

Leveraging Talent in a Field Organization

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Unique Challenges

Getting to know
the teams

Ability to relocate

Development from
afar

Consistency across
leaders/geographic
areas

Know Your Talent

Assess your associates and keep it up to date

You need a talent assessment process

- Keep it consistent across regions/leaders
- Make sure leaders understand the methodology or you will have inconsistency
 - Ideally, an HR partner drives this

What level you assess is a question for your organization

- Some organizations only assess certain levels of management
- Others go deeper
 - If you have the means, do it – those below manager are your future leaders

Know Your Talent Methodology

Managers and second level managers assess talent

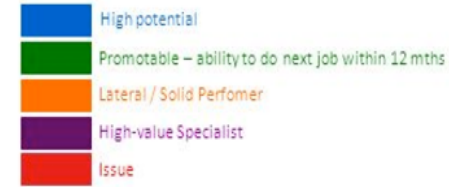
In person conversations most effective

Capture certain data points

- Name, role, years in role, performance, potential, relocability, readiness for promotion
- Get what you need but keep it simple as possible

Talent Profile 9-Box grid

Key

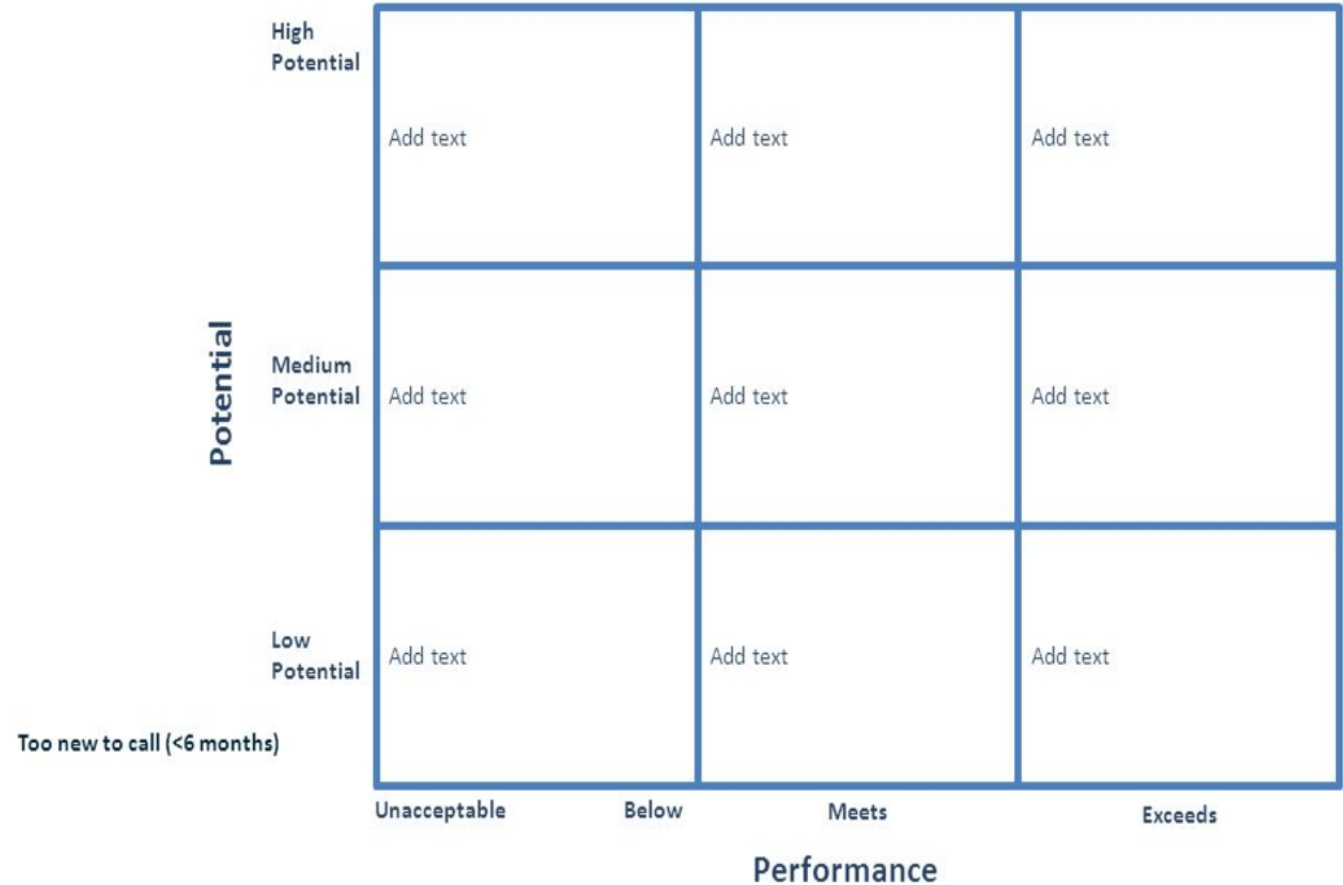


Notes to Leader:

Map your people to clearly identify talent within GWF & where they are deployed. Carefully think through placements - don't just use the middle box as a 'catch-all'.

Identify if your people are not meeting performance standards effectively, and coach them early.

Placement will vary for individuals from review to review, depending on performance & potential rating, and movement into different roles.



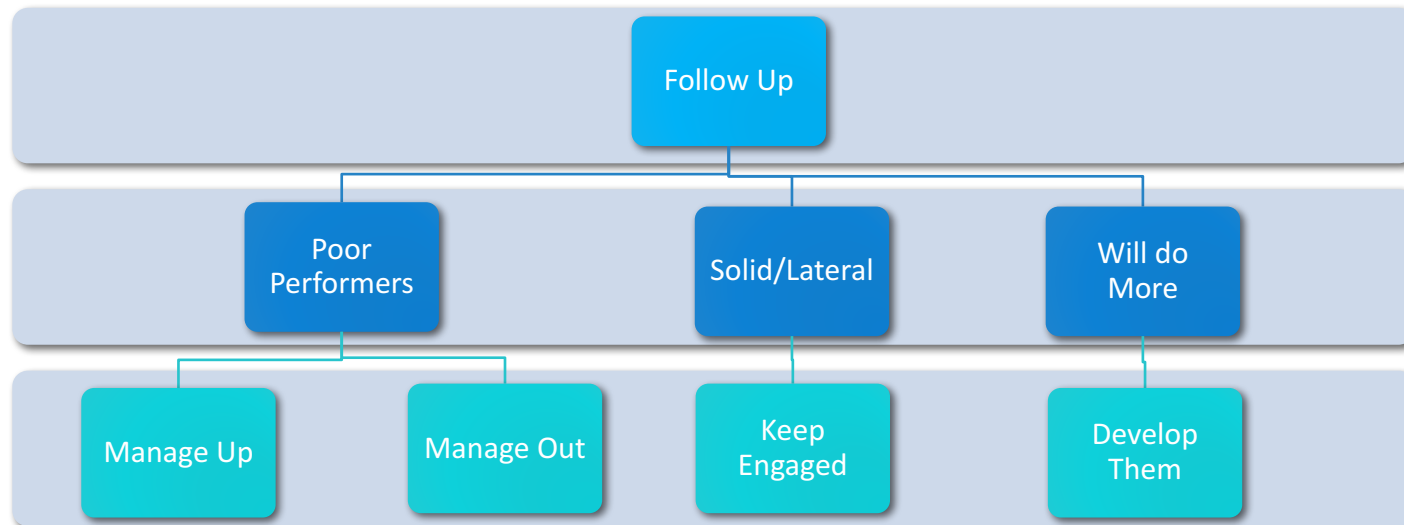


Know Your Talent Capture It

Once you assess your talent, you need a means to capture it and use it

- Options include
 - Software
 - Homegrown solutions like SharePoint, Google Drive, spreadsheets
- While the conversation and process of assessing your talent is valuable itself, you can only truly leverage your field talent if you can access the data

Know Your Talent Follow Up



Develop Them

Centralized Programs

- Formal development programs focused on leadership and management competencies
- Examples
 - “University/College” programs – can be combo of virtual and in-person
 - Outsourced or in-house leadership programs

Regional Driven Programs

- Programs that grow in and are driven by a leader in a geographic region
- Examples
 - “Top 10 programs”
 - “Captains”
 - Sounding boards/review panels

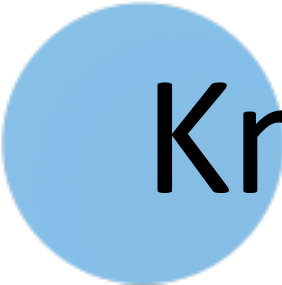
Developmental Roles & Promotions

- Special projects/assignments
- Formal succession plans to roles

Leverage Them

Once you know your talent you have a ready pool for

- Special assignments
- Advisory panels
- Promotional opportunities



Know your talent



Develop Them



Leverage Them

