and Bob Eichinger wrote *The Leadership Machine* after countless requests from people who heard their presentations on leadership identification and development. *The Leadership Machine* is an easy-to-read handbook that’s useful at every stage of individual, supervisory, management, and executive development. The book provides what you need to know to develop yourself as well others. It describes the best practices in succession planning, 360° feedback, development systems, and assignment management. It reviews the research of successful—and unsuccessful—applications.

100 Things You Need to Know: Best People Practices for Managers & HR, Robert W. Eichinger, Ph.D., Michael M. Lombardo, Ed.D., and Dave Ulrich, Ph.D. In *100 Things You Need to Know*, three internationally recognized experts in human capital management provide the research behind best people practices in an easy-to-read and easy-to-reference format. The book features:

- Quiz-style format useful as a self-survey, a test of your HR team’s knowledge base, or as discussion openers.
- Research, discussion, and “so what” sections on a full range of HR and people issues (e.g., change management, HR effectiveness, measurement, campus recruiting, career development, feedback, selection, pay practices, and more).

50 More Things You Need to Know: The Science Behind Best People Practices for Managers & HR, Robert W. Eichinger, Ph.D., Dave Ulrich, Ph.D., John Kulas, Ph.D., and Kenneth P. De Meuse, Ph.D. Like the first volume, *50 More Things You Need To Know* is a resource to empower managers and HR professionals. It provides not simply the answers but also the research behind the answers to numerous questions in today’s work world. Following the quiz format of *100 Things*, *50 More Things* covers additional topics such as corporate culture, environmental friendliness, downsizing, outsourcing, corporate governance, and business strategy.





Summary

This suite of assessments, development guides, and books for HR professionals covers the all aspects of strategic talent management. Implementing these products and services will significantly enhance any organization's talent management system. Underlying the Lominger talent management suite is the solid research conducted by the Lominger research team. The research team constantly updates and revises the offering based on the best research, thus ensuring the suite of products and services reflect the best possible solutions.



Lawrence P. Clark, Ph.D.: *For over 30 years, Dr. Clark has been a consultant to businesses, government agencies, educational institutions, and private research corporations. He has extensive experience with change management, management assessment, design and implementation of executive development programs, organizational development, and organizational research. As an executive coach Dr. Clark has worked with over 2500 executives and managers .*

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