



Talent Analytics

Are you getting the best from your Talent? Is a key question we have always asked, and how can we know whether that is true or that the individuals and teams have untapped potential that we are not seeing in job performance and leadership.

Others we may ask are;

How do we know we have the best balance of traits across teams to drive growth and performance?

How do we know that we have the right leaders in place for organisational values?

How can we develop our staff?

As one client observed; “My problem 3 years ago was people and it still is today but I still believe that my HR department knows best...” – 3 months later we measured his staff and found that maybe this wasn’t true, as the HR department knew what they knew but didn’t apply the right tools to the right situation. We developed a mix of approaches and performance increased 25% across the business and people is no longer the biggest area of concern.

All of these questions often start with some way of finding where the organisation, teams, and individuals are currently. Behavioural interviews work well but are always best if there is some data driving the thinking too, as a guide not always the answer. It opens up discussions, it highlights blind spots and takes no notice of biases that affect us all.

All Growth Strategies have to start with ensuring you have the right people in the right roles, and then for the growth phase of the business. If you haven’t done this welcome to the world that 99% of companies find that result in 70% failure in change strategies.

Within IA Growth, the adage “what doesn’t get measured, doesn’t get done” is a key principle. We see this time and again in organisations who either follow some unwritten rules on what metrics should be followed traditionally, or just don’t develop their measurement plans and reviews infrastructure to gain the value they can bring.

We believe in IA Growth also that people are the biggest variable in performance, and also the biggest un-tapped potential within most organisations. It is with this that we really decided to research and find the best Talent Analytics to support the Talent within all the organisations we support, from CEO to Operative. We also wanted methods that could support aspects of Culture Development, Recruitment and Succession Planning as well as the more traditional aspects of performance development and talent management.

Our portfolio of tools now allow us to offer the following direct benefits;

- Reduce recruiting and attrition cost
- Improve strategic workforce planning and succession planning by accurately identifying and developing high potential employees
- Improve employee productivity, satisfaction, and retention through better employee job fit
- Increase effectiveness of coaching, development, and performance management by

identifying behavioral traits correlated with specific jobs

- Increase team productivity by improving working relationships and leveraging team member strengths
- Increase efficiency of assessment using a single questionnaire to create multiple reports and applications

Our Assessment Options

EMOTIONAL INTELLIGENCE

For Emotional Intelligence, we have been accredited to support Genos International. See partners

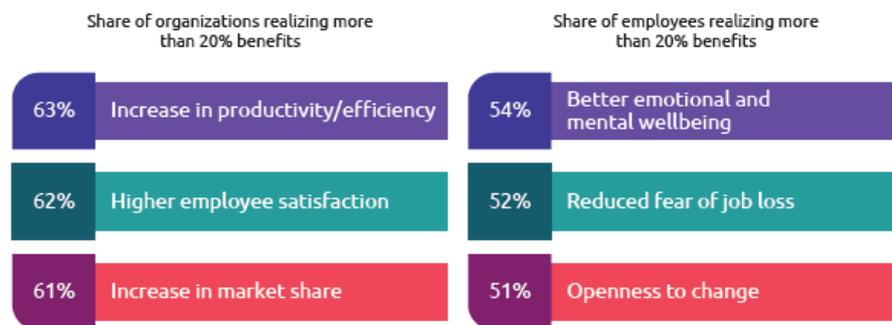
Genos International were founded in Australia in 2002 by Dr. Ben Palmer, PhD and are one of the worlds leading Emotional Intelligence providers of assessment tools (having been voted in the Global Top 20 of providers for each of the last 5 years) and have over 7,500 practitioners worldwide. Their tools are based around the Genos Framework of 6 key areas of Emotional Intelligence; Self Awareness, Awareness of Others, Authenticity, Emotional Reasoning, Self Management, and Inspiring Performance.

They can be administered as a self, 180 or 360 review in terms of the assessment and can accommodate large numbers of reviewers.

Versions are available for personal EI, Leadership EI, or Sales EI which can be completed as a stand along but most often as part of our Training and Coaching programmes for Individuals, Teams and whole Organisations.

Genos have worked with clients such as Fizzor, BMW, GSK, Sanofi, Mercedes-Benz, L’Oreal and Accenture, and partner on continual research with Swinburne University.

Emotional intelligence offers big benefits to the organization and the workforce



Sources: Capgemini Research Institute, Emotional Intelligence Research, Executive Survey, August–September 2019, N=750 executives.

Sources: Capgemini Research Institute, Emotional Intelligence Research, Employee Survey, August–September 2019, N=1,500 employees.

- Organizations can achieve returns up to four times higher by investing in EI skills.



LEADERSHIP DEVELOPMENT

For Leadership Development, we have been accredited and work with the Marshall Goldsmith team for Stakeholder Centred Leadership Development and Coaching.

We have been working with Marshall Goldsmith and his organisation for over the last 6 years and have made the Global Leadership Assessment the key assessment tool within our Executive Coaching and Development areas.

Dr. Goldsmith has been seen as one (if not the) leading Executive Coach and Leadership Development expert for over the last 20 years. He is a leading author having written NY Times best sellers “What Got You Here Won’t Get You There”, “Triggers” and “Mojo”, and has won multiple awards around the globe for his foresight and thought provoking work.

Graham Sleep (one of our Directors is an Marshall Goldsmith Stakeholder Centred Trainer and Executive Coach for Marshall’s organisation) and we also work with him on his latest work for good to bring leadership to over a million leaders across the world.

The Global Leadership Assessment (GLA) is a 360 degree assessment which has been co-created by Marshall Goldsmith who has been recognized as World’s No. 1 Leadership Thinker by Harvard Business Review and Thinkers50. The assessment is specifically designed for leaders in a globalizing business environment and is based on in-depth research involving CEOs of Fortune 100 companies, 18 global thought leaders and 300 international business executives at 200 organizations of 120 multinationals on 6 continents. The GLA measures the skills and competencies that today’s global leaders need to master and shows emerging leaders the areas they need to develop in order to succeed as effective leaders in a globalizing and competitive business environment.

The GLA is typically used for leaders who

- Lead an internationalizing business.
- Are country managers.
- Manage diversity and across cultures while interacting with stakeholders in their functional responsibilities related to e.g. supply chain, human resources and finance
- Lead international functional or project teams.
- Have the potential and ambition to measurably grow their global leadership skills.

Organizations use the GLA for leadership development, succession planning and talent management to assure that leaders succeed in international roles.

GLA competencies measure leadership effectiveness in a globalizing business environment. The GLA describes 15 competencies grouped in 5 clusters that effective leaders in a globalizing business need to develop and master.



These also include future emerging competencies for the leaders of the future. (shown in red)

Communication	Engaging People	Boundary-less Inclusion
<ul style="list-style-type: none"> _ Demonstrating integrity _ Encouraging constructive dialogue _ Creating a shared vision 	<ul style="list-style-type: none"> _ Developing people _ Building partnerships _ Sharing leadership 	<ul style="list-style-type: none"> _ Empowering people _ Thinking globally _ Appreciating diversity

Assure Success	Continuous Change
<ul style="list-style-type: none"> _ Developing technological savvy _ Ensuring customer satisfaction _ Maintaining a competitive advantage 	<ul style="list-style-type: none"> _ Achieving personal mastery _ Anticipating opportunities _ Leading change

Outcomes;

- _ 75+ page report in English for leaders
- _ Easy report analysis using a high level radar graph and complete data drill down

Harrison Assessments Talent Analytics

Harrison Assessments was brought into our portfolio as an advanced talent analytics platform to support everything from recruitment to performance analytics within organisations.

The Harrison Platform although lesser known on the global stage than the others mentioned here) is a wonderfully simple self-assessment platform at a lower price-point than some of those others mentioned here but no less powerful with 175 different job performance impacts, in the hands of an accredited expert. It has been validated over 25 years and uses and advanced assessment technology which is easily customised, easily transferable across different languages and all reports can be downloaded individually for each person, group, team or organisation.

Within IA Growth we use this platform mainly to support situations where the stakeholder review is not as important. Examples of these would be;

- **Recruitment**
 - The Harrison Assessments System provides a comprehensive assessment of the behavioral competencies required for a position and accurately predicts success and potential obstacles. Integrated selection tools include performance based interviewing questions, how to attract the candidate, and the ability to calculate eligibility, suitability, and interview ratings for a composite ranking of candidates.
 - The assessment is web-based and scored online with comprehensive results available within 15 seconds.
- **Succession Planning**
 - Managing the talent pipeline is more critical than ever. The Harrison



Assessments System provides the ability to predict an individual's likelihood of success at multiple levels within an organization and create a developmental plan to accelerate their progress.

- **Individual Development**

- The Harrison Assessment reveals deeply rooted insights that determine essential high performance traits and those that will accelerate or hinder performance related to specific positions. It reveals a person's work preferences and behavioral competencies that pinpoint the developmental opportunities and career planning to achieve personal satisfaction and measurable job performance.

- **Team Development**

- In today's specialized work environment, talent is not enough. Talented people must effectively work together in order for the organization to succeed. Harrison Assessment's Paradox Theory reveals team dynamics in a way that has never before been possible, enabling individual team members to easily identify how their own behaviors contribute or obstruct the team objectives. It also provides a step-by- step plan in which each team member can make adjustments to facilitate optimal team performance.

IA Growth Promise.

The truth is we have not been given a problem that we cannot find a solution too within the area of Assessment and Analytics. We do find a way of measurement that works and then look at frequency of measure to get a realistic review of growth within the individual or team and change in developed traits and characteristics towards the expectations of the business. All our programmes come with our "success fee" guarantee.