

Talent Selection & Development

Proven Tools for Selection & Development

JOB BENCHMARKS

COMPETENCY
DEVELOPMENT

SELECTION
PROCESS

CANDIDATE
ASSESSMENTS

JOB-TALENT
MATCHING

TALENT
DEVELOPMENT
PROGRAMS



How we partner with organizations:

Job Benchmarks

Benchmarking the needs of the job through facilitation and online surveys.

Competency Development

Tools to determine the hard and personal skills of candidates and your talent.

Selection Process

Tested and proven process to select the right employee for the right job.

Candidate Assessments

Profiles include Personal Skills/Attribute Index, Motivation and Behavioral Insights.

Job – Talent Matching

Reports that provide side-by-side comparison of the job needs with the actual talent of the applicant or job-holder.

Talent Development Programs

A hybrid approach of training and consulting best suited to developing your talent.



The Challenge

The right person in the right job is what drives your business success, while having the wrong person in a key job has many costs to an organization. Every key role or job has a number of complex needs that might be difficult to pinpoint.

Needs may include:

- Key accountabilities that require certain hard skills.
- Motivation that fits the culture and rewards the role.
- Behaviors that match the work environment.
- Personal skills that can make or break the job's success.

How do you find the best match for all these complex needs, especially the personal skill needs that are so critical to the role's success? How do you determine what all the needs are for a particular job?

The Breakthrough Solution

Enlightened Leadership Solutions and our partners have combined the best tools, practices and processes in the industry to provide a simple Talent Selection & Development system that dramatically enhances your ability to place the right person in the right job and then continue to develop them in that role or toward other roles.

Key benefits of our process:

- Establishes a clear Job Benchmark, or Model, that includes critical accountabilities, motivation, behaviors and personal skills needed for the job.
- Measures quickly and reliably the critical talents of each candidate based on the job benchmark, including the personal skills that so often determine success or failure in a key role.
- Simplifies the selection process by direct comparison of the Job Model and the Candidate Capabilities.
- Provides clear development opportunities for a selected candidate or current employees based on the needs of their role.
- Process can be tied to performance evaluations
- Ties directly to Enlightened Leadership development tools and training modules.
- All tools and processes are easily transferred for sustainability without long-term dependency on Enlightened Leadership Solutions.
- Offers the highest validity and reliability of assessment instruments available.

Results

Find High Performers

A major pharmaceutical company was frustrated with the performance of a number of their sales representatives. In a blind test, Enlightened Leadership Solutions gave a 30-minute online assessment to four salespeople. We not only accurately identified which two were high-performers and which two were mediocre performers, we were also able to define the reasons for their performance levels. This client is currently implementing the Enlightened Leadership Talent Selection & Development System.

Benchmarking A Role

A fast-growing, worldwide company wanted to fill a key senior executive role. Enlightened Leadership Solutions worked with senior managers for half a day to establish a clear and measurable benchmark for that role. Within one hour of beginning the benchmarking process, the CEO said, " I cannot imagine having tried to fill this key position without going through this process to determine the critical soft skill (personal skill) needs of the role." They went on to hire for the role based on the clear model of the job needs.

Finding the Right Fit

A major software developer was hiring a number of people for the role of Quality Assurance Coordinator. When they used our Talent Selection System to benchmark the needs of the job, they were able to see how some of their people were not a good match for the job. This was correlated to performance in the role and linked to a supervisor who had a tendency to hire people like himself instead of people who were a good fit for the position.

A Job Model

A rapidly growing, high-tech, national recruiting firm used the Enlightened Leadership Solution's half-day process to benchmark their key recruiter role. They then assessed their top performers using the Personal Talent profile and validated a close correlation with the new Job Model. This established confidence that they now know exactly what they are looking for in new hires for that role. As a result of this success, they are now benchmarking other key roles in their firm, and have trained all their office managers in the use of the new Talent Selection System.

Talent Development

A major federal agency wanted to determine the development needs of its senior managers based on the 27 Core SES Leadership Competencies. Enlightened Leadership Solutions recognized that it could actually measure 23 of the 27 competencies. This unique capability allowed a direct, simple assessment of the managers and provided individual reports on their strengths and opportunities for development based on the 23 core competencies. All of this was performed without the need for extensive and expensive 360 --degree assessments.



Enlightened Leadership Solutions is a contracted vendor authorized to operate under the Federal Governments Management, Organization and Business Improvement Services (MOBIS). Specific expertise within SIN's 874-1, 874-4 and 874-5. For 17 years we have successfully worked within many departments of the Federal Government. Some of the organizations include the CIA, Department of Veterans Affairs, HUD, USDA, FBI, EPA, Department of Labor, Secret Service and NASA. Additional information is available at www.gsalibrary.gsa.gov.

The ELS Talent Selection & Development Model

Key Components:

Job Benchmark

Key to being able to put the right people in the right jobs is first to fully understand the needs of the job.

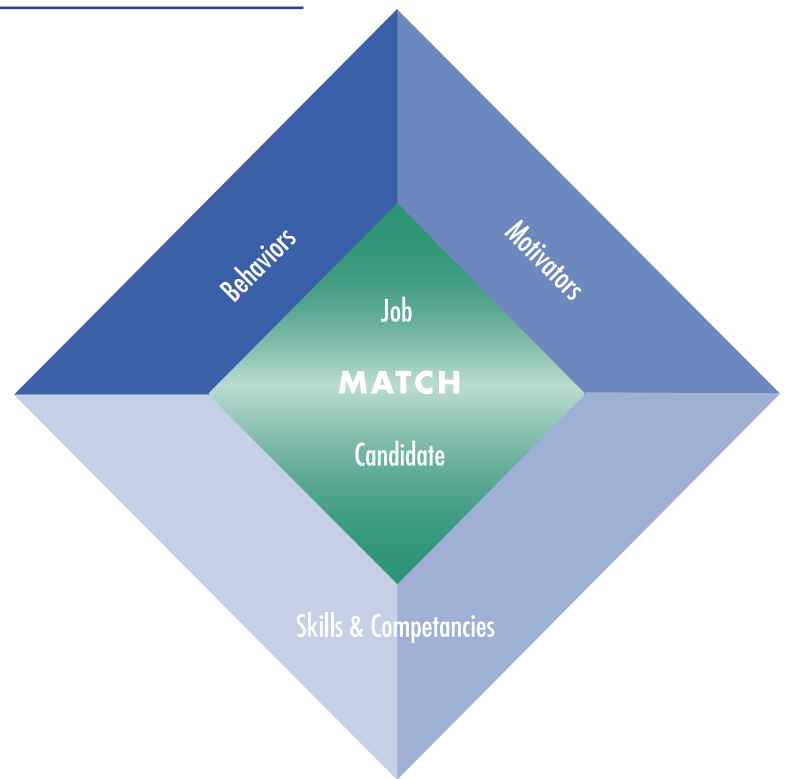
Assess Candidates

Interviews alone are not sufficient. We need to assess the candidates in the critical needs of the role.

Job-Candidate Matching

Direct comparison of individual talents and the needs of the job makes selection quick and effective.

Businesses everywhere are seeking better ways to secure the talent necessary to assure their success. Jobs and the specific talents of the people who fill them are the unique building blocks of a company's success. But what talents does a "job" require for excellent performance? Only the job knows, and the Enlightened Leadership Solutions Talent Selection and Development system provides the process to determine these talents quickly and easily.



◆ The Job

In order to accomplish your organizational strategies and objectives, you must have clarity regarding jobs that will be needed. Determining the real needs of a role using traditional approaches to competency modeling requires a lot of time and resources. Enlightened Leadership Solutions introduces a proven state-of-the-art system for benchmarking the needs of any job. We utilize advanced facilitation and online survey technology to accomplish this critical benchmark, while gaining high buy-in for the resulting model. The Job Benchmark includes the behaviors, motivators and skills needed and also provides clarity about the key accountabilities of the job.

◆ Behaviors

The behavioral needs of a job are determined by the work environment and external demeanors that the job demands for success. These needs may include behaviors that are more extraverted or introverted, more task- or people-oriented, more general or detailed, more analytical or intuitive, etc. The breakthrough is our ability to quantify the behavioral needs of the job and then be able to compare the candidates directly.

◆ Motivators

Every job offers specific and varied rewards and those rewards determine the type of people that will be drawn to the job. Since different people are motivated by different factors, it is important that our clients are clear about the rewards of the job to be filled. For example, some jobs provide monetary rewards as a major motivator, while other jobs might reward people who are motivated to make a difference for others. The rewards of the job must match the primary motivation of the candidate to assure success in the role. Matching the rewards of a role with the primary motivators of a candidate is a key, yet often overlooked factor in placing the right person in a job.

◆ Skills & Competencies

Skills, or competencies required by a particular job include both hard skills and personal skills.

Hard Skills/Competencies

Specific technical capabilities, education, experience and knowledge make up the hard skill needs of a particular role. Hard skills can vary from written communication, typing, statistical analysis, filing, DNA research to selling. The hard skill needs are often so much clearer than other components of the job requirements that we might tend to put too much emphasis on them.

Personal Skills/Competencies

Every job requires certain soft skills or competencies. These needs of a job have been the most challenging to clarify and prioritize using old competency-based modeling approaches. Now the Enlightened Leadership Solutions process quickly and easily identifies job needs such as personal accountability, results orientation, customer focus, quality orientation, influencing others, problem solving, interpersonal skills, conceptual thinking, conflict management, resilience and many others. Often, these soft skills are the most critical needs of a particular job and the very ones we have not been clear about or have not been able to measure in the past.

◆ The Candidates

All candidates have certain behaviors, motivators, skills and competencies. The trick is determining who has the right combination of these attributes to best fit the needs of the job. Enlightened Leadership Solutions provides a highly validated and reliable instrument for directly measuring the attributes of the individual and a report which compares those capabilities to the needs of the role, as clarified in the Job Benchmark.

Key Components:

Coaching Tools

Once a person is hired, a gap analysis of their capabilities based on the job needs provides the basis for coaching and performance management.

Action Learning

Numerous learning modules can be integrated into specific work opportunities to optimize the development value while achieving results.

Personalized Self-Development

Over 100 audio learning CDs and workbooks representing the job benchmark factors focus self-learning on individual needs.

The ELS Talent Selection & Development Process

1 Built on the key accountabilities of the position, this report is generated by input from up to ten people who have a strong understanding of the job. The profile establishes a clear model of the characteristics of the job. This part of the process provides behavioral interview questions to ask candidates.

3 This report provides an easy comparison between the needs of the job and the talents of the candidates. The personal skills/competencies, motivators and behaviors needed to excel on the job are compared to the assessed attributes of the candidates.

5 The coaching tools uncover specific opportunities for personal and professional growth. Three different approaches are available for ongoing development: Onsite Workshops, Action Learning, Personalized Self-Development



2 This profile assesses the talents of the candidate based on the 37 factor Job Benchmark Profile. It looks at motivation and personal skills. This part of the process determines what the candidate can do effectively.

4 Self awareness is critical to effective personal development. Knowing individuals' strengths and limitations can help a coach focus on personalized development that will have the greatest return on investment.

Our Services

Not all organizations need a total solution. Our services allow organizations to choose what they need most in a partner.

Business Solutions

Organizational Surveys – ground-breaking online instruments provide valuable organizational insight

Organizational Needs Analysis – identifying the root cause of human performance issues

Process Mapping – linking and optimizing the steps required to complete a task or function

Benchmarking – identifying and modeling areas of excellence to teach organization-wide

Rapid Response Teams – team planning to adapt to new conditions and unexpected events

Facilitation – open agenda sessions where participants guide the direction to best fit their objectives

Consulting – performance solutions integrated with internal expertise to create sustained results

Learning and Development

Individual Assessments – profiles to evaluate personal skills, behaviors and motivators

Content Needs Analysis – clarify development objectives and needs with a quick assessment

Blended Learning – using the right combination of learning experiences to produce optimal outcomes

- Workshops – off-the-shelf, integrated and designed options

- e Learning – blended approach

Learner Analysis – tailoring the solution based on the learning style common in your organization

Peer Groups – applying and teaching internal knowledge and best practices through co-worker interaction

Action Learning – methods to ensure participants apply learning concepts on the job

Coaching – improving performance through individual and core group focus

Where to Start

With the key elements of the process defined and various performance solutions available the natural question is "where to start." Typically, a client solution starts with one or a combination of the paths shown below.

Discovery

We help you assess the individual and organizational needs by taking a systems view of your performance needs. We then identify the levers that will have the greatest impact on your business results.

The first few steps in the process are...

- Meeting with key stakeholders regarding objectives, scope and desired outcomes
- Choosing the appropriate discovery approach which may include focus groups, surveys, learner analysis and interviews
- Performing the discovery
- Reviewing and analyzing the findings
- Recommending 'How to' solutions and action plans to improve identified performance issues

Learning & Development

Our approach is flexible which allows you to choose from a large array of our proven modules of material that we integrate with your organization's culture. This gives you the impact of 'custom' learning at the speed and cost of 'off-the-shelf'.

Your choices range from a single workshop to an entire learning program. Our full line of design services includes:

Modular Content
Facilitated Working Groups
Blended Learning
Custom Designed Workshops

Training Series

Some examples of core workshops in this area are:

- How to Hire and Keep the Right People
- How to Attract and Retain Top Talent
- Success Factors in Hiring, Developing and Retaining Great Talent

Project

ELS' partners with clients in rolling out major initiatives and projects. Our experience and tools allow us to assess and scope the organizational solutions that will have the greatest impact on your company's performance.

Having a variety of services and learning opportunities available a client project or initiative may include some of the following:

- Project review meetings
- Assessing project requirements, including: scope, resources, impact, skill sets and measures of success
- Building the roadmap that uses proven tools and techniques, including learning and consultative components, to get you to a solution
- Developing action plans to guide execution
- Launching execution teams to implement a project plan



The strength of any organization is integrally tied to the strength of its people just as a building is dependent upon the quality of its foundation and pillars. With people playing such an important part in an organization's performance it is critical that the right people are in the right roles. In the ever elusive search for top talent, any advantage that can be derived to help an organization select the right people is priceless. Enlightened Leadership Solutions' system takes much of the guesswork out of the search. Not only is the selection process made easier, but determining if your existing people are in the right role and developing them for their role is enhanced with our tools and processes. This alignment creates the foundation for an organization that will weather the demands of any environment.

Enlightened Leadership Solutions is a professional services firm driven to help our clients achieve breakthroughs in organizational performance.

About Enlightened Leadership Solutions

We excel in creating breakthroughs in the performance of your leaders and managers. Enlightened Leadership Solutions is a professional services company with more than 17 years experience providing top organizations the edge in achieving breakthroughs in organizational performance. We execute performance improvement through a blend of the following practices:

- Consulting
- Assessments & Surveys
- Training and Development
- Workforce Involvement/Partnerships



Areas of Expertise

Leadership and Management Development

- Supervisory, management and executive development programs
- Learner profiling and needs assessments
- Models and processes built from the best practices of high performers within your organization
- Design solutions for custom workshops or development programs

Integrated Project Teams (IPTs)

- Cross Functional Teams
- Effective matrix structure design
- Process mapping
- Rapid response and implementation teams
- Team development and training

Change Management

- Consulting services to successfully roll out change initiatives
- Evaluation of organizational effectiveness and design for change
- Communication flows and processes to enhance change readiness
- Change management skills for leaders and managers

Talent Selection and Development

- Job benchmarking and competency development
- Selection and promotion processes
- Employee surveys and research
- Off-the-shelf and custom training

We work behind the scenes as a partner to assess your organizational challenges and provide the appropriate, tailored solutions. Our unique process to shift mindsets, coupled with a balanced and comprehensive approach of action learning, facilitation, training, personalized processes and consulting services reduces the most complex problems into achievable solutions. You get easily transferable, "how to" tools with strong buy-in and action plans for sustainable results.



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