

将您的人才与行业最优秀的人才基准 进行比对

SHL China

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What I am going to share with you today



A quick introduction to SHL



A quick introduction to Talent Analytics
(TA) / Application of Talent Analytics
(case study)

What I am going to share with you today



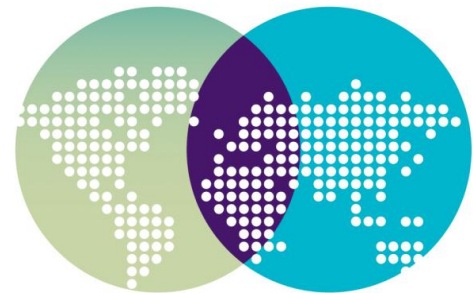
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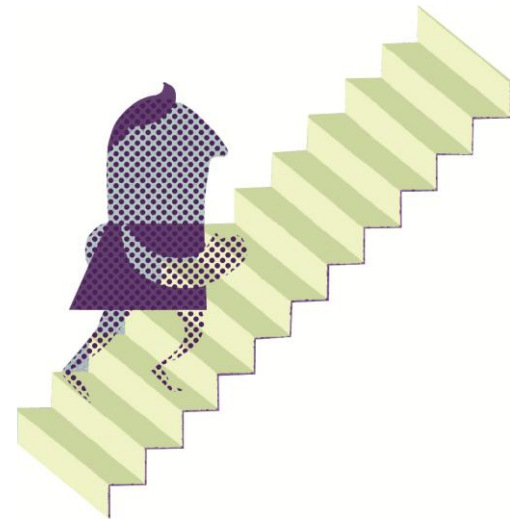
Who we are

- The leader in **talent measurement** driving better business results through superior **People Intelligence**
- Serve over 50% of the Global Fortune 500, 80% of FTSE 100 and half the Australian Securities Stock Exchange
- Deliver over 25 million assessments per year
- 1000+ staff with presence in 50 countries covering 30 languages
- 300+ industrial organizational psychologists worldwide
- Largest library of talent assessment products available - over 1,000 tests & solutions
- Integrated with 92 different Talent Management Providers
- Spanning 458 clients



2011 -2012: progress since merger

- **Embedded People Intelligence**
 - Move from test publishers to people experts
 - New unified brand and tagline
- **A clear go to market strategy**
 - 6 propositions map SHL capability to customer need
 - Completed product rationalization
- **Focusing on business outcomes**
 - Delivering, evaluating and promoting customer success (Customer First)
- **Changing the game**
 - Talent Analytics gives employers new avenues of insight to power decision-making



About The Corporate Executive Board (CEB)



Who is CEB?

- The leading member-based advisory company
- **16,000** executives and the majority of top companies globally
- **25+** Years of Experience
- **5,700+** Participating Organizations
- **50+** Countries Represented
- 76% of the Fortune 1000; 73% of the FTSE
- Headquartered in Washington DC with **14 offices worldwide**

Service Areas

Finance

Human Resources

Information
Technology

Innovation
& Strategy

Legal, Risk
& Compliance

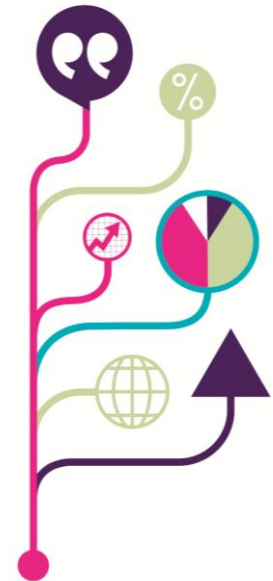
Marketing &
Communication

Procurement
& Operations

Sales & Service

What does CEB do?

- CEB equips senior leaders and their teams with insight and actionable solutions to transform operations.
 - Unparalleled network of leaders in key functional roles, focused on identifying their common challenges,
 - Use world-class research to make solutions accessible for mutual advantage
 - Leverage a global service infrastructure to these insights, best practices, and tools
- CEB's premise: Different Desks, Similar Problems



The New Organization

The Combination of CEB and SHL Creates the Leading Provider of Talent Measurement and Management

- **World-Class Research**

- More than 300 leading I/O psychologists
- Experts in more than 220 disciplines
- Data assets spanning 111 countries and more than 35 million employees

- **Tools to Drive Performance**

- More than 300,000 tested global best practices
- Multi-functional view on business performance
- World-class technology platform

- **Global Reach**

- Serves more than 12,500 individual organizations
- 36 offices throughout the Americas, Europe, Middle East, Africa, Asia and Australia/New Zealand

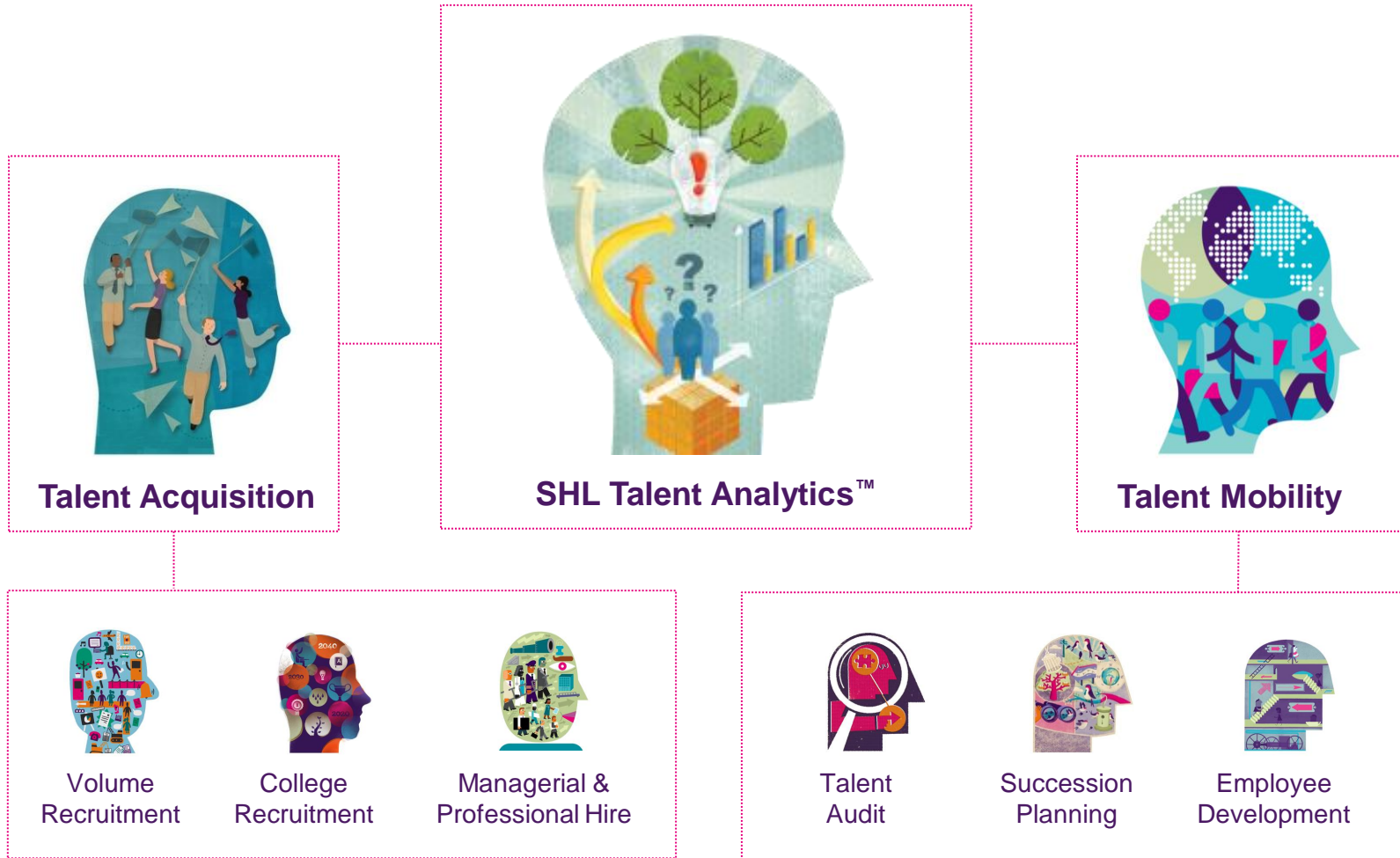


Why is this good for SHL Clients?

- Combination creates foremost source of insight on the measurement and management of talent for business and governments
- Clients will benefit from content and services that link even more tightly to the roles and capabilities that matter most
- Clients will now be able to make their most important talent decisions with even more confidence in the business insight, predictive power and scientific validity of our work.
- HR best practices, insights derived from advanced research, world class assessment and predictive analytics via a robust technology platform
- Plans to launch exciting new offerings that will help clients identify and act on key trends shaping talent decisions across all functions



Who we are: People Intelligence at the center of HCM



Proven results across sector

Retail

Sales Associates

\$120 million extra sales per year

Transportation

Frontline Managers

300% higher performance ratings

Financial Services

Collections Agents

\$163 million extra from improved debt collection

Healthcare

Telenurses

46% reduction in staff turnover



Financial Services

Branch Managers

59% higher employee engagement

Hospitality

Reservation Agents

\$1,000 per day increase in sales per agent

Healthcare

Senior Managers

30% more likely to be promoted

Retail

Store Employees

\$75.5 million in reduced losses from staff theft

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The essence of *analytics* is to answer a
fundamental question ...

... how do we know?



The essence of *talent analytics* is to answer the question ...

do we know if our “talent” can achieve what we want to achieve?





The reach of our analytics database



80 million

38 Countries

40 Industries

31 Functions

How do we define top talent?

Leading & Deciding

Over 30 years accumulated data

Supporting & Cooperating

The common frame of reference is SHL's Universal Competency Framework

Interacting & Presenting

To anchor talent analytics we define the global population's top quartile identified by our assessments as "top talent"

Analyzing & Interpreting

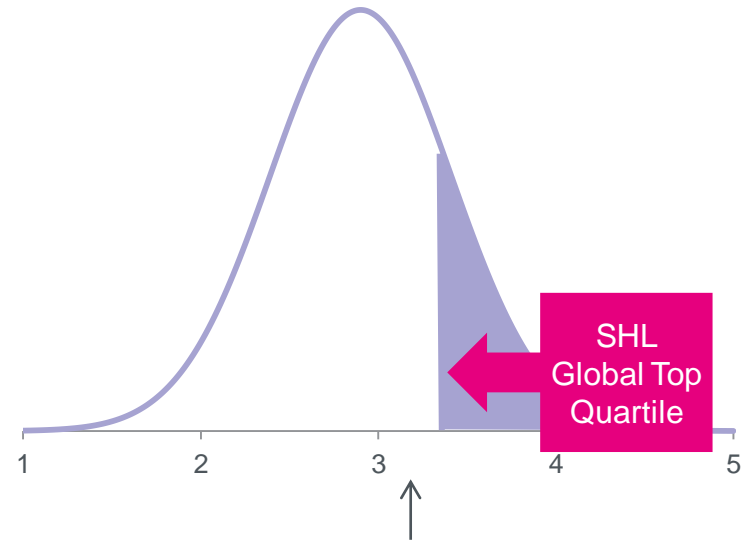
Creating & Conceptualizing

By definition that top quartile is 25% of the global population

Organizing & Executing

Adapting & Coping

Enterprising & Performing



Answering critical talent questions

SHL Talent Analytics provides rigorous and objective answers to a broad range of *talent-related questions*, such as:



“At which stage(s) of the recruitment process am I losing my best candidates?”

“How does the calibre of my graduate applicants compare to the market?”

“What is the bench-strength of my succession pool compared to the best in the marketplace?”

“How strong is the managerial talent I am recruiting compared to industry sector benchmarks?”

“How does my leadership team stack up against others in my sector?”

“Where do I need to focus the development of my managers to raise them above the industry standard?”

Talent Acquisition & SHL Talent Analytics



Volume Recruitment

Maximising quality, reducing attrition and improving time to hire

“At which stage(s) of the recruitment process am I losing my best candidates?”



Graduate/College Recruiting

Finding the leaders of the future

“How does the calibre of my graduate applicants compare to the market?”



Managerial & Professional Hire

Hiring people who drive business performance

“How strong is the managerial talent I am recruiting compared to industry sector benchmarks?”



Talent Mobility & SHL Talent Analytics



Talent Audit

Uncovering the gap between desired & actual talent requirements

“How does my leadership team stack up against others in my sector?”



Succession Planning

Identifying the potential for more senior roles

“What is the bench-strength of my succession pool compared to the best in the marketplace?”



Employee Development

Identifying specific developmental needs

“Where do I need to focus the development of my managers to raise them above the industry standard?”



What is the *difference* between Talent Audit and Talent Analytics?



Talent Analytics adds depth and presents an upsell opportunity from Talent Audit



Talent Audit	Talent Analytics
<p>Internal Relativities:</p> <ul style="list-style-type: none">• Who are my strongest people?• Where is my future leadership talent?• What are the relative strengths of this group of people?	<p>External Relativities: Benchmarks!!</p> <ul style="list-style-type: none">• How good is my talent (as a whole) compared to my industry sector?• Is my sales talent the best in my sector?• Are senior manager more risk averse that the rest of the finance sector?

A proposition area

A product and service offering

‘Audit’ and ‘Analytics’: What’s the difference?

Are my sales people capable of *delivering*?

Audit: “Based on our assessment process, we have rank ordered your sales teams by...”

Analytics: “Your sales talent is better than your competitors in these competency areas and below par in other area...”



How *talented* is my talent?

Audit: “Compared to each other...”

Analytics: “Compared to the marketplace...”



Are my senior managers capable of *leading change*?

Audit: “Let’s assess their results, competencies and potential”

Analytics: “Let’s compare their potential with others in your industry sector”

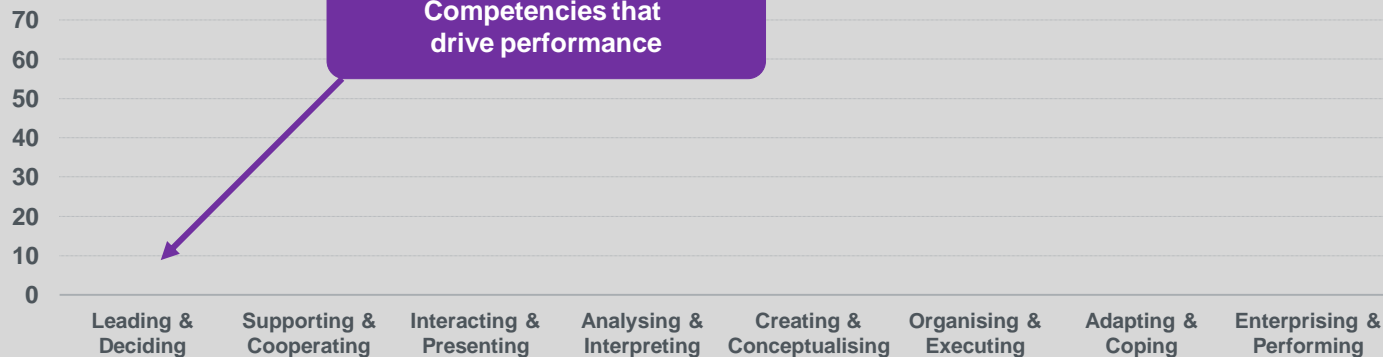


Global telecoms company and “*Why are our projects not being delivered to time, cost and quality?*”

Answer given to the CEO “*Because we do not have enough project managers and this industry does not attract the best!*”

SHL Competency Benchmark

% Top Talent



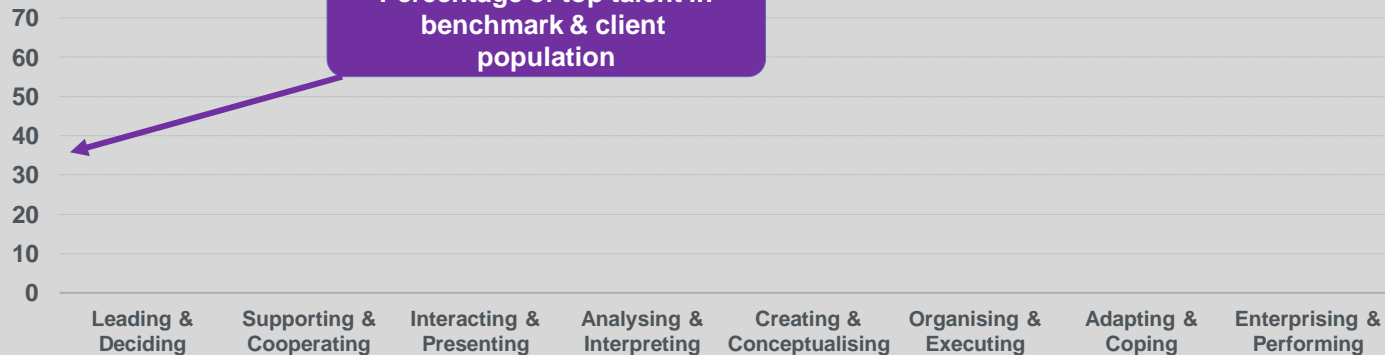


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SHL Competency Benchmark

% Top Talent

■ Client All Project Managers

■ Global Telecoms Industry



Percentage of top talent client has attracted and employs



Global telecoms company and *“Why are our projects not being delivered to time, cost and quality?”*

Answer given to the CEO *“Because we do not have enough project managers and this industry does not attract the best!”*

Perhaps the answer is correct – maybe they do not attract the best

SHL Competency Benchmark

% Top Talent

70
60
50
40
30
20
10
0

■ Client All Project Managers

■ Global Telecoms Industry

Leading &
Deciding

Supporting &
Cooperating

Interacting &
Presenting

Analysing &
Interpreting

Creating &
Conceptualising

Organising &
Executing

Adapting &
Coping

Enterprising &
Performing

But is that answer correct?

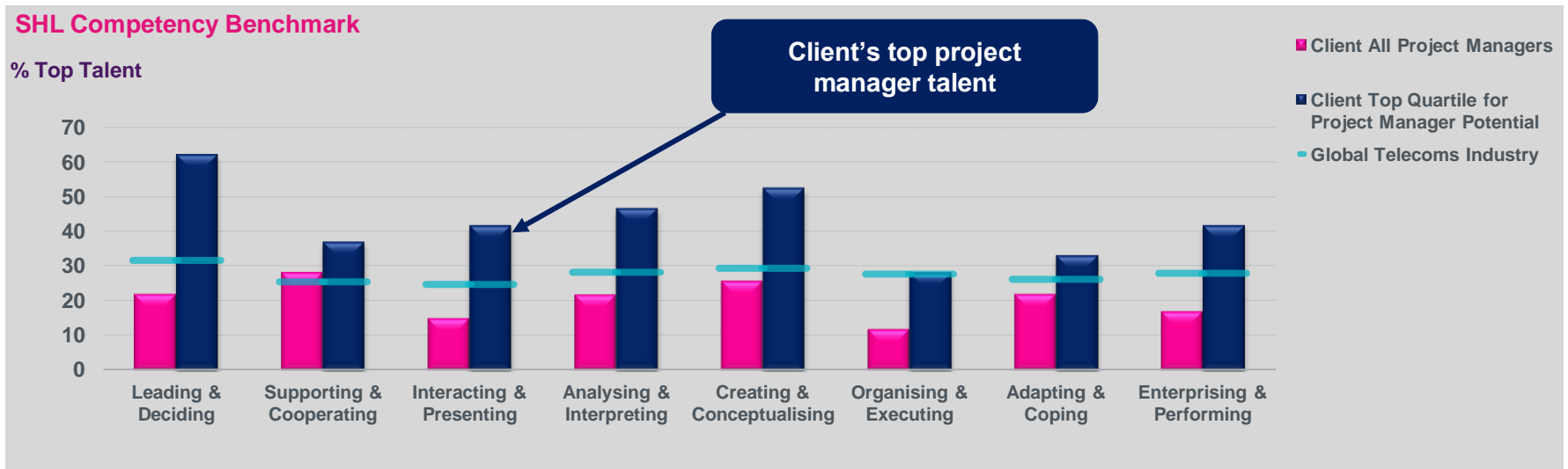


They do attract strong talent

But they also attract weaker talent too

All their people have the qualifications but which ones have the talent to deliver?

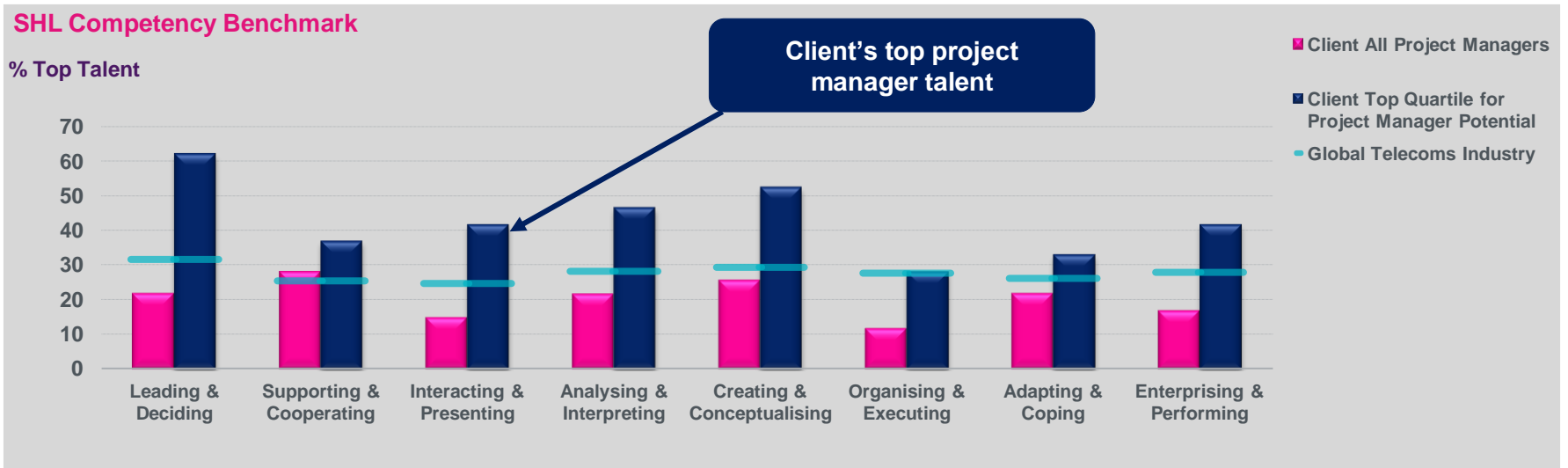
Benchmarked using SHL's competency profile for effective project managers



Workforce optimisation



Labour costs for project managers **US\$32 million** a year

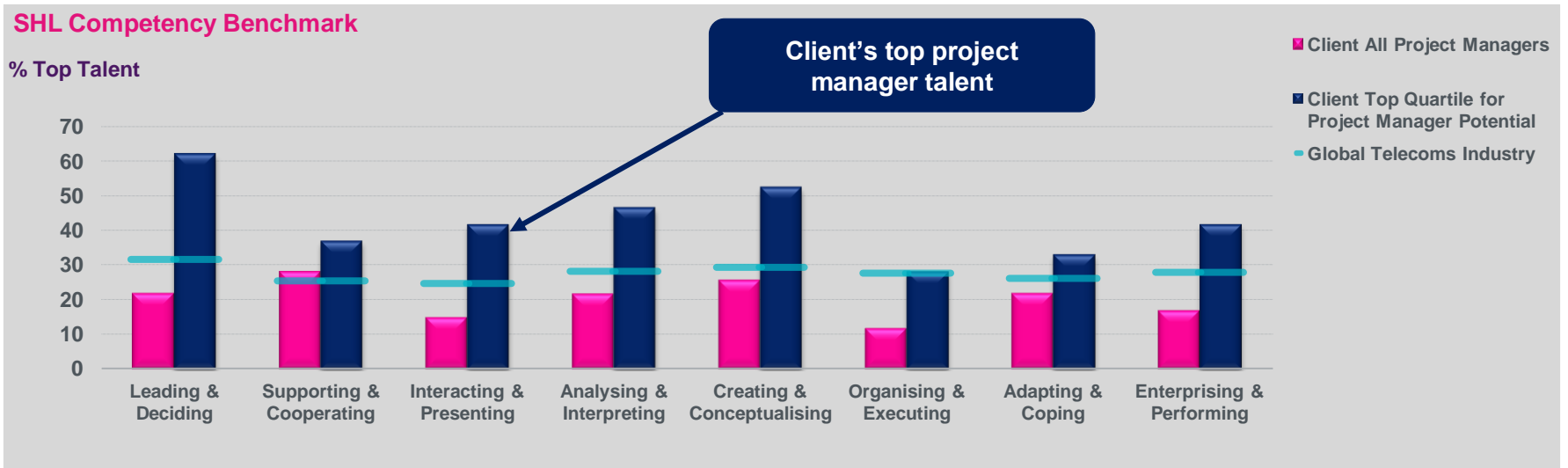


Workforce optimisation



Labour costs for project managers **US\$32 million** a year

Identifying their best talent and aligning them with the most challenging projects



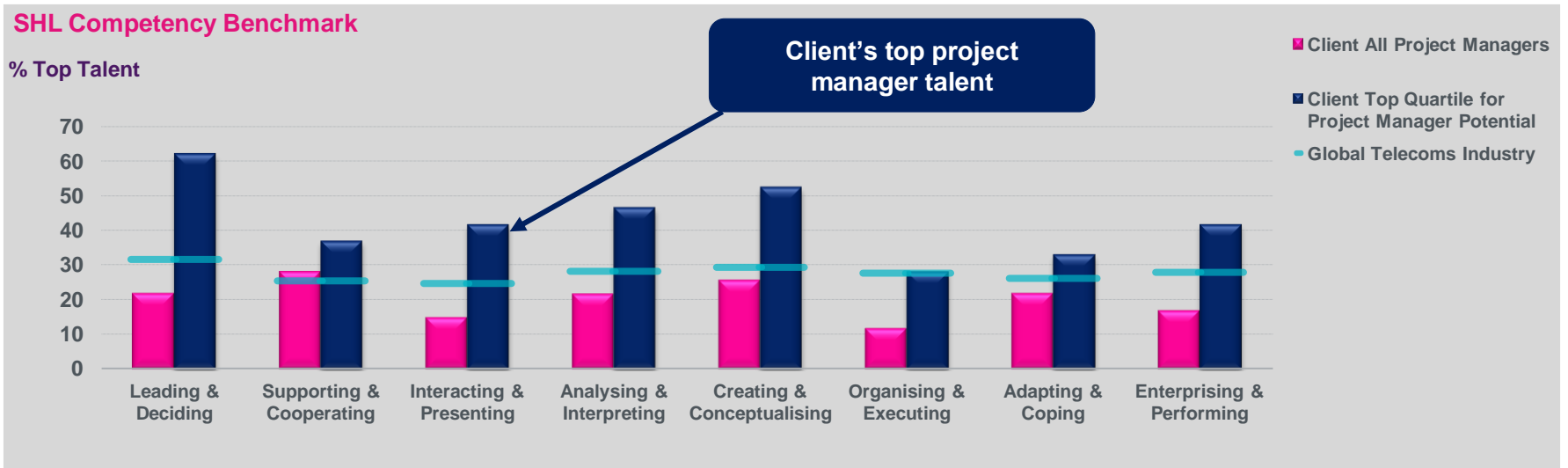
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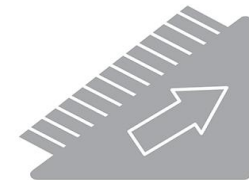
Identifying performance and development programmes for each tier of their project manager population





set us a challenge ...

“Prove it works!”





What is the difference in value to the business of those in top 25% for customer service potential versus those in the lowest 25%?

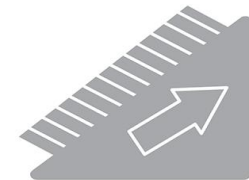
Benchmarked against customer service roles in the US

21% more units sold per month

71% higher sales revenue per month

19% lower costs to service customer calls

16% lower turnover in the first year of employment





How effective are we in attracting those top 25% people for customer service roles and for those who manage them?

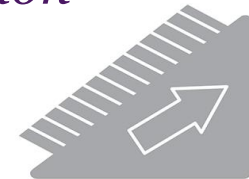
Benchmarked against customer service roles in the US

Outperformed the benchmark for front line manager by **154%**

*“We **are** doing better than the competition”*

Matched the benchmark for customer service agents

*“We **are not** doing any better than the competition”*



“Imagine if you could compare the intelligence, competencies, and skills of your sales team against that of your competitors? This type of analysis could be one of the most useful tools you have to improving your organization’s performance.”

Josh Bersin, “Can Data Science Select Good Leaders?” Forbes, 7th July 2012

The question is ...

... how do you know?



Thank You!

**“In God we trust. Everyone else
has to bring the data.”**

Eric Schmidt, Executive Chairman, Google