THE 4A MODEL™

A Roadmap to Purpose-Driven Talent Management

corvirtus™

Low sales?

Unhappy customers?

High employee turnover?

Slipping quality?

THE TYPICAL REACTION to these and other major business challenges is tactical. It might be an expensive training program for sales reps, an intensive analysis of the production process, a revamp of employee hiring and onboarding processes, or even a new technology solution. While such efforts can yield results, more often than not, they are superficial and short-lived. Why?

Most business problems have a factor in common; namely, a gap or misalignment in what we call the 4As of talent management. We base our work – and credit our Customers' success – on our 4A Talent Management Model, in which the four components of purpose-driven talent management are tightly linked and aligned with a business and its culture. When even one component is missing or misaligned, the chain is broken and the business is compromised. We call this "wobble."

THINK ABOUT IT.

How many times in your career have you lived through an endless cycle of "fixes" to the same problem? Because most companies don't take the time or employ the discipline to take a holistic, talent-based view of their business, they succumb to mediocrity and spend years addressing the same problems – over and over.
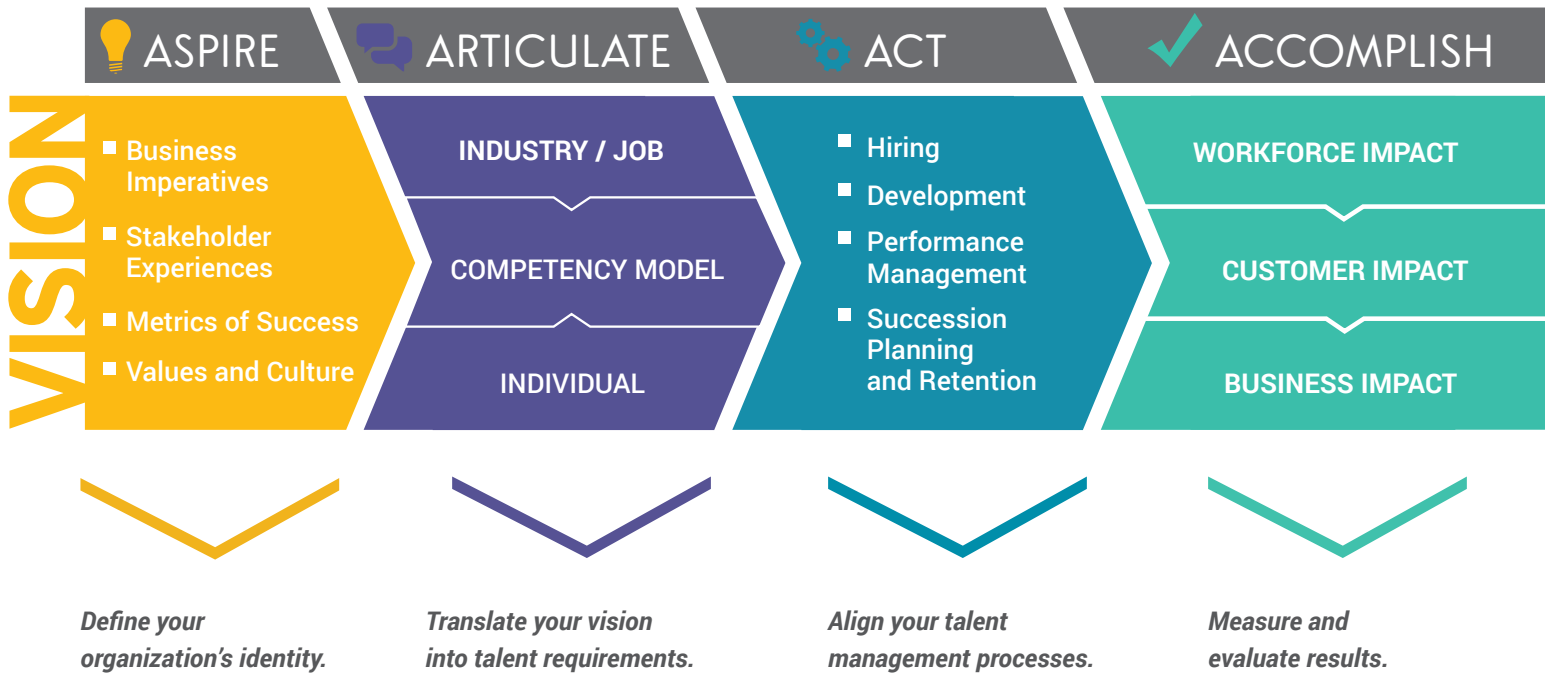
THE 4A TALENT MANAGEMENT MODEL applies to any company – big or small, new or mature – and requires no special technology or complex managerial process to put it to work. However, it's not a miracle cure that puts things right overnight. Implementing the model takes executive buy-in, participation, and leadership. It also requires a critical analysis of the business, its culture, and its mission; focus on the intended experiences for customers, employees, and other business stakeholders; and long-term commitment.

But the payoff is big. Our Customers who commit to the model have a clear path to growth, achieve financial success, and earn the loyalty of their customers and employees alike.

ASPIRE

VISION

- Business Imperatives
- Stakeholder Experiences
- Metrics of Success
- Values and Culture

Define your organization's identity.

ARTICULATE

INDUSTRY / JOB

COMPETENCY MODEL

INDIVIDUAL

Translate your vision into talent requirements.

ACT

- Hiring
- Development
- Performance Management
- Succession Planning and Retention

Align your talent management processes.

ACCOMPLISH

WORKFORCE IMPACT

CUSTOMER IMPACT

BUSINESS IMPACT

Measure and evaluate results.

TOOLS FOR YOU

- » Visioneering
- » Leadership Team Alignment
- » Values Identification
- » Culture Profiling
- » Organizational Diagnostics
- » Succession Planning

- » Competency Modeling
- » Job Analysis
- » Validation
- » Training Needs Assessment

- » Hiring Assessments
- » Interviews
- » Applicant Tracking
- » Personal Insights
- » Coaching
- » 360 Evaluations
- » Development Assessments
- » Performance Evaluations

- » Surveys
- » Data and ROI Analysis
- » Consultation
- » Reporting
- » Compliance

ASPIRE.

Based on years of work with company founders and senior leaders, we have recognized a strong relationship between the clarity of a company's vision and business results, such as profitability, customer satisfaction, employee turnover, and share value. Conversely, we have also seen what happens when a company's vision becomes muddled or diluted – for instance, through rapid growth and the diminishment of direct influence from a company's founders in running day-to-day operations. Declines in product quality, service, employee productivity, and customer satisfaction levels were common, as well as softening revenues.

Too often, executives assume that hanging a framed mission statement on the walls of each office is synonymous with establishing and reinforcing a corporate vision. In reality, a true vision that will stand the test of time and changing business conditions requires detailed definition of:

» BUSINESS IMPERATIVES. What goals will the business undertake now and in the near future? Expansion? New products or services? Maybe an initiative to improve technology infrastructure? Such aspirations will undoubtedly create new demands. A complete understanding of the challenges ahead will help highlight what needs to happen to prepare employees for success.

» STAKEHOLDER BRANDS. What thoughts and feelings should employees, customers, and partners have regarding the company? We advise companies to define in detail the desired experiences for each of these stakeholders.

» SUCCESS METRICS. What are the indicators that the company will use to determine that its vision is being consistently executed? Start with the end in mind, and don't make the mistake of focusing solely on revenue or other numbers. You'll want to also identify metrics that gauge satisfaction, productivity, and loyalty of employees, customers, and other stakeholders.

» VALUES AND CULTURE. What makes your organization's personality unique? What traits and beliefs do you value most in employees – and seek to exemplify in leaders? How does your company earn its reputation for goodness?

Your company's vision should influence every aspect of business – from the materials you purchase to pricing, from marketing to employee guidelines. Companies that take this work seriously and dedicate the resources required are those that lead their markets and earn valuable customer loyalty.

ARTICULATE.

The articulate phase of the 4A Model is where a vision is "translated" into the talent requirements needed for execution. Many HR organizations spend significant resources on the development and management of detailed job competencies. However, we believe organizations need to go further.

SOME TRAITS WILL VARY JOB TO JOB; OTHERS WILL BE CONSISTENT ACROSS THE WORKFORCE.

Cultural fit is an important contributing factor of employee satisfaction and productivity. In addition to defining the skills and knowledge needed for particular jobs, we advise companies to pay equal attention to identifying the personal values, behaviors and even personality characteristics that will ensure an employee will fit and thrive in the defined culture. These cultural competencies are often the most powerful source of differentiation.

Some traits will vary job to job; others will be consistent across the workforce. For instance, if your company's business is dependent upon providing service quality and customer satisfaction that eclipses that of your competitors, you'll want to ensure all employees – from senior managers to customer representatives – have the *Customer Service Drive*. We've had years of experience working with companies to identify the traits and behaviors that are important to the company's culture, the delivery of its intended brand and the execution of business goals. Team spirit, independent thinking, desire to serve, care for community, tendency to "go above and beyond" – these are just a few examples of the traits that can be reliably identified.

INDUSTRY / JOB

Knowledge | Skills | Abilities

PURPOSE-DRIVEN COMPETENCY MODEL AND FIT PROFILE

INDIVIDUAL

Values | Emotions | Motives

ACT.

This phase is where most HR and training efforts are focused: recruiting, hiring, and onboarding new employees; employee training and development; performance management and employee engagement; succession planning and leadership training.

In our view of talent management, all aspects of these activities should be influenced by the foundational work conducted in the previous two phases in a consistent way across the enterprise. Take the hiring process for example:

> » Realistic job previews should be based on what's required for top performance.

> » Job applications should be designed to identify proven success indicators and red flags.

> » Pre-employment assessments and work samples, customized to the job and culture, can further screen for specific desired traits and motivators.

> » Interview guides can guide inexperienced managers, elicit information not typically gained from standard interviews, minimize subjectivity, and increase hiring consistency. Questions can also be designed to reflect your culture.

> » Onboarding training should prepare the employee for the job, as well as offer insight into areas such as company values, the intended brand experience, the company's promises to its customers and employees, and relevant business goals.

Being scientists (our consultants are IO Psychologists), we strongly encourage testing and validation, and conduct this work in very practical ways. For instance, when developing hiring tools for a Customer, we might administer a trial assessment to a group of current employees and evaluate the results. If we see a clear difference in the results of high performers versus average performers, we know the assessment is predictable and reliable.

Employees are the key to delivering your company's intended brand experience and attaining your business goals. Your company's long-term success is directly correlated to how well and how consistently you align talent activities to your company's vision and culture.

ACCOMPLISH.

You'll note that this final phase encompasses more than the typical business results. Equal emphasis is placed on the ongoing evaluation of workforce and customer indicators. If your company leaders' dashboard doesn't include workforce, customer, and business metrics, they're not getting a holistic picture of the company's health.

BUILDING CUSTOMER AND EMPLOYEE EXPERIENCE INDICES GIVES LEADERS A WAY TO OFFER EARLY WARNING TO PENDING PROBLEMS.

And if they focus on a single result area (e.g., financial results) when something goes awry, without considering contributing factors and inter-relationships, you can bet that a fix will have limited success.

Building customer and employee experience indices gives leaders a way to efficiently and meaningfully track changes and offer early warning to pending problems.

Well-designed indices can effectively predict employee turnover and commitment. In addition to satisfaction, customer indices can measure factors such as likelihood to refer and intent to do repeat business.

WORKFORCE IMPACT

Engagement | Retention
Competency | Culture Fit
Industry Fit | Job Fit

CUSTOMER IMPACT

Loyalty | Referrals
Unique Experiences
Value and Quality Perception

BUSINESS IMPACT

Revenue | Managed Cost
Brand Strength | Differentiation

HOW WE USE THE 4A MODEL™

Our experience with hundreds of Customers – across all industry segments – has proven that purpose-driven talent management is a fundamental tenet of real success. The 4A Model is based on hard science – statistical results collected over more than 30 years and then validated using recommended scientific practices.

The 4A Model influences and informs all aspects of our work. Even if a project is focused on a specific area, such as developing hiring assessments for a spectrum of jobs or helping a company navigate a merger, we tie the work into the 4A Model in order to validate and ensure maximum business impact. For instance:

» A well-known cruise line wanted to further differentiate one of its brands while increasing employee retention and customer loyalty. We developed hiring assessments based on an on-site, in-depth analysis of targeted jobs and their unique requirements.

» An award-winning regional bank recognized that its success was dependent on providing highly personalized service to its customers. We worked with the company's HR executives to develop employee assessments that measured desire to serve and then validated the assessments by analyzing results of recognized high-performing employees.

» Before opening several new restaurants, the founder of an up-and-coming restaurant company wanted to ensure that the unique brand he'd built was replicated and sustained as the company grew. A visioneering engagement helped define the company's beliefs, core values, and business fundamentals. The engagement also detailed expectations and promises to the company's community – employees, vendors, investors, and friends.

LEARN MORE

Visit www.corvirtus.com, email us at info@corvirtus.com, or call us at 800.322.5329. We would love to hear from you!

BUILDING STRONG CULTURES IS THE ESSENCE OF WHAT WE DO.

We align your values and business imperatives with the tools and systems best suited for hiring, developing, and retaining your team.

Our purpose is to ensure that your organization will flourish through exceptional, engaged and brand-oriented people.