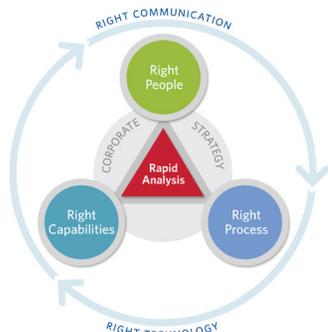


## Talent Architecture

In this era of finite resources, shrinking head count, shifting strategies, and making sure your talent is aligned with your strategy has never been more crucial – or challenging. Our solution is *Talent Architecture*.

*Talent Architecture* answers the questions, “How do we achieve our goals with the talent we have? Are our people aligned with our strategy? Do we have the capacity, capability, and versatility to shift as we grow and evolve? How can we avoid costly development mistakes? How can we develop our future leaders?” *Talent Architecture* makes sure you develop the right people, at the right times, so that the learning you offer is having a much higher level of business impact on current and future business needs.



### Optimize Your Talent

Talent Architecture provides role-specific development roadmaps to optimize and align your talent to meet your organizational goals.

### Outcomes

*Talent Architecture* identifies what critical on-the-job behaviors are needed in each role or segment to meet your organizational goals, determines the appropriate curriculum for each role, segment or program based on objective data, 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
- Deep understanding of the on-the-job behaviors required for each role
- Objective data to support effective talent selection, advancement opportunities and succession planning
- Development curricula that meets the needs of current as well as future roles, and is aligned with business outcomes

Companies who have completed *Talent Architecture* report the following impact:

- The learning they offer is having a much higher level of business impact on current and future business needs
- Staff and management clearly understand how, when, and why development happens for themselves and their direct reports
- Leadership pipelines have capable and ready people to move
- Advancement is based on past performance and not because people have only taken required courses
- Staff is highly engaged and sees learning as a valuable business driver

### How It Works

The success of your *Talent Architecture* rests on our ability to fully understand where your organization is now – and where is it heading. We begin by getting a clear understanding of the current, and any future, defined organizational strategy. To accomplish this, insights are gathered from key stakeholders about business and organizational goals, strategic drivers, customers, markets, competition, and skills needed in order for the strategy to come to life.

In three phases, *Talent Architecture* enables you to:

### 1. Understand Strategy: How does our strategic direction come to life?

The success of your *Talent Architecture* rests on our ability to fully understand where your organization is now – and where is it heading. We begin by getting a clear understanding of the current, and any future, defined organizational strategy. To accomplish this, insights are gathered from key stakeholders via interviews about business and organizational goals, strategic drivers, customers, markets, competition, and skills needed in order for the strategy to come to life. The data that is collected during this phase is then incorporated into Phases 2 and 3.

### 2. Define Critical On-the-Job Behaviors: How can the LDI programs make the greatest impact?

To make sure people can create optimum business impact, we develop a Role Impact Map for every role. These maps identify the specific, critical on-the-job behaviors 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 sales objectives that feed into broader overall 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

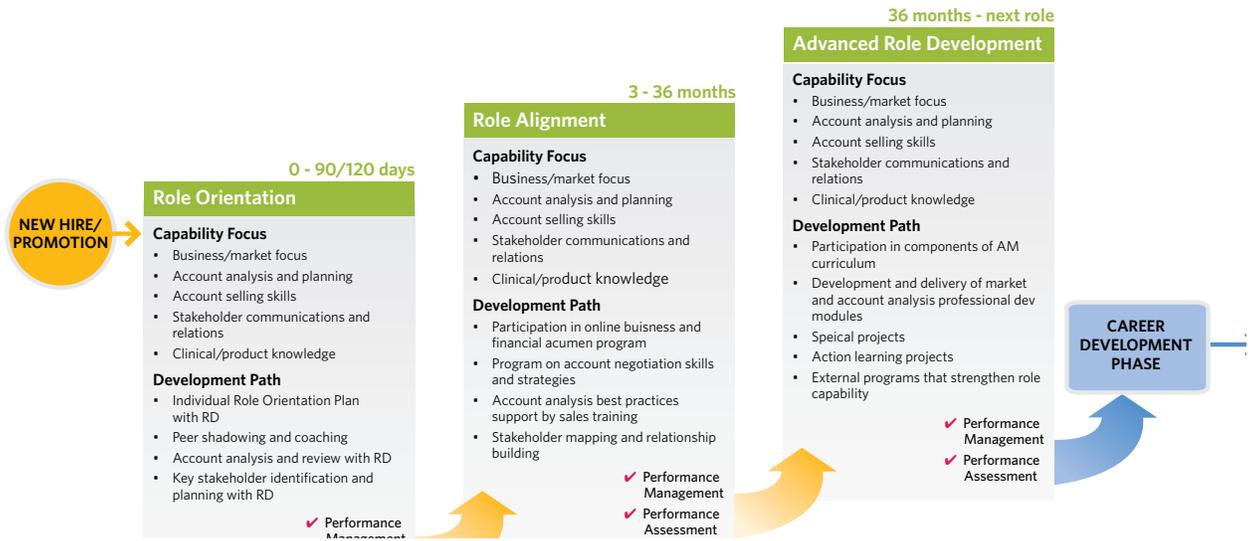
	Critical On-the-Job Behaviors	Key Results	Sales Objectives	Organizational Goals
<b>Field Sales</b>	Identify and develop customer challenges	Clear definition of the problems and alignment of solution	Increase new business revenues 7% in FY	Grow market share by 3%
<b>Strategic Account Manager</b>	Execute 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
<b>Sales Director</b>	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

### 3. Develop Talent: How should people in each role 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. These 3 to 5-year development plans are aligned with your strategy and 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**



**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. *Talent Architecture* helps you make the best and most strategic use of the development track for your talent pool, now and in the future.

