

# TALENT MATTERS

FROM

*highbridge associates & paul-lawrence associates*

## attracting & retaining high value talent™

PRESENTED BY

*paul-lawrence associates, LLC and Global Lead, LLC*

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# Evolving Best Practices for Attracting and Retaining High Value Talent™

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## In a Talent War? Focus on High Value Talent (HVT)™.

The enclosed white paper discusses key concepts and strategies for identifying, attracting and most importantly, retaining high value talent.

This year McKinsey & Company released an update of its influential 1997 study on the war for talent. They found that of the over 4,500 senior managers and executives surveyed:

- 89% think it is more difficult to attract talented people now than it was three years ago
- 90% think it is now more difficult to retain top talent

Their update also found that companies doing the best job of managing talent deliver far better results for shareholders. McKinsey reported that finding talent is likely to be the single most important management preoccupation for the balance of the decade and that the global competition for talent may be the single most significant factor affecting their business. In spite of this evidence, an alarming six out of 10 respondents indicated that senior managers do not spend enough time on talent management.

What is high value talent™ or HVT™? HVT™ have mastered the critical, technical, managerial and leadership skills that are core requirements and they leverage these skills to successfully navigate challenging situations. HVT™ perform at or above an expected level of excellence and are already achieving positive returns in productivity, sales, efficiency or other business metrics. Furthermore, HVT™ develop those who work for them and expect others to perform at the same high level of achievement.

HVT™ move quickly into, around and out of organizations, hence it is essential that HVT™ quickly find their “fit.” Their presence and integration into the organization increases its overall skill and performance. Their influence can be especially positive, but it is not automatic. HVT™ have the same multiple effect on organizations when they fail to perform or simply don’t fit. A poorly matched, poorly connected or unhappy HVT™ can have a disastrous effect on an organization’s people and performance.

**To learn more about HVT™ and identification, attraction and retention strategies, please review this white paper and also contact *paul-lawrence associates, LLC*: Arlene Roane, Senior Vice President and Diversity & Inclusion Practice Leader, at [aroane@paul-lawrence.com](mailto:aroane@paul-lawrence.com) or Frank Skedel, President, at [fskedel@paul-lawrence.com](mailto:fskedel@paul-lawrence.com). Or contact Global Lead, LLC: Vincent Brown, Managing Partner at [vbrown@globallead.com](mailto:vbrown@globallead.com), or Kim Post, Vice President, Talent Optimization Group at [kpost@globallead.com](mailto:kpost@globallead.com).**

**This white paper was presented by Arlene Roane and Vincent Brown at the 2008 Conference Board Diversity Conferences in Chicago, New York and San Diego. For further information go to [www.conference-board.org](http://www.conference-board.org) and choose “diversity” and then “conferences” from the program menu on the left.**

**See inside back cover for additional information.**

In 1997, when McKinsey & Company’s landmark research launched us into the “War for Talent”, talent management quickly became a chief concern in corporate America. Leaders have become increasingly reliant upon top performers working worldwide to innovate and help differentiate companies in today’s shifting multicultural, multinational marketplace. In 2001, McKinsey launched a new paradigm based on talent management. Organizations responded with the development of an arsenal of strategic weaponry that included the reclassification of employees as “assets” and the development of a corporate strategy to manage, grow and measure the performance of human capital. As talent management rose in prominence, diversity became a core element that drove significant improvements in competitive market positioning, successful globalization, and internal productivity and efficiency.

The scrutiny on the correlation between talent management and diversity gave rise to a set of rules, paradigms, behaviors and processes that are followed by most organizations regardless of size, industry or status. This paper examines the current methodologies as they are the foundation for an evolving set of best practices that will shape the future of this field.

## Foundational Practices

### Shift Focus To High Value Talent™

With the advent of human capital management and corporate cultures that value diversity and treat all employees as assets, the terminology and the frame of reference for measuring talent also needs to evolve. High potential employees (affectionately known as “Hi-Pots”), as defined by Ed Michaels in “The War for Talent”<sup>1</sup>, are only “B” class players. Michaels uses the British Royal Air Force as an example: “The “A” squadrons contain the very best flyers – they know how to command a flight, nurture fledgling

pilots and get their formations safely home.” Similarly, high value talent (HVT)™ have mastered critical technical, managerial and leadership skills and they have successfully navigated challenging situations. Furthermore, they develop direct reports and expect them to perform at an “A” level as well. Hi-pots, the “B” squadron players—while they are expected to achieve a profitable return on the organization’s investment at some point in the future—need continual training, development and exposure to high value “A” talent to achieve full metamorphosis.

Rather than focusing on individuals who may have the potential to perform at a desired level, it makes sense for organizations to focus their efforts on HVT™ – those employees who are already performing at or above an expected level of excellence. HVT™ are already generating positive returns in productivity, sales, efficiency or other business metrics. More importantly, their presence and integration into the organization increases its overall skill and performance. HVT™ can move quickly into, around and out of organizations, hence it is essential that they quickly find their “fit”. Their influence can be especially positive but it is not automatic. High value talent™ have the same multiple effect on organizations when they fail to perform or simply don’t fit. Poorly matched, poorly connected or unhappy HVT™ can have a disastrous effect on an organization’s people and performance.

Identifying high value talent™ should be the primary goal of recruitment. To ensure success, it is important to determine the key factors that encourage prospective employees to contribute to a new organizational culture and leadership team. Similarly, HVT™ have a keen understanding of the importance of mastering organizational culture and how to immediately find ways to add value. Most importantly, high value talent™ are aware of the time and effort needed to understand the new culture and they will turn down opportunities where a major contribution is unlikely to be accomplished within a reasonable time frame.

TRADITIONAL TALENT MANAGEMENT  
A LINEAR PIPELINE PROCESS  
BY paul-lawrence associates, LLC



Increasingly, individuals express the desire to work in and enjoy being recruited by organizations that value and appreciate them regardless of age, gender, faith, race, nationality, sexual orientation, or thinking style, or any other broad definition of diversity.

#### Diverse by Definition

As early as 1987 when the Hudson Study was published, organizations have been inundated with demographic data and analyses indicating that the 21st century workforce will be different. More specifically, the study drew a clear set of conclusions regarding the changing demographics of the U.S. population and the impact on the workforce: retiring and older workers are being replaced rapidly with a much more diverse workforce.

#### HUDSON STUDY KEY FINDINGS

- White males will make up 15% of new entries to workforce in year 2000
- 85% new entries will be minority males and females, white women, immigrants (not from eastern Europe), and minorities of African-American, Hispanic, Native American and Asian origins
- Hispanic and Asian populations will grow by 48%
- Black population will grow 28%
- White population will grow by 5.6%

*"Workforce 2000", Hudson Institute, 1987.<sup>2</sup>*

#### Retention before Recruitment

If, as indicated by Steven Covey, the first habit of highly effective people is that they "begin with the end in mind," then the first rule for recruitment is to focus on retention. Focusing on retention begins with defining and understanding what it takes to be successful regardless of any personal similarities or differences. It requires leaders and the organization to be truly transparent about their current culture—the good, bad and ugly—and prepare HVT™ to be successful within the current environment.

In 2007, *DiversityInc* named Bank of America the number one company in diversity and inclusion among 317 corporate

applicants. Bank of America's diversity recruitment and hiring record is impressive, with people of color accounting for 55% of all new hires. "But hiring is only the beginning. More telling is the company's unbiased retention...Bank of America retains 90% of its white managers, 90% of black managers, 89% of Asian managers and 88% of Latino managers." *DiversityInc, June 2007*<sup>3</sup>.

According to the article, the focus at Bank of America is on "...creating an environment in which all associates can fulfill their potential without barriers, and the team is made stronger by the diverse backgrounds, experiences, and perspectives of individuals," stated Chairman and CEO Kenneth D. Lewis.

Bank of America's retention success is a case example of a larger trend in the workforce. Increasingly, individuals express the desire to work in and enjoy being recruited by organizations that value and appreciate them regardless of age, gender, faith, race, nationality, sexual orientation, or thinking style or any other broad definition of diversity.

## Evolving Best Practices

The foundational practices work, but fall short in addressing the true complexity facing organizations. It is no longer sufficient to "manage talent" or "be diverse." Organizations must optimize the use of existing talent to create, leverage and recruit high value talent™. In order to optimize talent, organizations must look more holistically at the many factors contributing to success. These include, but are not limited to: individual accountability; leadership accountability; manager accountability; organizational systems and processes and skill and talent development. Similarly, diversity must be supported by a culture of inclusion if the organization is to see any measurable gain in customer or employee outcomes. This new reality gives rise to a set of evolving best practices for effective recruitment and retention of high value, world-class talent.

TALENT OPTIMIZATION MODEL™ STRATEGIC FRAMEWORK  
BY GLOBAL LEAD, LLC



### Binding New Hires

The time frame for executing a successful retention program is short. According to a study by the Aberdeen Group, 90% of employees make the decision to stay or leave a company in the first six months. Obviously, for companies that want to keep the talent they have invested in so highly during the recruiting process, retention efforts must be immediate, robust and effective. Additionally, efforts must be sustained for a full year and longer if they are to be successful.

It's no longer sufficient to provide a standard orientation to introduce employees to the basics of corporate employment. The needs and expectations of high value employees go far beyond the "meet and greet" and "listen and learn" programs that form the core of traditional on-boarding. In the August 2006 Conference Board's Executive Action series on "How to Hire Top Performers," author Howard Munson writes about "binding new hires to the organization," or a concept often termed as "inculcating the culture."

### Inculcating the Culture

To make an impact, company leaders must move beyond talent management to talent optimization. To do so, it is necessary to inculcate them with the organization's culture. To expedite this "binding", organizations must shift their perceptions about on-boarding to an imprinting process— what you invest in early, you are likely to get back as a return. Further, it's not one-time training or a succession of quarterly meetings; but rather a fluid, 12-18 month process that begins in the recruiting phase.

More importantly, leaders must provide these exceptional employees with organizational-specific cultural insights along with the tools and knowledge that will help employees begin contributing to the organization's bottom line immediately. The more quickly leaders impart the "tribal knowledge", the faster they will see a rapid return on their recruitment investment and importantly, HVT™ will play an active role in maintaining their career momentum.

The success of retention programs that inculcates the culture is driven by a thorough understanding of the following:

- How robust is the program? Does it respond to the specific needs of the organization and to the needs and expectations of high value talent™?
- How much is the organization willing to invest in the planning and execution of the process?
- How well does the organization onboard and acculturate the people currently working in the organization? How will the new approach "fit" within the current culture?
- How will progress be measured? How is success defined? What happens when targets are not reached and/or HVT™ leave unexpectedly?

### Transparency on Unwritten Rules

It is expected that when high value recruits elect to join an organization, they have both the desire and capability to succeed. However, too often there is an invisible, missing link that keeps them from making immediate business contributions. Most companies have highly nuanced "unwritten rules" for success that are usually handed down informally in the organization. Unwritten rules are really the organization's cultural norms that seasoned employees consider to be self-evident and obvious. However, they're like a hidden code or "secret handshake" to people new to the organization. As a new hire in one focus group said in frustration, "They have a certain way they want you to do things, but they won't tell you what it is."

It is doubtful that organizations purposely hide critical information from new hires, but they often fail to do the advance planning and communication needed to make the organization's cultural norms and expectations transparent.

## **LEAD is: Leverage similarities and differences, Engage high value talent™ to secure a tight connection with the organization, Accelerate relationship growth, and Deliver results.**

Organization leaders and the new hires' managers are equally responsible for making sure high value recruits have the tools and knowledge necessary to optimize performance.

Leadership has accountability for a conceptual, coherent talent optimization strategy and for providing organizational support and transparency for measures of success. Managers have a large responsibility because, as Gallup and others have documented, the direct manager *is* the organization for most employees. In addition, the employee's relationship with their direct manager correlates highly with job satisfaction and thus with retention success. The high value employee also has a responsibility to utilize the tools and knowledge provided by the organization to fuel their own business and career success.

### **Facilitated Manager Coaching: Creating Connectivity and Accountability**

The Conference Board notes that successful organizations train managers for retention. In 2005, consultant Leigh Branham analyzed Saratoga Institute data and reported findings in her report, "The 7 Hidden Reasons Why Employees Leave"<sup>4</sup>. According to this research, employees begin to think about leaving when one or more of the following fundamental human needs are not being met: trust, hope, worth and competence. Senior leaders and managers must have connectivity both personally and professionally to ensure these needs are being met.

The single most effective way of inculcating the culture quickly and sustainably in HVT™ is to facilitate the development of a strong and robust relationship with their immediate managers. In essence, new HVT™ and their managers need to get below the surface quickly to build trust that empowers the work and fosters a productive working relationship. A facilitated manager-coaching dialogue is an efficient method to accomplish this objective.

First, a facilitator conducts separate interviews with the manager and the new hire, which provides the facilitator with insights to help focus a joint coaching session that occurs immediately following the individual interviews. This "manager coaching" provides the conditions and environment for managers to coach new hires directly. As part of the process, the facilitator also coaches the manager in real time to set the tone and establish guidelines.

A confluence of several factors is necessary in order to establish a successful path for high value new hires. Four factors are critical for retention and can be organized under the acronym LEAD:

- **L**everage Similarities and Differences
- **E**ngage High Value Talent™ to Secure A Tight Connection With The Organization
- **A**ccelerate Relationship Growth
- **D**eliver Results

In facilitated manager coaching, these four factors are leveraged quickly and effectively with a particular focus on how the factors manifest in the specific organizational culture.

**Leveraging similarities and differences for mutual success** gets to the heart of manager coaching. It is a reciprocal and mutual process. Managers and new hires are more effective when they dive deeply into one another's strengths and weaknesses to pinpoint where they can do their best work together and where potential challenges may lie. As Buckingham and Clifton stated in "Now, Discover Your Strengths"<sup>5</sup>, really great contributors should focus on what they already do well and work at becoming truly extraordinary in those areas. Managers often focus the majority of their energy trying to help people improve weaknesses. A sole focus on overcoming potential weak spots, Buckingham and Clifton argue, is likely to produce

mediocre results. Conversely, the key is that style differences are not indicators of a deficit, but rather are potential strengths to be utilized for the greater success of the pair as they collaborate.

**Engagement** occurs when new hires connect their skills and talents to the business needs of the organization. Manager coaching provides a thorough discussion of the long- and short-term career goals of both the manager and the employee. In this context, the pair defines the intersection between the talents, skills and interests of the new hire and the needs of the business—finding the fit. Managers also often hold the key to identifying “stretch” projects that help hone HVTs’™ skills in developmental ways, so that the fit grows along with the needs of the organization and its HVT™. It is not uncommon for the pair to develop working relationships that transcend the current job. Many C-suite leaders who have managed talent early in their tenure, have taken them all the way to the top.

**Accelerating** relationship growth is pivotal. An increasing number of Fortune 500 companies focus on encouraging high value employees early in their tenure to develop truly meaningful relationships with their managers. This binds them to the organization and fosters their success. Three elements which we call Familiarity, Comfort, and Trust® often make the difference in helping employees and managers to develop authentic Reciprocal Value Relationships™ with one another. It begins with learning about one another on a human level (familiarity), progresses through developing a rapport and

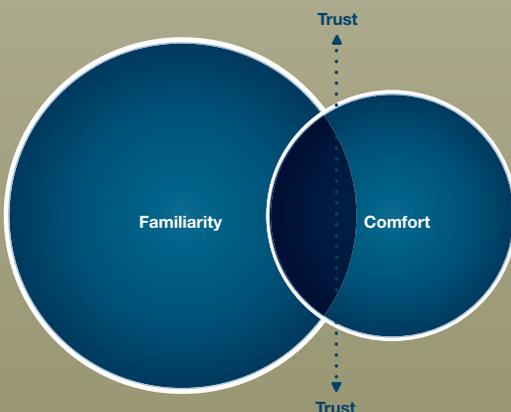
authenticity (comfort) and culminates in a trusting relationship that is characterized both by great work and great working relationships. Authentic Reciprocal Value Relationships are hallmarks of success in organizations, because cultures operate on relationships.

Business success and career satisfaction for high value talent™ are necessary to be competent, but leaders should not rest on their laurels. HVT™ need advocacy in most organizations not only to access the fast track, but even to make incremental contributions to the business. While some manager advocacy is assumed at first, these new employees need advocacy up, down and sideways throughout the organization. Managers often have enormous insights into how to navigate the organization and what critical relationships and strategic networks should be built in order to extend the organizational reach of HVT™. In addition, managers can provide the right exposure at the right time to senior leaders. Managers’ efforts must not be executed in a vacuum: it must be a reciprocal effort. HVT™ must follow up on the insight provided by their managers and deliver work that is worthy of exposure, thereby enhancing their managers’ reputation as well as their own.

**Delivering results** happens when there is clear communication of expectations and timely feedback. HVT™ need to deeply understand what success looks like in their new organization and they need to receive plenty of real-time feedback, especially at the beginning of a new job or project. Yet managers often remark that providing feedback, particularly that which is constructive in nature, is one of the biggest challenges they face. While it’s hard to tell someone that they have missed the mark, it is vital information for a highly driven, achievement-oriented employee.

A common misperception of new hires is the belief they have already proven themselves when they walk in the door of a new organization. They may have an MBA from a top ten business school, have been highly recruited or offered incentives to leave their former employer. They believe their accomplishments speak for themselves. However, their new boss hasn’t personally seen all these achievements. Whatever those skills and talents are, they haven’t been demonstrated in the new organization. New high value employees need to understand not only what skills must be demonstrated to be a star in the new organization, but also how they are exhibited.

FAMILIARITY, COMFORT AND TRUST®:  
POWER OF INCLUSION AND TRUST  
BY GLOBAL LEAD, LLC

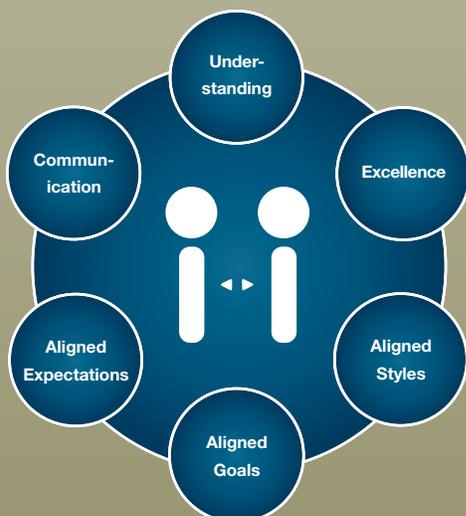


As part of the unwritten rules, the manager is responsible for explaining these expectations, including the nuances of how people get things done in the organization. As part of the imprinting process, managers must give frequent feedback about what is working well and what needs improvement. It's more effective when the manager knows how the direct report likes to receive feedback (direct or indirect, balanced, positive or constructive first). In addition, it is the responsibility of the high value talent™ to recognize that they must demonstrate their skills in the new organization in culturally appropriate and recognizable ways.

Facilitated manager coaching is a crucial and often missing link to setting up high value talent™ for early success in a new organization. Manager coaching should happen within one to three months of the date of hire. Sustainability can be built into the process through a facilitated “reconnect” meeting three to six months later to:

- Check on the status of mutually agreed-upon actions
- Take the discussion of the business and the relationship even further
- Initiate controlled face-time with senior management by bringing the manager's manager and other executives into the dialogue.

**FACILITATED MANAGER COACHING**  
OPTIMIZING TALENT THROUGH POWER PAIRS®  
BY GLOBAL LEAD, LLC



To increase sustainability even further, companies can offer facilitated manager dialogues in an abbreviated format with each new manager relationship.

**Case Study**

PepsiCo recognized that it faced retention challenges among women of color in 2004. Internal surveys indicated that the company was experiencing significant attrition risk as well as lower than desired satisfaction ratings among this particular group. Additional qualitative data indicated that women of color frequently felt they could not be authentic with their managers. As part of the Women of Color Initiative, PepsiCo piloted Power Pairs®, a facilitated manager coaching program, to address these challenges. In the one-day program, participants were able to enhance the quality of the working relationship by developing deeper connections and trust, boost candor and transparency that resulted in greater focus on business outcomes, and significantly increase their commitment to one another's success. A follow-up meeting a few months after the initial session was also implemented to reconnect the participants and bring the managers' managers into the dialogue to give the program sustainability. This provided the women of color positive face-time with senior management. The company experienced significantly elevated ratings of “sustained satisfaction” and “satisfaction with reporting relationships” on company surveys within 12 months of implementing Power Pairs. After two years, they experienced a full fifty-percent reduction in turnover rates among executive women of color who participated in the program when compared to a matched group of executive women of color who did not participate. As a result of this program and other initiatives, PepsiCo won the prestigious 2007 Catalyst Award for the Advancement of Women.

### Create a HVT™ "Supply Chain"

Operating in a vacuum is useful in certain lab experiments, but it's a tremendous disadvantage when developing and executing a strategy for building an effective retention program, particularly for HVT™. While this paper focuses on building a world-class retention infrastructure (i.e. the end game) there are other core elements critical to ensuring that HVT™ are successfully identified and attracted in the recruitment process. Today's war for talent requires the application of strategies and tactics commonly applied in the battle for market share—competitive intelligence and external knowledge gathering.

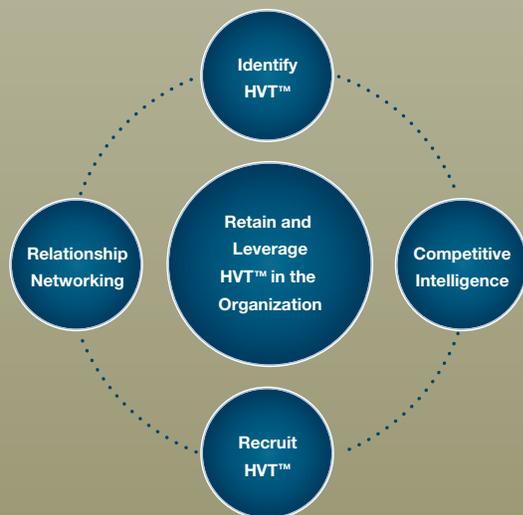
In a recent issue of Knowledge@Wharton<sup>6</sup>, Professor Peter Capelli said that "failing to manage your company's talent needs is the equivalent of failing to manage your supply chain." He notes that supply chain management mitigates uncertainty and that applying those same techniques to talent management will better enable firms to get the right people in the right place at the right time. Integral to this success, of course, is knowledge...and the more specific the knowledge, the more useful it becomes.

Where does high value talent™ exist and how can corporations most effectively identify and leverage this group of employees? Very often, they are hidden in one of three places: within competitors' four walls; in talent or technical verticals in related industries or within unrelated organizations. The age-old challenge is finding them. A highly targeted, intelligence-based process to search and identify the potentially right HVT™ is essential to fueling organizations with the talent needed to effectively execute a strategic plan.

In order to effectively recruit HVT™, companies must have a great deal of knowledge about the hard goods (compensation structures, organization charts, strategies, etc.) of competitors and others from which enterprises attempt to attract talent. These hard goods are the essential ingredients with which leaders must carefully craft and remold the soft goods of culture, brand, connectivity and engagement that are discussed in this paper.

Historically, most companies have gathered external intelligence from social networks. While social networks have provided increasingly sophisticated amounts of information, they are difficult to form and maintain and take a long period of time to develop into a meaningful resource. The advent of professional social networking services such as LinkedIn, Plaxo and others is accelerating the growth and usability of social networks as a tool for mining HVT™. These services provide members with an easy-to-use tool to invite those they know into the user's circle of professional acquaintances. People may decline any invitation and once they are in a network, the software encourages them to build their own circle. Social networking services are the ultimate corporate cocktail party, allowing people to first see who others know and then politely approach them to request an introduction. Last year, LinkedIn reported over 16 million users – an incredible data mining opportunity for recruiters and talent management professionals. Unfortunately, the law of large numbers begins to work against companies attempting to identify and recruit true HVT™.

WHERE TO FIND HIGH-VALUE TALENT HVT™?  
A CIRCULAR PROCESS FOR MAXIMIZING ACCESS TO AND USE OF HVT™  
BY *paul-lawrence associates, LLC*



The broad group studies conducted by large consulting firms are another common source of external intelligence. These studies are helpful but by definition, can be too broad to be useful. Specifically, they do not identify career tracks of the HVT™ because they most often are driven by quartiles of compensation, which may not be reflective of an individual's needs or goals or outline the individual's career track within the framework of a company's soft goods structure. Instead, a highly targeted program of HVT™ corporate intelligence gathering, compiling and analysis is needed. Talent management teams need to view HVT™ by function, level, compensation, organizational responsibility (span of control) and budget, among others, across a range of HVT™ competitor organizations. Determining the correct set of HVT™ competitors and other organizations is a critical piece of this process. Organizations may find that competitors are neither direct nor indirect competitors within the same industry, but are those whose HVT™ supply chain intersects on another key dimension such as corporate culture, geographical location, leadership style, or performance metrics.

## In Closing

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### Eleven Years Later... Still At War

This year, McKinsey released an update of its influential 1997 study on the war for talent. They found that of the over 4,500 senior managers and corporate executives surveyed:

- 89% think it is more difficult to attract talented people now than it was three years ago; and
- 90% think it is now more difficult to retain them.

The update also found that companies doing the best job of managing talent deliver far better results for shareholders. Findings published this year in The McKinsey Quarterly indicate that finding talent is likely to be the single most important management preoccupation for the balance of the decade (and presumably beyond) and that the global competition for talent may be the single most significant factor effecting their business. In spite of the evidence and experience of managers, an alarming six of 10 respondents indicate that senior managers do not spend enough time on talent optimization.

A process for the ongoing gathering of external business and talent intelligence with appropriate assimilation of that knowledge into companies' talent management process, particularly for HVT™, is a mission-critical component of long-term business success domestically and globally. It assists greatly in high value talent™ identification, the development/reshaping of your core value system, effective recruitment, and perhaps most importantly, the ultimate long-term retention of the talent organizations work so hard to attract.

The war for talent has become global and has greatly intensified. Organizations must quickly refocus and intensify efforts to master foundational practices in talent optimization and diversity. Managers and executives must redefine and redirect retention efforts that result in imprinting the culture of the organization on high value talent™ and binding them to people and relationships, not just performance goals and metrics. The infrastructure, process and tools used to identify and attract HVT™ must be as sophisticated as those used to analyze the competitive marketplace or manage multi-billion dollar supply chains.

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**paul-lawrence associates, LLC** offers uniquely integrated human capital services that take a non-traditional approach to supporting our clients as partners, not transactions. Innovatively designed to operate as a stand-alone or a menu-driven service, **paul-lawrence associates, LLC**, and its sister firm, **highbridge associates**, provide our industry, services, academic and association clients with human capital sourcing, competitive intelligence, management and assessment services.

The approaches in supporting clients can be both tactical and strategic, particularly when clients are focused on best-in-class or competitive analysis and are attempting to pull together succession plans and identify, attract and/or warehouse high value talent (HVT)<sup>™</sup> for future recruitment.

As broadly-based firms, we have deep expertise in most industries and a client base that is exceptionally diverse in size and operational philosophies.

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and Singapore

Global Lead, LLC

Global Lead, LLC is an international management consulting and education firm dedicated to delivering the highest quality services and products to enhance individual and organizational productivity. Global Lead, LLC is a Goldman Sachs portfolio company.

### It delivers:

Strategic consultation to align global diversity/inclusion, leadership, HR and coaching initiatives with corporate business objectives and values for bottom-line results.

- Talent optimization focused on recruitment, retention and advancement of a global workforce
  - Leadership training/education and coaching
  - Outcome-based coaching/development for individuals; pairs (executive and report); and teams (executive, multi-national, cross-functional, etc.)
  - Employee engagement strategies to develop and advance top talent
- Corporate education/training via seasoned facilitators
  - Highly interactive, cutting-edge, adult learning techniques
  - Interactive e-learning solutions
- Benchmarking research:
  - Quantitative and qualitative employee, customer/consumer
- Supplier programs/external relations initiatives
- Cultural integration and team building

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