Right People

Optimize Your Talent
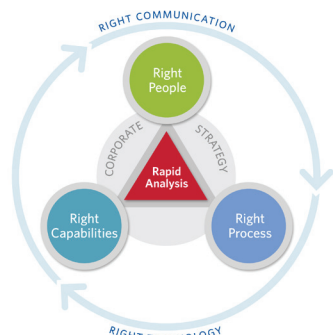Right People aligns the right talent to the right roles and provides a roadmap for their continued development.

Get the right people on the bus and in the right seats

In this era of finite resources, shrinking headcount, and shifting sales strategies, making sure your talent is aligned with your strategy has never been more crucial – or challenging. Our solution is Right People, creating the optimal architecture for your talent within the Advantage Optimization framework. Right People answers the questions, "How do we achieve goals with the talent we have? Are our people aligned with our strategy? Do we have the capacity, capability, and versatility to shift as our go-to-market strategy evolves? How can we avoid costly hiring mistakes? How can we develop our future leaders?" Right People makes sure you have the right people to carry out your strategy, now and long into the future.
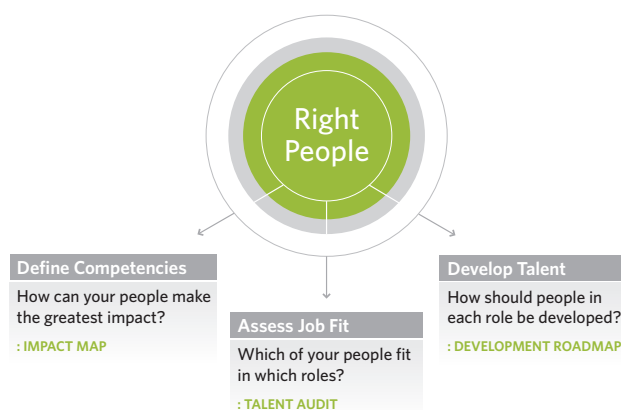
Outcomes

Right People identifies what core skills and competencies are needed in each role to meet your strategic goals, determines which individuals are the best fits for those roles, and then creates a roadmap for individuals' long-term development. This unique talent architecture provides:

- A clear line of sight between skills, key on-the-job behaviors, and how both relate to the achievement of strategic organizational goals
- Better job fit and subsequent improved overall performance
- Reduced turnover due to poor hires
- Deep understanding of the competencies required for each role
- Objective data to support effective talent selection and succession planning
- Development curricula that meets the needs of current as well as future roles, and is aligned with business outcomes

How It Works

The success of your Right People talent architecture rests on our ability to fully understand where your organization is now – and where is it heading. Our first step is to develop a clear understanding of your organization's current and future strategy. To accomplish this, we gather insights from key stakeholders about business and organizational goals, strategic drivers, customers, markets, competition, and skills needed in order for your strategy to come to life.
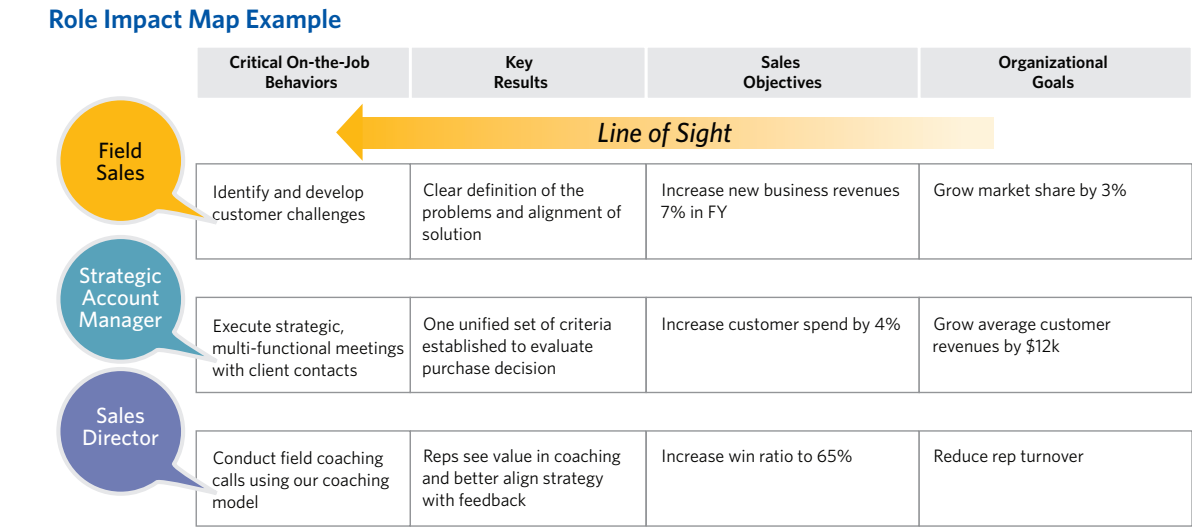
In three phases, Right People enables you to define competencies, assess the job fit, and finally, to build a path to develop talent.

Define Competencies
How can your people make the greatest impact?
: IMPACT MAP

Assess Job Fit
Which of your people fit in which roles?
: TALENT AUDIT

Develop Talent
How should people in each role be developed?
: DEVELOPMENT ROADMAP

1. Define Competencies: How can your people make the greatest impact?

To make sure your people can create optimum business impact, we develop a Role Impact Map for every role. These maps identify the specific competencies each person needs to be successful. Role Impact Maps provide a clear line of sight from the behaviors people need to be exhibiting and what we need to see them doing on the job to the business impact we need them to produce. Performers and their managers use the maps to commit to key results, stay on track, and accelerate impact.

Each Role Impact Map provides a clear line of sight for that job: behaviors required, critical competencies needed, actions that achieve specific results, actions that achieve organizational goals. The figure below illustrates one sample entry for each of three roles that might appear in an impact map.

Role Impact Map Example

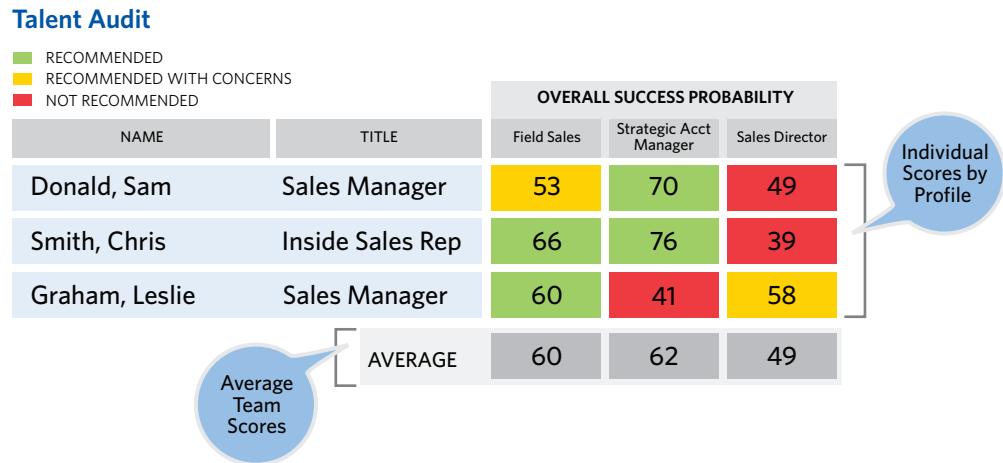|	Critical On-the-Job Behaviors	Key Results	Sales Objectives	Organizational Goals
Field Sales	Identify and develop customer challenges	Clear definition of the problems and alignment of solution	Increase new business revenues 7% in FY	Grow market share by 3%
Strategic Account Manager	Execute strategic, multi-functional meetings with client contacts	One unified set of criteria established to evaluate purchase decision	Increase customer spend by 4%	Grow average customer revenues by $12k
Sales Director	Conduct field coaching calls using our coaching model	Reps see value in coaching and better align strategy with feedback	Increase win ratio to 65%	Reduce rep turnover

Line of Sight

2. Assess Job Fit: Which people fit in which roles?

In this phase, we first assess your entire organization by having individuals complete an online assessment. Their results are compared against a global database of almost 500,000 people. We then identify the job profiles that best match the roles in your organization. We do this by accessing a library of world-class sales profiles, using statistically validated research that predictively identifies each person's potential on-the-job performance.

Next, we conduct a Talent Audit of the entire organization. This provides a "big picture" snapshot of your current talent in their current roles, as well as opportunities for individuals to shift into alternate roles.

At this point, you know the differentiating competencies that are crucial for success in each role, and how your people are aligned with their current role as well as with other roles in the organization. In other words, you have the data to "get the right people in the right seats." You know which people are perfectly suited for their job and which may need to be placed in a different role or even off the team. You can also build bench strength by applying objective data to your selection and succession planning.

The figure to the right illustrates the Talent Audit which provides assessment data in a clear, visual representation of not only individual scores against the job profiles, but also provides data on the team as a whole.

Talent Audit

- 🟩 RECOMMENDED
- 🟨 RECOMMENDED WITH CONCERNS
- 🟥 NOT RECOMMENDED

NAME	TITLE	OVERALL SUCCESS PROBABILITY		
		Field Sales	Strategic Acct Manager	Sales Director
Donald, Sam	Sales Manager	53	70	49
Smith, Chris	Inside Sales Rep	66	76	39
Graham, Leslie	Sales Manager	60	41	58
	AVERAGE	60	62	49

Individual Scores by Profile

Average Team Scores

3. Develop Talent: How should each person be developed?

The capstone of your talent architecture is a Development Roadmap for each role. Roadmaps recommend the pieces of curriculum that ensure people in each role develop stronger competence in order to progress in the role and elevate to the next level. Development Roadmaps lay out a precise, multi-year curriculum for people either in or entering the role. These 3 to 5-year development plans are aligned with your strategy and are designed to achieve organizational goals — most importantly, business results. The figure below displays a sample Development Roadmap that lays out a precise, multi-year curriculum for people either in, or entering, the role.

Development Roadmap

NEW HIRE/ PROMOTION

0 - 90/120 days

Role Orientation

Capability Focus
- Business/market focus
- Account analysis and planning
- Account selling skills
- Stakeholder communications and relations
- Clinical/product knowledge

Development Path
- Individual Role Orientation Plan with RD
- Peer shadowing and coaching
- Account analysis and review with RD
- Key stakeholder identification and planning with RD

✔ Performance Management
✔ Performance Assessment

3 - 36 months

Role Alignment

Capability Focus
- Business/market focus
- Account analysis and planning
- Account selling skills
- Stakeholder communications and relations
- Clinical/product knowledge

Development Path
- Participation in online buisness and financial acumen program
- Program on account negotiation skills and strategies
- Account analysis best practices support by sales training
- Stakeholder mapping and relationship building

✔ Performance Management
✔ Performance Assessment

36 months - next role

Advanced Role Development

Capability Focus
- Business/market focus
- Account analysis and planning
- Account selling skills
- Stakeholder communications and relations
- Clinical/product knowledge

Development Path
- Participation in components of AM curriculum
- Development and delivery of market and account analysis professional dev modules
- Speical projects
- Action learning projects
- External programs that strengthen role capability

✔ Performance Management
✔ Performance Assessment

CAREER DEVELOPMENT PHASE

NEW ROLE

Right People: The Talent Architecture for Success

Understand your entire organization, align the right people in the right roles, create a clear line of sight to accelerate business impact, and follow a roadmap for continued development. Right People helps you make the best and most strategic use of your talent now and in the future.