HR LEADERSHIP LAB

BUILDING STRATEGIC LEADERSHIP & FUNCTIONAL CAPABILITIES

inTalent Consulting Group

You're a Human Resources Executive, and you find yourself asking...

how can I...

...make HR more strategic?

...develop my HR leaders and team members?

...assess my team? I want to know where the gaps in capabilities lie.

...approach succession planning? We don't have the bench necessary within HR.

...have a worthwhile, productive meeting? I want to do something developmental with my team.

▶▶▶▶ Find your own answers through our

HR LEADERSHIP LAB

inTalent Consulting Group

Contact us at 800.278.0969 to find out how inTalent Consulting Group can deliver HR Leadership Labs customized for your HR leadership and HR team.

Leading the Human Resources function with impact and credibility requires...

... aligning strategies, technical expertise and effective execution.

Executing on the right strategy drives operational excellence within both the HR function and the business as a whole.

Contributing to the achievement of your organization's overall performance starts with an integrated human resources strategy aligned with business goals.

Successful human capital management that drives organization effectiveness is both a complex science and a multi-dimensional art.

inTalent Consulting Group has worked with Senior Business and HR Leaders—and their organizations— for over twenty years. From developing effective HR and talent management strategies to implementing and managing talent & staffing acquisition, performance management and succession planning processes, our goal is to increase organization capability.

At inTalent, our approach has always been to leave our clients with increased effectiveness, ability and competence, rather than foster dependency. We pass along what we have learned through our combined years of experience and successes and learnings from failures.

At our clients' request, we have distilled our successful solutions, frameworks, practices and tools into the HR LEADERSHIP LAB— a series of development programs designed specifically for HR leaders and professionals.

We focus on the most relevant skills in FIVE MAJOR DEVELOPMENT AREAS:

▸ Strategic HR Impact

▸ Talent Management

▸ Human Capital Measurement & HR Metrics

▸ Diversity and Inclusion

▸ Talent Acquisition

Delivered in customizable modules, inTalent's HR workshops & development tools will accelerate— through dynamic learning—the necessary strategic orientation as well as enhance HR knowledge, expertise and capabilities.

Every individual program is business-focused and based on accepted HR competencies. The major development areas and the individual programs can be selected based on immediate or imminent business challenges and customized for individual company delivery and participant level.

HR LEADERSHIP LAB

Who can benefit from inTalent's HR Leadership Labs?

▶ HR Leaders and Professionals who want to increase their ability to have both long-term and strategic impact on their organizations (whether they're large, mid-sized or emerging companies)

▶ Leaders of HR Strategy, Talent Management, Talent Acquisition and senior HR Business Partners

▶ HR Leaders & Professionals with between 5-8 years of HR experience who lead and manage within the function

▶ Potential successors to the Chief HR Officer role and other high-potential HR Leaders

HR Leadership Lab Workshops

inTalent consultants have successfully customized and delivered HR Leadership Lab workshops across the U.S. and throughout Asia.

Consultant-led workshops can contain Lab content across the four major development areas, and can be modularized and customized to your overall learning objectives and audience level. Depending on your content requirements, time frame and logistics, an HR Leadership Lab workshop can be structured as

▶ a two-hour overview

▶ a half-day session

▶ an all-day, in-depth and highly experiential working session

inTalent's HR Development Tools

We also offer Development Tools as companion learning opportunities and alternative delivery methods. Our Development Tools measure and assess desired HR capabilities for the Leaders and Professionals within your function.

Our custom 360° HR competency-based feedback process

inTALENT'S PROPRIETARY Human Resource Assessment & Development Center

HR Executive and Leader Coaching

EXECUTIVE COACHING FOR THE TOP HUMAN RESOURCE LEADER
EXECUTIVE COACHING FOR LEADING A HR FUNCTIONAL UNIT
INDIVIDUAL "SUBJECT MATTER EXPERTISE" COACHING FOR HR LEADERS

inTalent Consulting Group

Strategic HR Impact

Effective Internal HR Consulting

Today, more than ever, human resources leaders and professionals are expected to partner with business leaders on strategic human capital and organizational challenges that impact company success and growth. Operating at this level requires a transformation from the traditional "personnel" expert—focused on policies and programs—to that of a highly consultative, sought-after strategist and key business player. The knowledge, competencies and capabilities that provide the foundation for that successful transition are consulting skills.

This workshop focuses on establishing effective relationships and partnerships and then managing them, to ensure that your value is understood and appreciated, and your impact is tangible.

Organization-Driven HR Strategy

More and more businesses and organizations now understand the potential impact and value that a strategic human resources function can provide. In fact, many executives are expecting nothing less from their senior human resources leadership. At the same time, there have been many failures and false starts. Often human resources organizations have failed to gain credibility and partnership; while other HR departments have lost it due to their inability to strategically and operationally contribute to the achievement of business and organizational goals and performance.

This section focuses on building a comprehensive and implementable approach to developing a human resources strategy linked to the business or organization's key goals and challenges. Participants will develop their own HR strategy with concrete actions, deliverables and success metrics.

Moving the HR Organization From a Tactical Orientation to a Strategic Business Mindset and Impact

Many HR professionals seem to be relegated to playing at the tactical level of everyday program, policy and procedure.

This course focuses on the concrete steps to take to transition and transform HR from a common tactical support group to a strategic contributor and valued partner. Participants will develop their own HR transition plan and learn how to gain both sponsorship and momentum by starting with "the business." Key topics include: repositioning the HR function, emerging HR competencies, organizational design structures, and using metrics to increase credibility.

Strategic HR Impact Workshops (continued)

Leading Organizational Change

One of the greatest strategic challenges facing leaders today is anticipating competitive opportunities and threats, and then responding with planned, managed and sustainable change. Fluctuating marketplace forces require organizational resilience. The willingness and ability to recognize and then respond to external change—often by instituting internal change, with new organizational behaviors or performance—determine the difference between success and failure.

This program prepares leaders to understand the forces of both change and resistance, and then to develop, introduce and manage a set of comprehensive and implementable strategies for sustainable organizational change.

Enabling HR in Mergers & Acquisitions

Estimates indicate that 50 to 65% of all mergers and acquisitions fail to achieve their strategic intent, financial objectives and desired synergy. Underestimation of the difficulty and complexity surrounding M&A transactions in the areas of talent, leadership, organizational capability and culture is the key contributor to this failure rate. How work gets done, how leaders lead, and what leaders and employees value—among other factors—make up the cultural DNA of each organization; and each is always unique. Comprehensive human capital and organizational due diligence is critical to identifying the similarities and differences, understanding how they will impact the acquisition and integration process, and creating a strategy to increase success at all levels, preserve and create value, and retain existing and acquired talent.

This workshop helps HR leaders understand the unique merger and acquisition integration challenges and then translate these challenges into actionable opportunities to impact business results.

Working with Top Leadership Teams

Leadership teams, even at the very top of the organization, often spend more time exchanging information and reporting out, than making strategic decisions and responding to critical challenges and issues. This can decrease their effectiveness; and this can, in turn, cascade to other teams and groups below. HR leaders and business partners are often asked to increase the effectiveness of these teams at all levels throughout the organization.

This session provides an approach and roadmap to increase the effectiveness of an individual leadership team. Topics include how to provide feedback on current effectiveness, contracting with the leader and his/her team for changed behavior, the use of specific feedback instruments to unfreeze perceptions, and how to develop a new charter and agenda moving forward. In addition, we explore the pitfalls and risks associated with HR's role.

Talent Management

Developing an Integrated Talent Management Strategy

Today's companies have plenty of useful and important talent tools: training and development programs, 360° feedback instruments, performance management, leadership development, high potential identification and succession management. Unfortunately, all too often, these tools function as isolated units, without the control and direction of an overarching and integrated talent management strategy. The tools are disconnected not only from each other, but more importantly, from the overall business strategy, leadership priorities and supporting culture.

This course focuses on building an overall talent strategy, architecture and framework; beginning by examining the business culture and goals, assessing the competitive landscape, and then developing and connecting all of the essential components.

The program covers innovative and emerging talent management practices, including strategic workforce planning, workforce segmentation, changes in succession management, blended development, strategic job families and pivotal positions. Participants will both assess their organization's effectiveness in talent management and build a foundation for a more effective and sustainable talent management approach.

Developing Your Personal Mentoring Gameplan

Mentoring relationships are very powerful and can be critical to employee development because of their demonstrated ability to transform good managers with good potential into great leaders with great outcomes. Mentoring is a trusting relationship; mentors impact both the character and the competence of their protégés. In the biography of almost every great leader there is an acknowledgment of a mentor who invested in them professionally and emotionally to shape the trajectory of their lives. With today's complex organizational structures and environments, mentors are more essential than ever for the success and sheer survival of its current and future leaders.

While highly sought, mentoring relationships are often inaccessible to a large number of employees. Employees who are not included in a company-sponsored development program, or who have not attracted the attention of a mentor, are left to navigate the organization on their own – or not.

In this session participants will be introduced to insightful processes to experience the impact of mentors, to shape mentoring expectations, to gauge their readiness for a mentoring relationship, and to engage them in a process to establish mentoring relationships at their own pace, independent of company–sponsored mentoring initiatives.

Measuring the Impact of Talent Management— Quality of Movement

Over the last decade, HR functions have focused their attention, resources and efforts on "talent management" without knowing to what extent these efforts are impacting the business.

In this course, learn how to develop a measurement program to quantify your talent management progress, including gaining an understanding of why it's difficult to measure and benchmark your progress. Learn the best employee movement metrics that you should share with your management team; understand and avoid common measurement errors.

HR LEADERSHIP LAB

WORKSHOPS

Human Capital Measurement and HR Metrics

Organizational Gold or Smoking Gun?
Managing the Risks of HR Metrics

HR metrics and analytics are hot! Organizations want to leverage their data assets using technology and other sophisticated techniques to gain a competitive advantage. But is there a hidden danger?

In this workshop, you'll learn the basics of HR metrics and analytics, practical tips to get your organization started, and how to recognize which legal and compliance risks are real and which are myths.

What's It All For?
Scorecards, Dashboards & Other Measurement Tools

There is almost no end to the amount of human capital data that is available to HR leaders today but most organizations find they are "data rich – information poor". The mistake many organizations make is to invest in the production of HR analytics without understanding how the data will be consumed within HR and/or by the business.

In this course, learn the "tools of the trade" and what distinguishes a scorecard from other measurement tools. This course teaches basic measurement design principles, from gaining organizational "buy-in" to creating impact.

Does Your Diversity Scorecard Help Your Organization Win?

Measuring your diversity efforts often creates an emotional reaction and can feel like a metaphorical "powder keg". Many organizations seek "safe harbor," measuring only superficial and compulsory aspects, which may not be relevant to their real day-to-day business culture.

This program teaches the principles for creating an effective scorecard that moves the organization from diversity "talk" to "walking the walk." Learn common mistakes to avoid and how to measure return on diversity investment.

The Elusive Metric: Quality Of Hire

Despite stubbornly high unemployment rates in the US, finding the best talent locally and globally remains a challenge, especially for critical and revenue-producing roles. Management has become increasingly interested in measuring the concept of "quality of hire."

This workshop explores why Quality of Hire is difficult to measure and benchmark, five techniques to measure, and how to develop a measurement program that meets your business needs.

Management's Favorite People Metric: Quality Of Attrition

Traditionally, organizations spend the bulk of their HR reporting resources on measuring attrition and answering the question, "How many?" But the more helpful and relevant attrition measurements answer the question, "Who is leaving the organization?" This is what we call "quality of attrition".

In this course, learn the best attrition metrics that you should share with your management team, understand and avoid common measurement errors, and learn how to develop attrition metrics that suit your organization.

Improving Business Success Using HR Metrics

In today's world, the working manager is faced with multiple challenges: having "real jobs" and only being able the "manage" on the side; dealing with a more diverse workforce; keeping up with specialized training and continuous learning; and most importantly, making sure business performance improves. Instituting an HR metrics program is likely to take a back seat to "more immediate" perceived needs. On the other hand, do organizations today realize the opportunities available for improving business success through the use of HR metrics?

This session will help you understand and develop applicable uses for HR Metrics at work, and how to create a strong alliance between the business and HR to meet and exceed your organizational goals

HR Analytics For the HR Business Partner

The reality is that most HR Business Partners did not choose their profession because they had a strong interest in data or metrics. But this should not be an excuse to avoid these valuable tools that will make you more effective at serving your clients' needs. In the near future, the ability to optimize human capital through workforce planning and analytics will be expected, and not just as a competitive advantage or distinction.

This workshop is designed to teach you basic data literacy, how to use data to tell a story, and how to present and defend your data and reports.

Diversity and Inclusion

Building Trust

How often have you said or heard, "All I'm asking is that you trust me on this." "We're all in this together. So, let's put aside personal agendas and trust each other." "If we're going to have an effective relationship, you're going to have to trust me." These are just a few of the ways we ask—and sometimes demand—that others—subordinates, coworkers, peers, managers & leaders, teams, individuals from diverse backgrounds —Trust Us!

It is our expectation that the other person will comply, without acknowledging that behaviors, past and present, impact their ability to do so. However, trust is an absolutely essential element of any productive organizational environment. It's crucial if one is to effectively lead, develop and engage employees. Trust is a required underpinning to inspire creativity, innovation and problem–solving. Trust is fundamental to motivating loyalty and hard work. Nonetheless, organizations are frequently populated with an over-supply of distrustful relationships.

If we wish to change this unproductive dynamic, we must accept that trust doesn't just happen. Each individual must accept accountability for behaving in a manner that is trustworthy and developing the skills to become trusting.

In this seminar participants will examine the elements of trust — then discover the behaviors they must demonstrate and the character they must develop in order to develop it with others.

Development — The Diversity Strategy that Works

Do these headlines describe the state of diversity in your organization? "Diversity Initiatives In Place But No Discernible Impact." "Incredible Diversity Training and Brilliant Development Plans, Yet Organizational Dynamics Unchanged." "Top-Level Mentors Assigned To Diverse Employees But No Increase In Their Readiness For Advancement." "Company Reports Limited High-Level Placements Of Diverse Employees With Questionable Success." While these headlines do not suggest a lack of commitment or effort, they suggest a lack of success in this arena, reflecting the true state of diversity for many organizations.

What's missing? It's the development factor. Development is the principal element that separates good employees from great employees at every level of the organization. While diversity initiatives frequently focus on fair play and respectful behaviors—which are important—development is the only component that has the power to change diverse outcomes.

In this seminar we present the PRO Development Ladder™, a model that encompasses both the tangible and intangible experiences required to cultivate leadership acumen. This tool teaches and supports managers and leaders to pursue their own development and to empower those in their span of control to assume accountability for their own development, despite diversity challenges they may encounter.

Developmental Strategies for Women & People of Color

Leaders and managers undeniably are accountable for supporting the full complement of development required for the success of all their employees, including women and people of color. Women and people of color undeniably are accountable for pursuing their own full development and for "owning" the rewards and consequences of their engagement in the developmental process. In fact, we make the bold statement, "When women and people of color are provided the opportunity and supported to pursue their full development in the organization, their diverse background and characteristics no longer serve as major barriers to their career success." Although highly controversial, this principle serves as the foundation for an eye-opening, dynamic and powerful learning experience for women and people of color in the organization.

While the model of shared accountability for employee development is theoretically ideal, the track record of organizational success for women and people of color reflects a different reality. Even the most conscientious leaders and managers often experience greater challenges in providing development to women and people of color. Even the most gifted and committed women and people of color often experience more daunting barriers in pursuing their full development than their majority counterparts.

This seminar acknowledges that all these challenges exist and provides a model for development—The Development Ladder—which addresses these challenges. Most importantly, the seminar addresses the Seven REALSM Development Challenges that women and individuals from diverse backgrounds often must acknowledge and overcome in order to pursue their full development.

Inclusive Leadership is a "Reality Series"

Leaders and managers set the tone for how employees experience the organization; they play a significant role in determining whether employees—including those from diverse backgrounds—feel respected and appreciated. For some leaders and managers, this ability comes naturally; but for others it represents a significant challenge. Yet, leaders are frequently selected on the basis of three qualities — their technical expertise, their ability to deliver profit, and their effectiveness in "managing office politics." Upon promotion from individual contributor to leader, or from one leadership level to the next, they are not required to update their skill set to include the ability to manage diverse relationships.

Even when the leader has limited experience in managing in diverse environments, seldom is appropriate consideration given to handling this additional leadership challenge. In fact, neither they nor the organization may consider the impact that their ability to manage diverse relationships will have on their effectiveness in leading a diverse team.

Through a series of interactive and eye–opening simulations, scenarios and exercises, both newly-promoted and seasoned leaders will discover the REALITY of what is required to effectively relate to, manage, develop and reward all employees in their span of influence, including those from diverse backgrounds.

Reel-Time Scenarios

While most leaders believe that their organizations have made significant progress in diversity, and that decisions and behaviors which undermine the organization's commitment to diversity are a rarity, diverse employees in these organizations often share personal experiences which indicate the continued existence of barriers to diversity, inclusion and fair play. It is not that these organizations are not authentic in their desire to value and leverage diversity. In fact, many leaders fully embrace the business case for diversity and endorse strategic plans and initiatives to achieve impressive diversity and inclusion milestones.

The challenge is that both leaders and managers fail to acknowledge, examine, or address the actual scenarios of "Diversity and Inclusion at Work" in their organizations. Yet, these are the scenarios that represent the reality of the corporate experience for the individuals from diverse backgrounds. It is these realities, often discouraging and career–limiting for diverse individuals, which overshadow their belief in leadership's verbal and written commitments to the principles of diversity, inclusion and fairness. And when shared, these are the stories that shape the organization's reputation for diversity.

Reel–Time Scenarios™ are a collection of mini organizational episodes that provide leaders, executives, managers, supervisors and individual contributors an opportunity to increase their Diversity and Inclusion Aptitude.

In this session, participants will engage in short diversity scenarios where the issues and the solutions reflect the reality of most organizational dynamics — fuzzy boundaries, unclear diversity intent, subtle messages and far–reaching impact to individuals and the organizational culture. The objective will be to resolve the situation in a manner that reinforces the organization's commitment to the bottom line and its commitment to strong leadership principles, including diversity.

inTalent HR Development Tools

In addition to our Workshops, inTalent Consulting Group offers a series of tools to help companies accelerate their human resource leadership and capabilities. We partner with leaders, teams, and individuals on an expert-to-expert basis, to foster improvement at all levels of an organization.

360° Feedback For Human Resources

inTalent's proprietary HR 360° Survey tool is an effective means for human resource managers and leaders to receive feedback on their key human resource competencies and how they are perceived on the job.

This validated survey is based on inTalent Consulting's proprietary Human Resource Success Profile. With responses collected from clients, peers, direct reports and bosses, each participant receives specific feedback on his/her strengths and weaknesses in the human resource business partner (or human resource manager) role.

Human Resource Assessment and Development Center

Decisions about hiring, developing, and promoting come down to a few critical questions about performance: Can this person do the job and perform up to our standards? Will he or she approach the job in a manner consistent with our culture—our way of doing things? What are the strengths and weaknesses that we will see show up on the job?

Assessment centers use realistic job simulations along with other tools to provide a unique window into performance and help answer these questions.

Through a variety of simulated job activities, our expert assessors observe your team in real-life scenarios to determine their individual and collective core human resource competencies. At the end of the development center, each human resource manager receives a personalized feedback report,

a development plan and a one-on-one coaching session. The Human Resource leader also receives a summary of key themes in the team's strengths and needs, as well as an analysis of skills and gaps by competency.

Success Profile:

✓ Partnering Strategically

✓ Leading through Change

✓ Driving Results

✓ Identifying Talent

✓ Making Data-Driven Decisions

✓ Leading and Developing Others

HR Executive And Leader Coaching

Leading the human resources organization—or an individual HR function—has never been more crucial and challenging. Global competitiveness, quick cycles of change, the uncertain economy, demographic changes, and even how work now gets done have all impacted the effectiveness of leaders, the engagement of employees and the performance of organizations across industries and throughout the world. Businesses and organizations are demanding higher impact and value from HR. The importance of human capital management and its link to high levels of employee engagement and customer satisfaction requires HR leaders and their organizations to contribute both strategically and operationally with little allowance for errors or missteps.

Moving up to a new level of leadership requires a strong and credible start. Leading a function for the first time often requires different thinking, actions and behaviors. First impressions can increase or limit future opportunities for impact and influence. inTalent Consulting includes a team of consultant coaches who have previously managed HR departments and functions within different-sized organizations. Our coaches have successfully navigated—and more importantly, learned from—their own leadership transitions. We offer a set of coaching opportunities that foster competence, accelerate performance, and increase confidence and effectiveness.

We have designed specific individual coaching programs based on the unique challenges the individual HR leader is experiencing or will soon encounter.

Executive Coaching for the Top Human Resource Leader

Leading Human Resources requires a unique combination of business savvy, a strategic mindset, HR management expertise and effective leadership. HR leaders are often expected to be role models for not only the rest of their leadership team but for all leaders and managers both within and outside of HR.

Focus points of this coaching engagement include: executive presence and influence, organization systems thinking, HR strategy development and execution, HR organizational structure design, leading and managing the human resource function, driving effective change inside the HR organization and company-wide, key executive stakeholder management, managing C-level peer relationships, developing and maintaining the trusted advisor role, and building the HR leadership pipeline.

Executive Coaching for Leaders of an HR Functional Unit

Leading an HR functional unit is an art and science. It requires a keen understanding of the business and an ability to accurately translate business goals into a well-thought-out functional strategy

with a right-sized staff and a well-functioning infrastructure. Whether the leader is heading up talent acquisition/recruiting, leadership development, talent management and/or organization effectiveness, these roles require both strategic thinking and an ability to execute, along with great process management. Success is defined by the ability to navigate and translate day-to-day challenges into both short- and long-term sustainable impact.

Our executive coaching offering for HR functional unit leaders accelerates performance, provides a sounding board for strategic decisions, and offers assistance in situational planning for day-to-day execution. Focus points include: strategy development, refining your organization's structure, managing key stakeholders, leading and managing the function, and selecting and tracking key human capital metrics.

Talent Acquisition

Recruiting Toolkit for Managers and Recruiters

Recruiter Toolkit is a course offered for those who have a limited staffing function in-house and need to quickly create core infrastructure—policies, recruiting process and practices—for their organizations. Targeted specifically for smaller organizations or "start up" companies where the Recruiter may be a "one- or two-person shop", this workshop will leave you prepared to implement basic staffing processes, streamline and mechanize the recruiting in your organization.

Talent Acquisition Boot Camp for Leaders

This intensive workshop is designed for new and existing Staffing Leaders who are committed to developing more effective corporate recruiting leadership.

Led by former Recruiting Leaders, the Boot camp includes:

• Setting a vision and strategy for the talent acquisition function

• Influencing and managing key organizational stakeholders

• Leading and managing a Recruiting Team

• Attracting the best talent in a systematic, process-focused way (sourcing, social media, pipelines)

• Developing a critical path and prioritizing staffing optimization opportunities

• Understanding the cost structure and managing P&L

• Understanding critical areas of leading the staffing function (workforce planning, technology, metrics)

This program includes hands-on, practical experience with best practice sharing; case studies and scenario planning- an interactive workshop intended to sharpen your Recruiting leadership.

The Best of Corporate and Agency Recruiting: In-House

inTalent Consulting offers over 80 programs focused for anyone within the staffing function, from the Recruitment Coordinator to the Talent Acquisition Leader. Programs range from an hour to a full day of training, and include modules such as:

• Recruitment Strategy Session with the Hiring Manager (Intake Sessions)

• Candidate Pre-Closure

• Debriefing Hiring Managers

• Offer Management

Talent Acquisition Workshops (continued)

Recruiter Lunch-and-Learns and Half-Day Programs

The Client Engagement
Learnings include building a sourcing and talent strategy, explaining the marketplace to the Hiring Manager, and managing expectations.

How to Identify and Determine the Source
Learnings include tools and sources available, keyword searches and other venues, talent pipelines and "pushing" data to potential candidates.
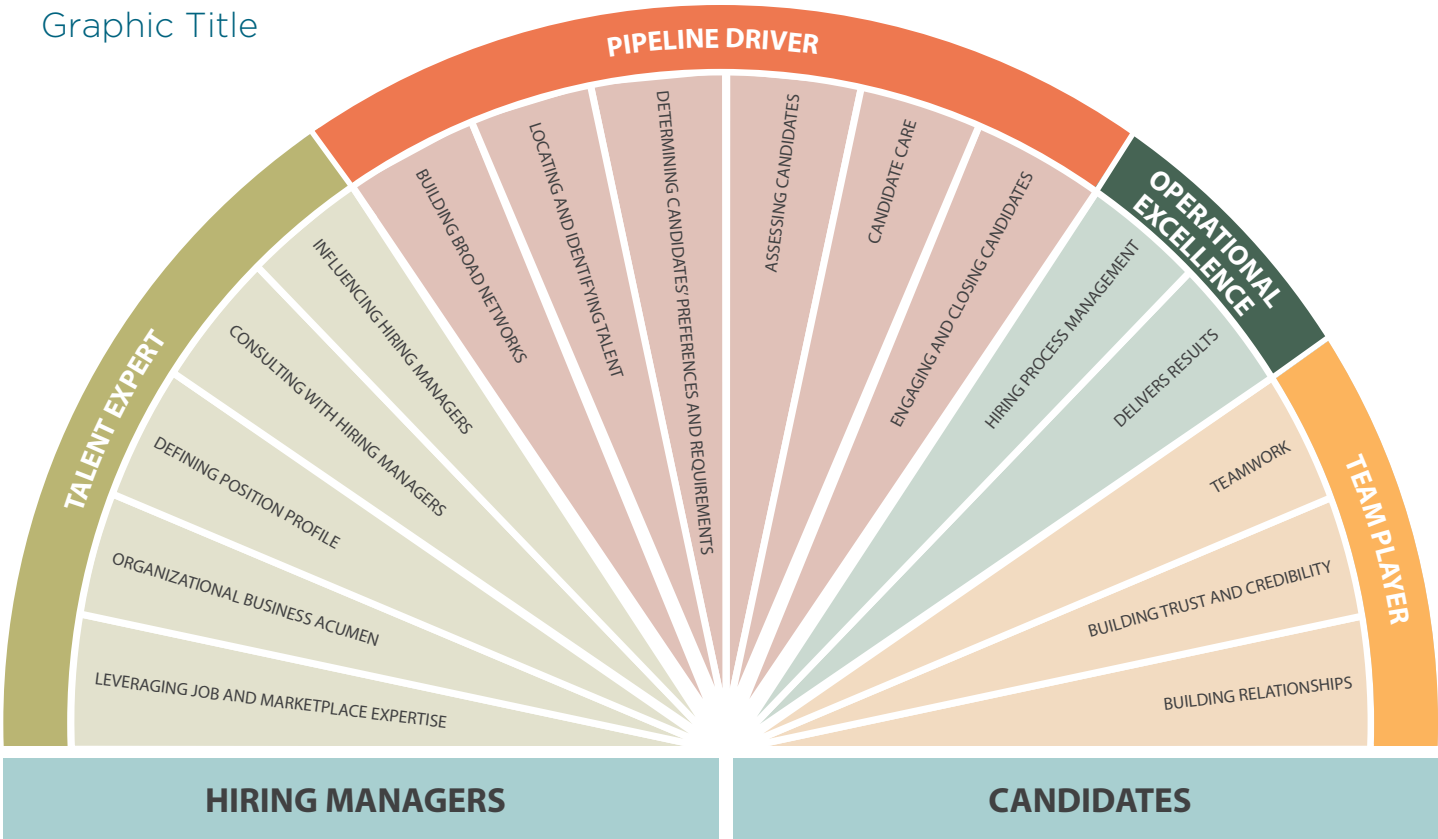
Contact and Phone Screening Techniques
Learnings include phone screen script writing, conducting the phone call, and handling objections with the candidate from the beginning.

Influencing the Hiring Manager
Scenario-based training that takes influence to the next level of impact. Specifically designed for recruiters and recruiting managers to drive talent into organizations, expedite hiring decisions, and play a strategic role within the business.

Graphic Title

Segments of the wheel diagram:

PIPELINE DRIVER: BUILDING BROAD NETWORKS, LOCATING AND IDENTIFYING TALENT, DETERMINING CANDIDATES' PREFERENCES AND REQUIREMENTS, ASSESSING CANDIDATES, CANDIDATE CARE, ENGAGING AND CLOSING CANDIDATES

TALENT EXPERT: INFLUENCING HIRING MANAGERS, CONSULTING WITH HIRING MANAGERS, DEFINING POSITION PROFILE, ORGANIZATIONAL BUSINESS ACUMEN, LEVERAGING JOB AND MARKETPLACE EXPERTISE

OPERATIONAL EXCELLENCE: HIRING PROCESS MANAGEMENT, DELIVERS RESULTS

TEAM PLAYER: TEAMWORK, BUILDING TRUST AND CREDIBILITY, BUILDING RELATIONSHIPS

HIRING MANAGERS | **CANDIDATES**

Brief description/caption/explanation

HR LEADERSHIP LAB

WORKSHOPS

Recruiting Development Center

The best and most lasting outcomes of training and development come from understanding our own strengths and gaps. inTalent's Recruiting Development Center (RDC) is designed to focus, deepen and expedite that understanding.

The RDC is a personalized development program built for Talent Acquisition professionals of all levels. It provides an objective, third-party assessment of one's TA capabilities, with feedback from trained SME's and experienced TA leaders. All assessments are firmly rooted in a strong foundation of fully researched and validated core competency models.

> "A properly-researched competency model provides a structured view of the various elements of recruiter job performance, and serves as a key foundational element for a variety of Recruiter assessment and development training courses offered by inTalent.
>
> Charles A. Handler, Ph.D.
> Rocket-Hire

It isn't a training program, a test, or a performance review.

It is a scenario-based "Day in the Life" simulation with up-to-date exercises focused on critical skills, based on our competency-based scoring system with behavioral anchors; followed by next-day one-on-one coaching, with competency-based reports that support multi-dimensional, personalized feedback and development, tailored for internal relevance.

Focus points can include:

- Recruitment Strategy Session with the Hiring Manager (Intake Sessions)
- Candidate Pre-Closure
- Debriefing Hiring Managers
- Offer Management

Key Outcomes
- Evaluation at individual and/or team level
- Focused approach to development
- Personalized feedback and coaching

Summary Results by Participant

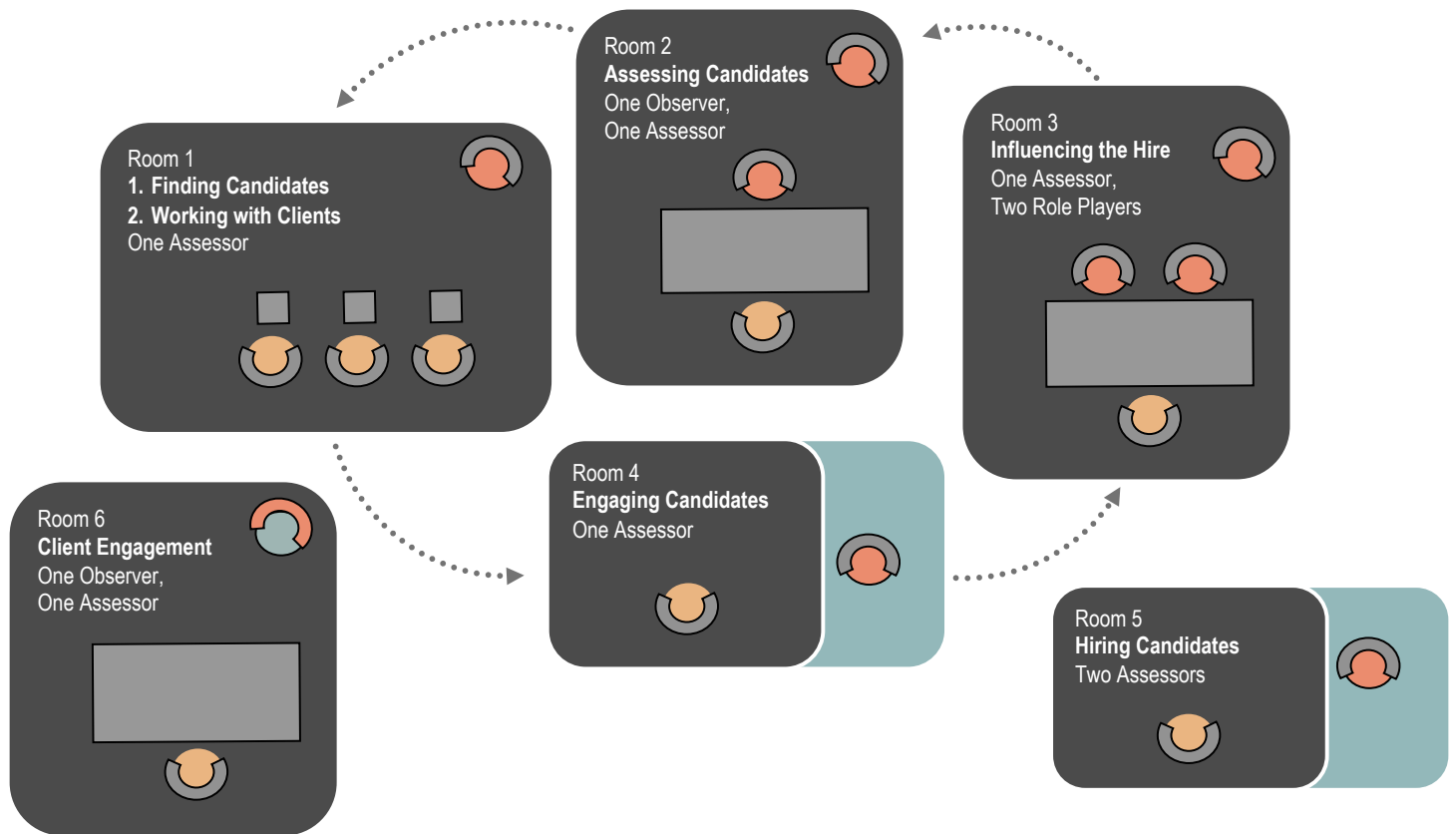| Participant	Working with Clients (Managing Stakeholders)	Finding Candidates (Creative Sourcing)	Engaging Candidates (Calling Candidates)	Assessing Candidates (The Interview)	Influencing the Hire (Debrief Meeting)
M. Johnson	Good	Very Good	Good	Good	Good
F. Davis	Very Good	Good	Very Good	Very Good	Good
A. Junga	Good	Needs Development	Good	Good	Good
T. Watsille	Good	Needs Development	Good	Needs Development	Very Good
P. Tabor	Good	Needs Development	Very Good	Very Good	Very Good
C. Lopez	Good	Good	Needs Development	Good	Very Good
I. Dunworth	Needs Development	Good	Needs Development	Good	Needs Development

Strongest skilled:
F. Davis
P. Tabor

Least skilled:
T. Watsville
I. Dunworth

Strongest set of disciplines:
1. Ability to lead a debrief session
2. Basic interviewing

Areas to Invest:
1. Teaching the team the value of 'hunting for talent' and how to do this well.
2. Modeling executive recruiting practices, including cold-calling and talent assessment

KEY:
- Very Good
- Good
- Needs Development

1

Select from 7 Different Modules:
A Day in The Life of a Recruiter

Room 1
1. Finding Candidates
2. Working with Clients
One Assessor

Room 2
Assessing Candidates
One Observer,
One Assessor

Room 3
Influencing the Hire
One Assessor,
Two Role Players

Room 4
Engaging Candidates
One Assessor

Room 5
Hiring Candidates
Two Assessors

Room 6
Client Engagement
One Observer,
One Assessor

Linking the Assessment to Your Company

Assessments are based on inTalent's validated core competency models, with benchmarking and linkage to your company's established TA programs, practices, competency requirements, goals and priorities. All development materials—language, examples and situation exercises—are customized to your company. Each exercise and evaluation guide is subjected to external I/O validation, and reviewed with key leaders to validate the development. After assessments, each participant receives one-on-one feedback and development sessions with personalized reports; and management receives summary reports.

Validation

Content validation report available upon request

Online Virtual Simulation

If off-site team or individual sessions are logistically difficult, this laptop-based Recruiter Development Center simulation can be conducted in a classroom setting or at an individual's desk.

This complex activity simulates a recruiter's day-to-day job: managing stakeholders, strategic planning, balancing priorities, written communication, and execution skills.

The results are reviewed by a coach—an inTalent SME or experienced TA leader—and then personalized and/or team feedback is provided to participants and team leaders via reports and/or in-person or phone consultation.

Contributors

Course Instructor: **Cindy Lubitz**

Cindy Lubitz is the founder and Managing Director of inTalent Consulting Group, LLC. A seasoned HR leader with 20 years experience leading Talent Acquisition and Talent Management functions for Fortune 100 companies, she focuses on aligning integrated talent management processes with business growth strategies. Cindy has worked extensively as a strategic advisor and coach to Executives and Senior HR leaders in the areas of CEO succession, organization effectiveness, leadership development and talent acquisition from a very practical lens.

Course Instructor: **Mary Ann Downey**

Mary Ann Downey, known as "Mad" to friends and colleagues founded HR Metrics Coach to assist and support HR professionals and their organizations in their workforce measurement journey. Mad has always been a renaissance woman, more interested in the connections between disciplines (the white space) than specializing in a specific subject. Her non-traditional professional path and keen problem solving aptitude make her uniquely qualified to help organizations maximize their human capital for the benefit of the enterprise and the individual.

Course Instructor: **Janice Fenn**

Janice Fenn has over 25 years of human resources and diversity experience. She is the founder and president of the Professional Resources Organization, Inc., a consulting firm known for its innovative and interactive seminars and training tools to enhance Employee Development, Mentoring, Building Trust, Diversity and Inclusive Leadership. Over the years Ms. Fenn has worked with clients such as American Express, The American Cancer Society, ConAgra Foods, DuPont, Gulfstream, Johnson Controls, McDonalds, Microsoft, Northwestern Mutual, and Omaha Public Power District.
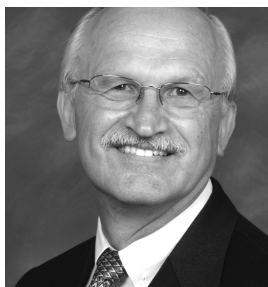
Course Instructor: **Steve Stulck**

Steve Stulck has over 30 years of experience consulting with leaders—from CEOs to individual managers. He has designed and implemented change initiatives as an executive at several major companies including Rohm & Hass and Polaroid, as well as serving as an external consultant to many organizations including Pfizer Pharmaceuticals, Fidelity Investments, Boston Scientific, and Millennium Pharmaceuticals. His breadth of experience allows him to actively engage with executives and managers over a wide range of business challenges with a particular focus on organizational design and the implementation of new operating models.
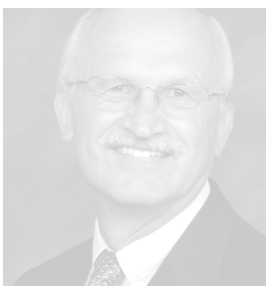
Course Instructor: **Firstname Lastname**

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inTalent Consulting Group has worked with Senior Business and HR Leaders and their organizations for over twenty years.

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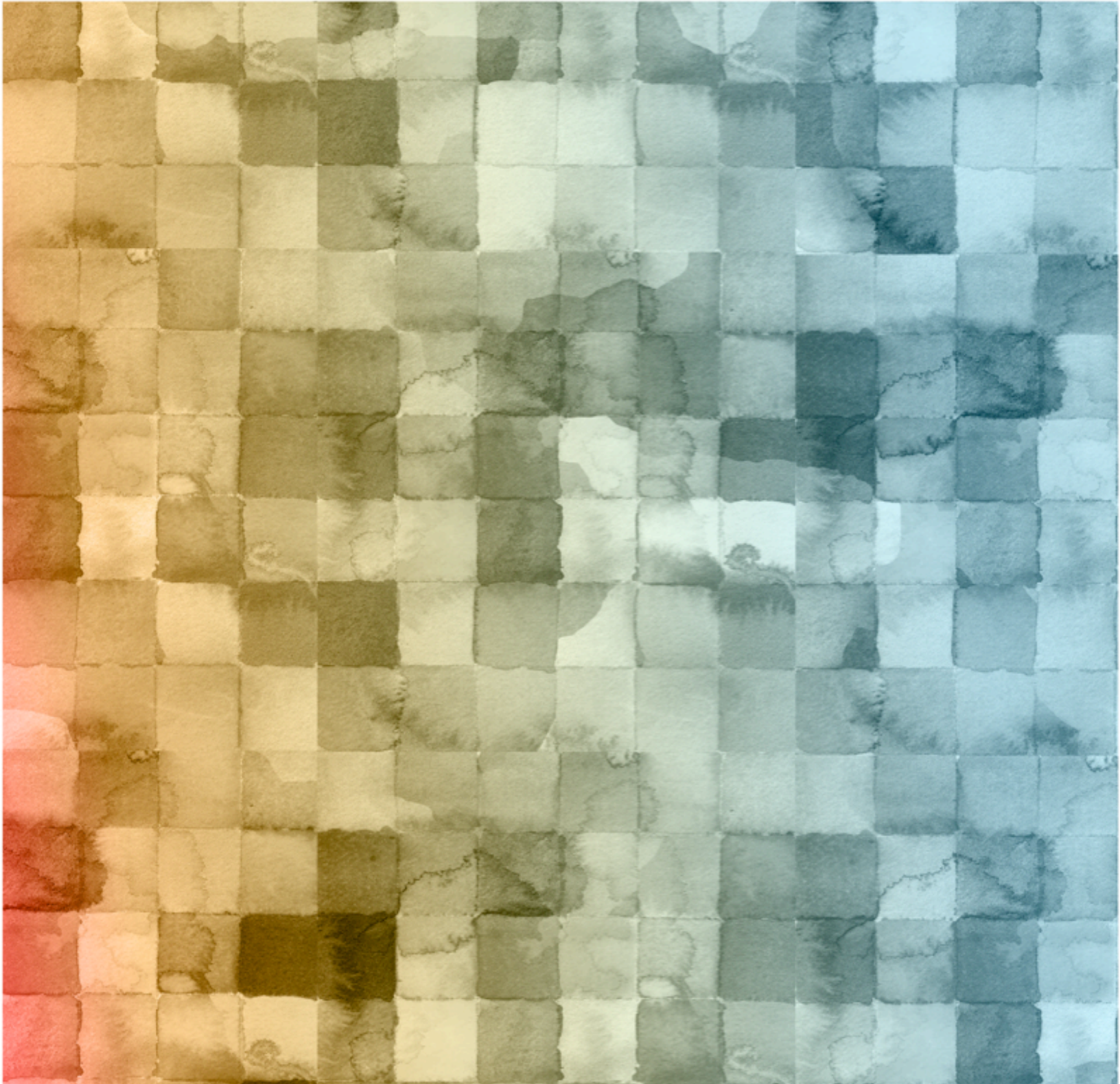
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I have worked with inTalent Consulting Group for almost five years. In that time, they have helped me overcome a multitude of challenges in the Talent Acquisition arena. They were absolutely key in helping me assess and improve Talent Acquisition results for my organization. With their help, we were able to identify, develop and implement staffing best practices. The TA team could not have achieved the many successes we enjoyed without them. Their knowledge, skills and guidance helped to expedite achievements in this time of dramatic change and organizational transformation.

Kimberly Nassau, Former Head of Talent Acquisition, Toys "R" Us

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