



Attracting, retaining and engaging people — this is really the number one challenge for any business. It's about creating the best environment for developing your talent. So how do you know if you have the right people, with the right skills, in the right jobs at the right time?

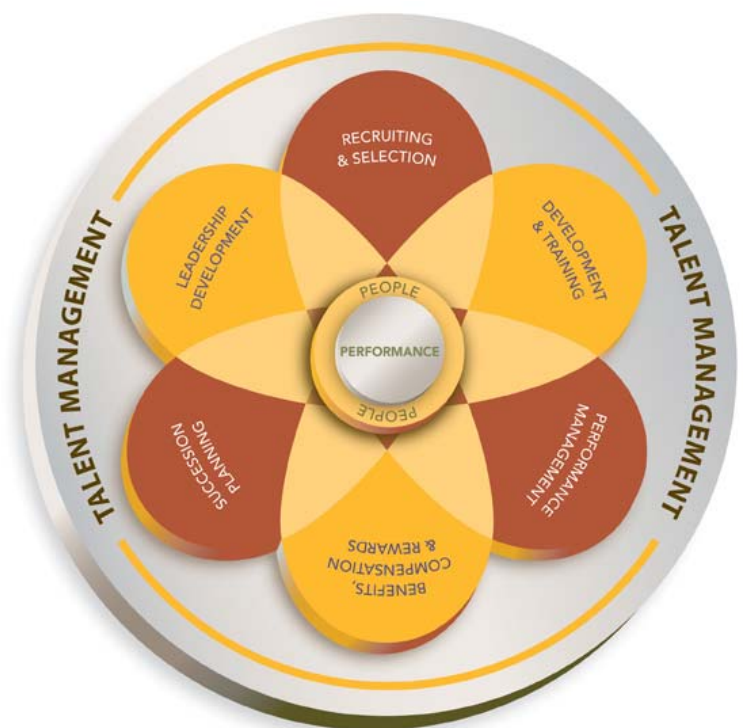
MANAGING TALENT AS AN ASSET

While many organizations recognize that their people are their greatest asset, few manage their investment in people with the same energy and attention that they manage other company assets such as equipment and products. If management of talent were as high a priority as the management of other organizational assets, organizations would probably be reviewing their people more often than annually or perhaps as often as they review the financials of the organization.

INCREASING AWARENESS AND MOTIVATION

Many of the business leaders that recognize there is a problem are motivated to change. They see that their practices of managing talent should correlate with the value they place on talent for their organization. For example, the Deloitte 2005 Talent Management Strategies Survey reveals that 43% of top executives and CEOs believe that the retention of key talent is the number one issue affecting business performance.

At Sequent, we have developed a unique talent assessment tool that provides a full view of the talent within an organization. It is based on an analysis of six traditional, yet integrated functions related to managing talent as show below.



THE OUTCOMES

A Talent Management Assessment provides you with the information you need to evaluate and potentially improve the talent within your organization. The results will give you insights to see if you have the right people, with the right skills in the right jobs at the right time. This assessment will help you prioritize your talent management efforts in order to accomplish your organizations overall goals.

Some of the specific outcomes you can expect from this assessment are:

- Gauging your organization’s ability to leverage all of the knowledge and capabilities that employees have to invest.
- Measuring the extent to which HR programs are aligned and integrated in order to achieve the desired results and to support the company values, vision and mission.
- Focusing efforts in specific ways to raise employee engagement and improve performance.
- Benchmarking your results against best practices.
- Identifying the tools and processes for driving business success and providing top executives with what they need to manage talent.
- Developing a high-level action plan that serves as a customized roadmap for creating effective talent management processes when implemented.

OUR APPROACH

After administering the Talent Management Assessment and interviewing the respondents, Certified Sequent Consultants assemble a report containing key findings and recommendations. Then we work with your organization to create a high-level action plan that serves as a customized roadmap. When implemented this roadmap will provide CEOs, business owners and top executives with the tools they need to manage the most valuable, intangible asset of their organization. Please see the diagram below.

SPECIFIC EXAMPLE OF HOW FOCUSING ON TALENT MADE A DIFFERENCE

There’s an interesting example in the book, *The War for Talent*, that tells a story about Les Wexner, CEO and founder of The Limited. After realizing that doing the things he had always done and working at them even harder was not helping his company bounce back from a downturn in business, Wexner realized he needed to do things differently. So he talked with other prominent, successful business people to learn how they were spending their time.

What he learned, surprised him. Other business leaders spent about half of their time on people, recruiting, grooming young stars, developing managers, reviewing the talent pool, and dealing with poor performers. What Wexner learned from these other leaders gave him a whole new way of running his business, “I used to pick sweaters, now I pick people.”

