



# MAXIMIZING HUMAN CAPITAL: IDENTIFYING AND DEVELOPING MANAGER TALENT

Manager talent is an integral component of organizational performance, and the right assessment is key to discovering that talent. Gallup studied 2.5 million manager-led teams in 195 countries and analyzed the characteristics of thousands of managers worldwide to define the essential talents that separate great managers from the rest. Using this knowledge, we created the Gallup Manager Assessments to help organizations determine if those talents exist in their current managers and potential management candidates. The Manager Assessments are a set of objective, research-based interviews that take the guesswork out of the hiring process. Organizations that have used the Manager Assessments and hired candidates who scored in the top 10% have realized:



Although true manager talent is rare, this is not a needle-in-the-haystack situation. Manager talent does exist and is often hiding in plain sight. With the right strategy and a systematic approach to identifying talent, organizations can discover and develop more great managers.

But there is more work that must be done to find and develop an unstoppable workforce of not only managers, but also leaders and employees. Companies need a holistic human capital approach that enables them to identify the best candidates, seamlessly move these people through the hiring process and then position them for long-term success once they are in their roles. Gallup has spent more than four decades studying the relationship between talent and performance and helps organizations develop integrated human capital strategies based on seven crucial elements:

1. Align
2. Attract
3. Recruit
4. Assess
5. Hire
6. Onboard
7. Develop



#### **ALIGN: PROACTIVELY MANAGE CHANGE**

Gallup takes a unique approach to hiring and development through predictive analytics, which helps organizations make the most of their hiring data and scientifically choose top performers. For some organizations, this approach represents a cultural shift that requires a dedicated strategy to help employees understand and support it. Gallup works with leaders, recruiters, hiring managers and other members of the human resources team to help them understand the how and why behind our framework. Armed with this insight, they can then answer questions from employees and proactively manage their organization's new direction.



#### **ATTRACT: CLARIFY AND COMMUNICATE THE RIGHT EMPLOYEE VALUE PROPOSITION**

An employee value proposition (EVP) lets employees know what benefits to expect from a company in return for their performance. An EVP can include tangible benefits such as salary and vacation time but also non-tangible benefits like workplace culture and reputation. It represents the core of an organization's employment brand and gives prospective employees a better understanding of what the organization stands for and how they would fit in.

Gallup works with organizations to create and communicate a strong EVP that attracts coveted talent. We assess the company's current EVP, study its competitors to determine its niche in the market and evaluate top candidates to find out what is most important to them in an employer. Using all of this information, we then create messages to effectively communicate an organization's unique identity in terms of purpose, brand and culture and help the organization selectively attract the best candidates.



#### **RECRUIT: DESIGN AND IMPLEMENT A TARGETED RECRUITMENT STRATEGY**

High-performing recruiters have to do more than review resumes — they have to be salespeople for their organizations. The best recruiters can find talented candidates *and* sell them on the advantages of the role and the company. They are brand ambassadors who understand how to keep prospective employees engaged throughout the hiring process. Gallup gives companies the tools to identify and develop these stellar recruiters through the right attraction strategies, talent-based assessments and incentive packages.

Using advanced data analytics, Gallup also works directly with existing recruiters to help them manage applicant flow and develop targeted sourcing strategies to find the best candidates. This strategy includes the development of a “talent bank” to keep high-potential candidates top of mind for recruiters and increase efficiency of their future hires. A talent bank includes those people who were not the right fit for a certain role at a certain time but who have talent that may be desirable for future positions in the organization.



#### **ASSESS: MEASURE THE POTENTIAL FOR EXCELLENCE**

Gallup has conducted assessments for more than 2,000 organizations in over 60 countries and more than 20 industries to put their best leaders, managers and employees in place. We identify high-talent candidates through core and custom assessments conducted via the Web and telephone, and then base our recommendations on rigorous science and comparison groups.

Gallup's scientifically validated assessments are directly aimed at uncovering a candidate's talent for specific roles. These assessments both identify talent and differentiate high

performers from average or below-average performers in a role based on their talent profile. Gallup assessments are not designed to select mediocre employees who will simply meet the requirements of the job — they are designed to identify the potential for excellence.



### **HIRE: SELECT THE RIGHT FIT FOR THE ROLE AND ORGANIZATION**

Once an assessment is complete, Gallup reviews the results with the organization's hiring manager to ensure that he or she understands the candidate's talent profile. Gallup's Talent Analysts provide insights into the candidate's fit for the role, and the fit with the manager, team and overall company culture. Talent Analysts also help prepare the hiring manager for the in-person interview by focusing on both the questions asked and the interview experience. The hiring manager learns what questions to ask a candidate and what to listen for in his or her responses. To increase the likelihood that the candidate will accept a future offer, the hiring manager also receives insights into how to make the interviewing experience enjoyable and comfortable.



### **ONBOARD: CREATE PROGRAMS THAT MOTIVATE AND EXCITE HIGH-TALENT HIRES**

Onboarding programs should instill a sense of belonging in new hires before they begin their actual job. Gallup works with organizations to develop programs that establish and strengthen employees' emotional and psychological commitment to their organizations, teams, managers, roles, brands and customers. These programs are designed to equip employees with the knowledge, skills and behaviors they need to become proficient in their roles, achieve consistent results and ultimately produce extraordinary outcomes for both themselves and their organizations.



### **DEVELOP: FOCUS ON STRENGTHS TO MAXIMIZE TALENT**

After decades of studying some of the most successful employees, managers and leaders in the world, Gallup has found that organizations achieve the highest levels of performance by investing in their strongest asset — their people. And when those people get the opportunity to refine and lead with their strengths, they learn faster, work harder, advance further and stay longer. Gallup helps organizations form highly individualized strategies for building and maintaining a strengths-based approach to development that best fits their unique needs.

Research-based and performance-oriented, Gallup's developmental programs are aimed at helping employees discover opportunities to use their talents and strengths to fulfill the demands of their role. These transformational and strengths-based learning and development solutions integrate the latest research, insights and best practices into practical, powerful programs that support the organization's goals and objectives to drive change.