



IMAGINE. ENABLE. DO.

Talent Mobility for Consulting & Beyond

ATD Monthly Meeting

June 19th, 2018

Who We Are

As a professional services firm, our **people** are our product. Through our strong Talent Management function, we hire individuals who:

- Align with our core values
- Come from diverse backgrounds
- Bring a breadth and depth of experience
- Share passion for developing solutions for our clients

Our WHY is to Unleash Potential



Today's
Presenters



Melody Mattox
Sr. Director of Talent
Management



Jamie Cook
Sr. Manager of
Organizational Development

Talent Mobility

“Moving employees **efficiently** and **proactively** throughout the organization, **vertically** and **horizontally**, to ensure the organization can leverage skills, talents, and competencies when and where they are most needed.”
-Cornerstone

An effective talent mobility program allows you to:

- Fill critical gaps quickly and easily
- Get the most out of your team at all times
- Proactively groom your next leaders

Questions to ask yourself:

Have we created a means to inform employees about open positions in our organization?

Are we having conversations regularly with employees to understand their career desires?

Are we defining the criteria to employees to make them “move ready” into positions?

Are we ready to demonstrate a commitment to talent mobility by recruiting internally first?

What Are Your Company's Needs?

- Identify the **problems** your company is facing in regards to:
 - Engagement
 - Pipeline gaps
 - Retention
- Develop 2-3 S.M.A.R.T. **goals** for your company to achieve through talent mobility
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Time-Limited

Our Need

There are unique risks associated with our business. **Employee burnout** results from risk factors such as:

- Project duration
- Length of time in the same role
- Type of stress environment

Engagement

Employees in highly stressful environments felt burnt out and disengaged

Pipeline Gaps

Employees who were 'stuck' on long-term projects were unable to gain critical experiences

Retention

Culture survey and exit survey data showed impacts to our retention rate

Building a Talent Mobility Program

To implement a **talent mobility program** at Sendero, we:

- Examined feedback from our annual Culture Survey, our employee forum program, and other stakeholders
- Defined objectives and guiding principles
- Designed process to address concerns and documented plans
- Piloted the initiative at our largest client engagement
- Made necessary refinements and rolled out the program to all employees

Ask yourself:

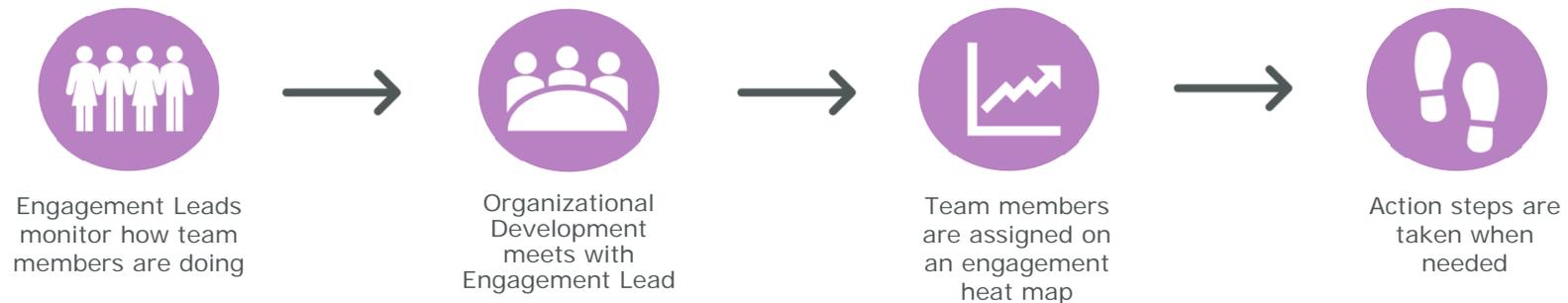
What are our people saying about talent mobility at our company?

Should we test out our program on a small group before rolling it out to everyone?

Growth Opportunity (GO) Planning

What is GO Planning?

GO Planning allows us to live our 'why' by evaluating roles and team structures to ensure they provide growth opportunities and critical experiences needed to progress as consultants



GO Planning Guiding Principles

- Be Intentional
 - Provide our people with growth opportunities
 - Deliberately open the dialogue to discuss current situations
- Be Proactive
 - Prevent burnout
 - Plan transitions
- Be Agile
 - Evaluate whether project roles are appropriate for job title
 - Evaluated effectiveness of team structures

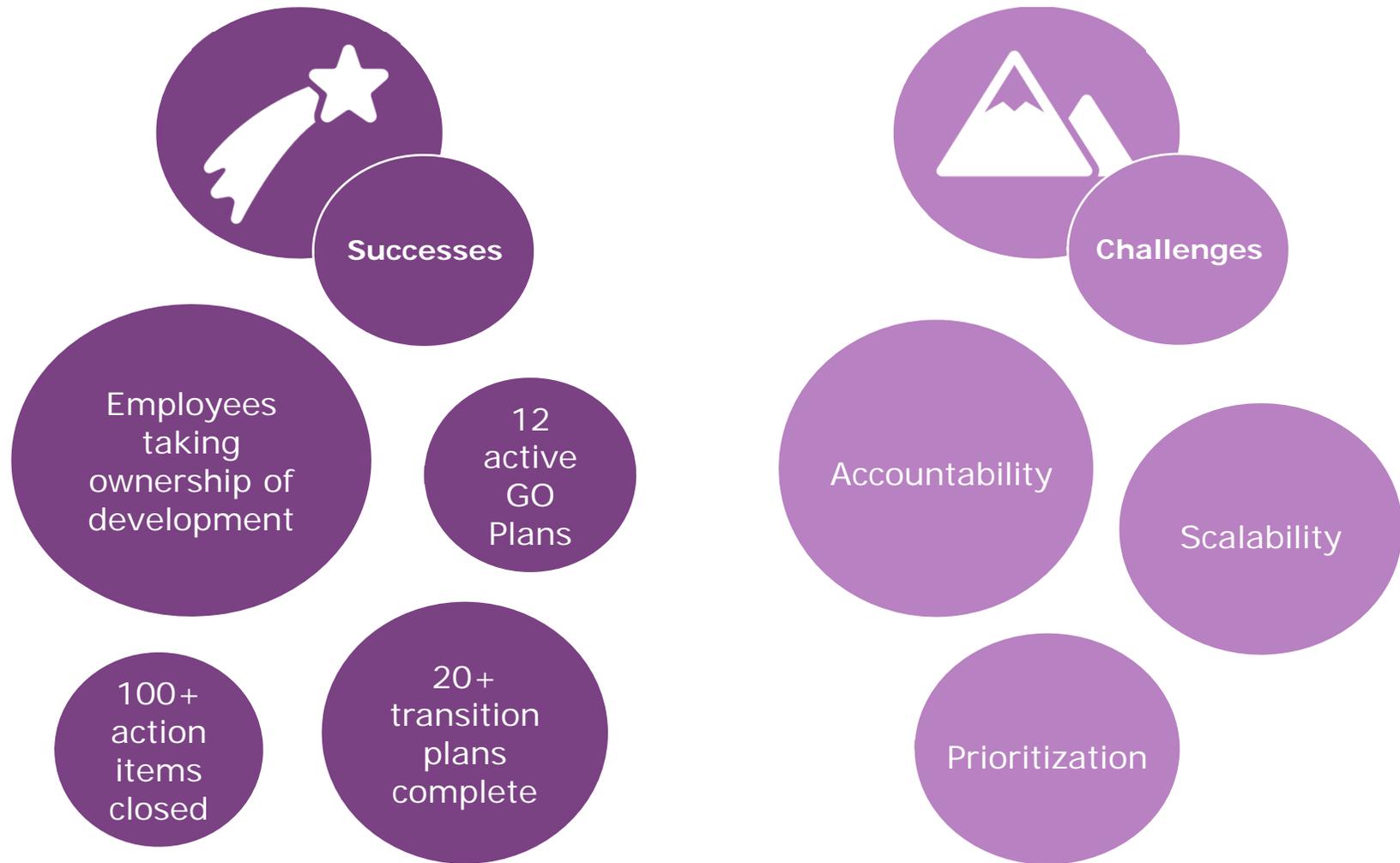
Be Intentional, Be Proactive, Be Agile

GO Planning Example

Here is an example of a GO Planning success story:



GO Planning: Successes & Challenges

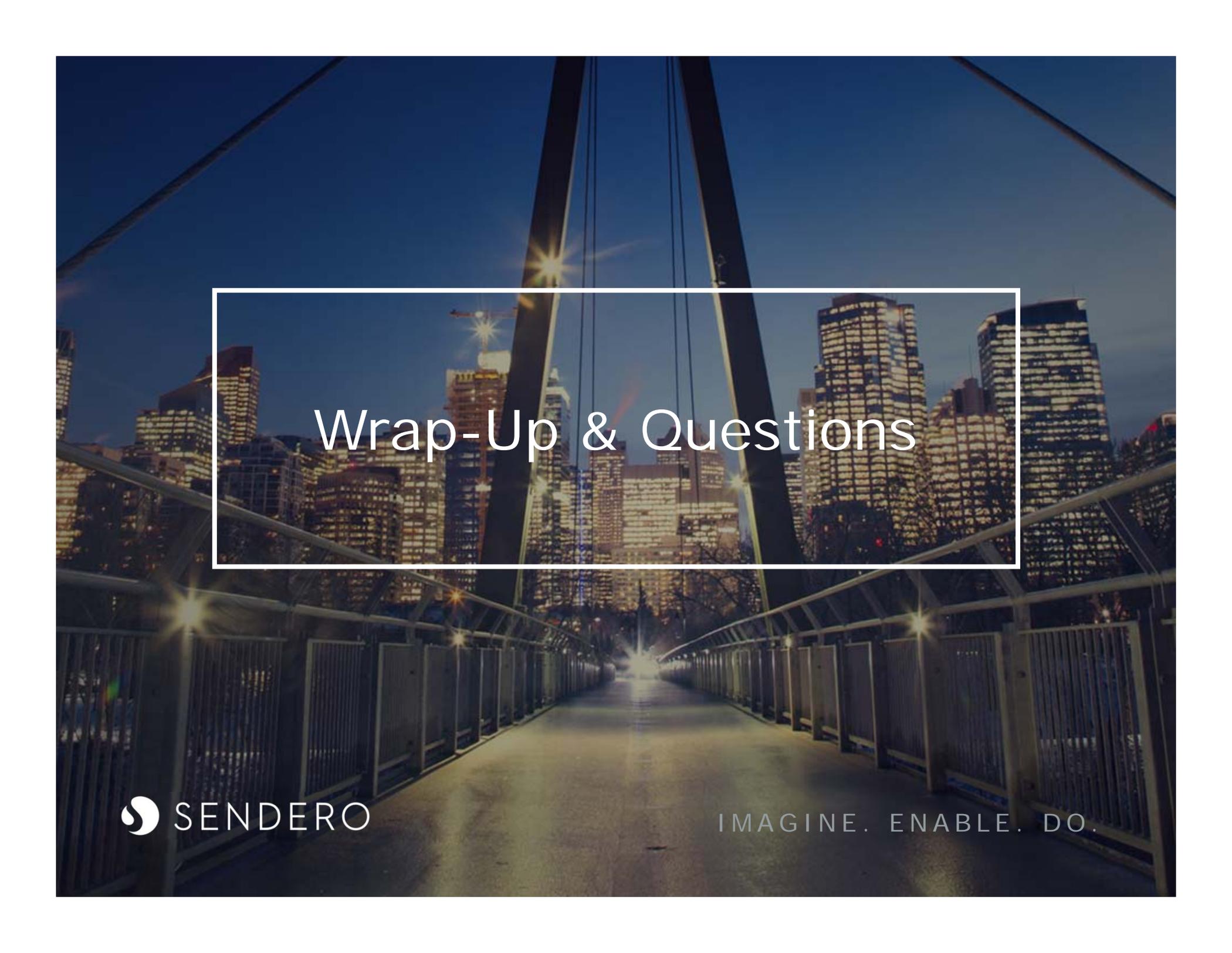


S.M.A.R.T.E.R. Goals

- Circle back to your answers from the first activity
- Turn the S.M.A.R.T. goals into S.M.A.R.T.E.R. goals!
 - **Evaluate:** Think of obstacles you might face along the way
 - Stakeholder buy-in, scalability, accountability, etc.
 - **Rework:** Consider ideas on how to resolve the obstacles

Note: Your goals and ideas can evolve into a formal program over time – they don't have to start that way!

- Break up into small groups of 2-4, share your ideas with others, and give feedback



Wrap-Up & Questions