papilio Talent Concept

An article by

Malin Bleisch, MSc Psychology

At papilio we believe that people are a company's most valuable asset. It is key to the company's success that it can maintain a good reputation on the market, attract talented individuals and develop those already doing a good job for the organisation. But that is just the beginning! We also need our employees to be motivated and engaged, enough to stay with the organisation over time. We want our leaders to inspire others and drive change in a VUCA world, set a good example for others and create working conditions that live up to the new generation's expectations. The market has changed from an employer's market to an employee's market and the war of talent puts new demands on businesses to deliver what they promise. Since it's harder to recruit people from the outside, it dramatically raises the importance of developing and taking care of the people on the inside. Those are the people who will become tomorrow's leaders. If your job applicants can choose freely among numerous offers, why should they join you? If your current employees are contacted daily by head-hunters and offered numerous other jobs, why should they stay with you? These are questions that every employer should ask themselves.

"Customers will never love a company until the employees love it first"

The importance of making an effort

Working with these types of questions requires structure and clarity, both for line managers and for employees. Talent Management starts with a strategy, clear goals and values. There should be consistent frameworks in place, for example competency- and capability frameworks, that lay the foundation for all further activities. You build a house from the bottom up, and make sure you stand on solid ground. Talent strategy requires planning and an open-minded approach, taking future needs and limitation into account. Upon this basis we then implement processes and measures to create a strong reputation on the market, attract people who fit the company culture and develop them properly so that they can assume broader responsibilities and grow within the organisation. By strategically nurturing and leveraging their human capital, organisations can enhance productivity, build high performing teams, and cultivate a positive work culture, ultimately driving long-term success and profitability. For years and years, studies have shown that not paying enough attention to these topics or not dealing with them seriously can cost a company a lot of money.

Examples of how reputation can impact business results were reported by Burgess (2012), showing that a negative reputation costs companies at least 10% more per hire. Reputation is what either enables or prevents a company from becoming a talent magnet. Reputation can also be impacted by the way we treat applicants, successful or not, or how we present the company on job platforms and social media. Sadly, many companies don't monitor these effects. Of course, not only reputation is indicative of a successful recruitment process, but also how we conduct interviews and select the final candidates. According to studies conducted by Leadership IQ (Murphy, 2016) of roughly 20'000 new hires, 46% of them fail within the first 18 months, most of them (89%) due to poor interpersonal skills. As a consequence of not being able to attract or select the right talents, the risk of making a bad hire increases dramatically. The United States Department of Labor puts the cost of a wrong hire at up to 30% of that employee's wages for the first year. Other studies place it even higher. This has a large financial impact on business, not to mention the energy that it costs to continuously search for and integrate new team members. While the financial impact is quantifiable, CFOs actually rank a bad hire's morale and productivity impacts ahead of monetary losses. Why? A bad apple spoils the bunch, so to speak. Disengagement is contagious, which may be why employers can't seem to defeat it.

After making sure that we have a strong foundation that allows us to recruit and onboard the right talents, we then need to make sure they produce good results and stay with the company over time. This is how we secure sustainability in our talent management cycle. Study results from McKinsey & Company (Keller, 2017) reported that top performers are 400% more productive than average performers, making development measures a very good investment. It is also important to see each person as a talent with potential, and to figure out where they have their strengths. Having the right person in the right place is essential not only in terms of output but also in terms of that person's motivation to conduct their job. People development is the cornerstone of organisational growth, as it empowers individuals to unlock their full potential, acquire new skills, and embrace continuous learning, resulting in a workforce that thrives and drives lasting success.

"Everybody is a genius! But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid"

The papilio PLAN, JOIN, GROW model

With this model, we fit all elements of the talent management cycle into one concept that is simple and comprehensible. It reflects the different processes that take place both on organisational and individual level.

The key elements

PLAN & TRANSFORM: The goal is a clear talent strategy and values, an optimized positioning in the talent market, focus on future capabilities/ competencies, and a "fit for future" organisation.

Focus: We analyse, revise, and create tools to help you build a strong foundation for your talent strategy implementation.

ASSESS & JOIN: The goal is to create a sound application management process, generate an optimal candidate / employee experience, reduce your time to hire, and to create effective pre-/ onboarding processes.

Focus: We support you in your efforts to become a talent magnet and integrate new people in the organisation.

DEVELOP & GROW: The goal is to lower your annual attrition, create a better fit for role, reach optimal performance, increase employee and client satisfaction, inspire employee engagement, and create sustainable growth.

Focus: We look at how you can develop and retain your talents and create tools for effective and sustainable talent growth.

©   papilio ag | Bellerivestrasse 16 | 8008 Zürich | info@papilio.ch | www.papilio.ch   3

Useful tools and services for your benefit

We partner with our clients to find out what their individual needs are and how we can support their growth and development. Our services are tailormade and modular and can be combined in different ways to create the maximum effect. Reach out to us to get additional information about our services and to find out how we can support you.

Our Services

PLAN & TRANSFORM

Talent Strategy
We help you define the vision, mission, values and leadership principles
Competency Model
We create, review or update your competency model based
Capability Framework
We create, review or update your capability framework
Job Descriptions
We create job descriptions based on the competency and capability models
Organisational design
We create a concept for your strategic workforce planning
Culture and Change Management
We offer frameworks and support on cultural topics and in change processes

ASSESS & JOIN

Employer Branding
We align your talent strategy with your appearance on the market, and review your current footprint
Talent Attraction
We review your recruitment process and help you become a talent magnet
Pre- / Onboarding
We make sure that hired talents integrate and get up to speed quickly.
Online Assessments
We offer tests and questionnaires for pre-selection
Assessment Centres
We conduct individual or group assessments to help you select the right people for key positions
Interview Training
We offer Competency-Based Interview trainings

DEVELOP & GROW

Performance & Potential
We define the framework and evaluation criteria
Development Tracks
We create career paths and development tracks
Succession Management
We define the strategy and framework and provide tools for easy use and implementation
Leadership Training
We design and roll out a leadership training program
Development Centres
We conduct individual or group development centres to support your people development initiatives
360° Feedback / Team Compass
We set up and conduct feedback programs and trainings for individuals and groups

About the author

Malin Bleisch is a Senior Consultant at papilio and has been supporting clients with their talent initiatives for over 10 years in different functions. She started in the recruitment area and has since then been focusing more and more on people development and talent management topics. She has two roles at papilio; as Senior Consultant she leads, plans, and implements assessment- and development centres on a global scale for both individuals and groups, and as Co-Lead Advisory she supports clients with topics in the areas of talent strategy, organisational design, talent management and people development. She supports Management and HR in key areas by advising, supporting, creating, and implementing the necessary concepts and processes to encourage sustainable talent growth. She is a trained Management Psychologist who speaks several languages fluently and is experienced working with large and small national and international organisations in all industries.

Your contact

Malin Bleisch

Co-Lead Advisory & Senior Consultant | MSc Psychology

malin.bleisch@papilio.ch

+41 44 380 22 44

References

Burgess, W. (2012). A bad reputation costs a company at least 10% more per hire. *Harvard Business Review*. Retrieved from: https://hbr.org/2016/03/a-bad-reputation-costs-company-at-least-10-more-per-hire

Murphy, M. (2016). *Hiring for Attitude: A Revolutionary Approach to Recruiting and Selecting People with Both Tremendous Skills and Superb Attitude*. New York: McGraw Hill

Keller, S. (2017). Attracting and retaining the right talent. *McKinsey & Company*. Retrieved from: https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/attracting-and-retaining-the-right-talent#/