

# TALENT AUDIT

A Strategic Method for More Accurate Talent Management Decisions

## Skills for Strategic Account Manager

Overall Score	Provides Proactive Assistance/ Support	Takes Initiative in a Business	Commits Time and Effort to Ensure	Develops Technical	Teaching in a Structured
41	96				
32	20				
63	30				
69	76				
43	38				
49	50				
33	56				
66	79				

## Skills for Sales Force Manager

Overall Score	Teaching in a Structured Setting	Makes Joint Calls	Directs and Controls Others in a Business Unit	Profit Conscious in a Management	Takes Initiative in a Business	Makes Formal	Focused on Quantitative
45	89	64	56				
45	56	13	61				
43	41	27	51				
56	96	64	72				
41	46	34	59				
54	89	27	5				
55	42	50	44				
67	56	95	72				

## Skills for Account Manager

Overall Score	Maximizes Results by Systematically Managing an Account Plan	Driven to Produce by Increasing Sales to Existing Accounts	Works the System for the Customer	Educates Customers Through Structured Training	Promotes Customer Relations by Soliciting Feedback	Responds at Any Hour
46	49	97				
40	74	34				
39	29	50				
64	60	50				
64	60	97				
61	74	81				
63	74	97				
65	49	94				

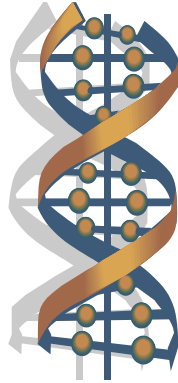
## Skills for New Business Development

Name	Overall Score	Effective Networking	Problem-Solving	Qualifies Prospects with Standard Probes	Commits Time and Effort to Ensure Success	Closes Through Logical, Incremental Steps	Opportunistic
Black	73	89	61	94	82	99	58
Peters	61	63	72	9	93	61	82
Thomas	61	91	52	97	87	41	36
Edwards	52	63	61	14	55	61	58
Johnson	50	43	92	20	55	42	58
Williams	50	33	73	78	56	42	15
Hill	39	63	42	40	37	42	9
Cook	34	29	31	67	20	27	29



can evaluate an individual on 156 unique work performance skills that have been validated in more than 200 studies of actual on-the-job performance. All of Chally's capabilities have been researched on a database of over 200,000 salespeople, professionals, and managers.

### THE SOLUTION



Just as DNA is specific to a given individual, a Talent Audit can pinpoint the "job skill DNA" of a given employee. It provides access to skill comparisons and overall success potentials with a predictive accuracy similar to the way a DNA strand identifies genetic makeup of each individual.

In this manner, organizations are able to inventory a complete list of strengths and weaknesses for all key employees across every important position, with every team, or across the whole organization.

It is instructive to differentiate between this approach and the typical employee assessment that may generate impressive numbers but not meaningful data. The Talent Audit is very different from "old school" employee assessments because it is:

*From a  
single  
assessment,  
a career's  
worth of  
results*

- Designed to reveal *predictive* results used for effective decision making—rather than to create merely comprehensive or descriptive data (which often have limited value)
- Standardized, with the same exact measures across all positions—rather than using different measures for some jobs, which create skewed results
- Completely objective—rather than colored by personal or political agenda
- Flexible, enabling key data to be compared and cross-referenced in endless varieties—rather than limiting access to a single individual, job function, or group at a time
- Easy to interpret—free of complex mechanisms that waste valuable time without adding clarity or analytical value

Even implementation aspects are very different from typical employee assessments. The online Talent Audit assessment is easy to administer, requiring about an hour of an employee's time. It is also currently available in 12 languages to meet the needs of global organizations.

## TALENT ALIGNMENT & DEVELOPMENT APPLICATIONS

The Talent Audit results are typically used for a broad range of job functions and levels to guide decision making. Some common applications include:

### *Sales Leader Decision Making*

- Identify incumbent salespeople most adept at developing new business (“hunters”) versus those best suited to managing existing customer relationships (“farmers”) or handling Strategic Accounts, or developing into a sales subject matter expert or any of 10 other key sales roles that World Class Sales Benchmarking Research has identified
- Determine which salespeople have the predictive skill strengths required to succeed in a sales management role
- Identify salesperson skill gaps that can be remedied with training, coaching, or other strategies
- Discover which salespeople have the skills to transition to new roles (solutions sales versus transaction sales)
- Identify where sales talent might most effectively be deployed to support key account goals
- Determine which salespeople can play a new role to meet the demands of an evolving customer
- Ascertain the most critical training and development needs by employee, team, and position

While the Talent Audit is frequently used in management development and succession planning, it is especially suited for sales organizations, because the ability to predict—and therefore apply and augment salesperson job performance—is essential to improving sales force effectiveness.

The underlying empirical database derives from Chally’s World Class Sales Excellence Research which includes best practices of the sales forces identified as being world class. The research is based on ratings from 80,000 customer interviews, rating 210,000 salespeople across 7,300 sales organizations.

*The Talent Audit can be used for sales, HR, and executive decision making*

*A Talent Audit helps create a more productive talent pool*

### **Human Resource Decision Making**

- Access and evaluate all incumbents in any group, to understand what areas are most appropriate for training across the entire group or the entire organization
- Create a corporate-wide profile of strengths and weaknesses to prioritize effective development initiatives, succession planning, and high-potential identification

### **Executive Decision Making**

- Apply accurate, predictive, “job skill DNA” insights to the consideration of strategic initiatives that have top- and bottom-line impact, such as increasing market share, penetrating new markets, increasing productivity, launching new products, reorganizations, and mergers
- Strategically align human capital strengths to achieve organizational needs and objectives
- Increase the ability to make more objective decisions, with the confidence of knowing those decisions are based on *predictive* criteria

### **An Ongoing Decision-Making Tool**

The Talent Audit assessment system and tools are most effective for strategic decision making when used on a continuing basis. Because data is predictive, its value for both employee development and career selection is unparalleled.

After completing a Talent Audit, each organization has on-demand access to its own employee assessment database. Once the database contents—the “job skill DNA”—is on file for all individuals, no further assessments of employees or candidates are necessary. From a single assessment, a career’s worth of information! And by continuing to assess new employees, the database remains current and can be regularly updated by Chally.

### ***No Other Measure Predicts as Well as Chally***

Statistical analysis of the Chally assessment confirms that it provides *predictive* results invaluable for effective decision making. Chally's predictive accuracy has been supported by comparison with the most comprehensive reports by independent researchers. A leading university confirmed that the Chally tools were substantially more effective and less discriminatory than all other selection techniques.

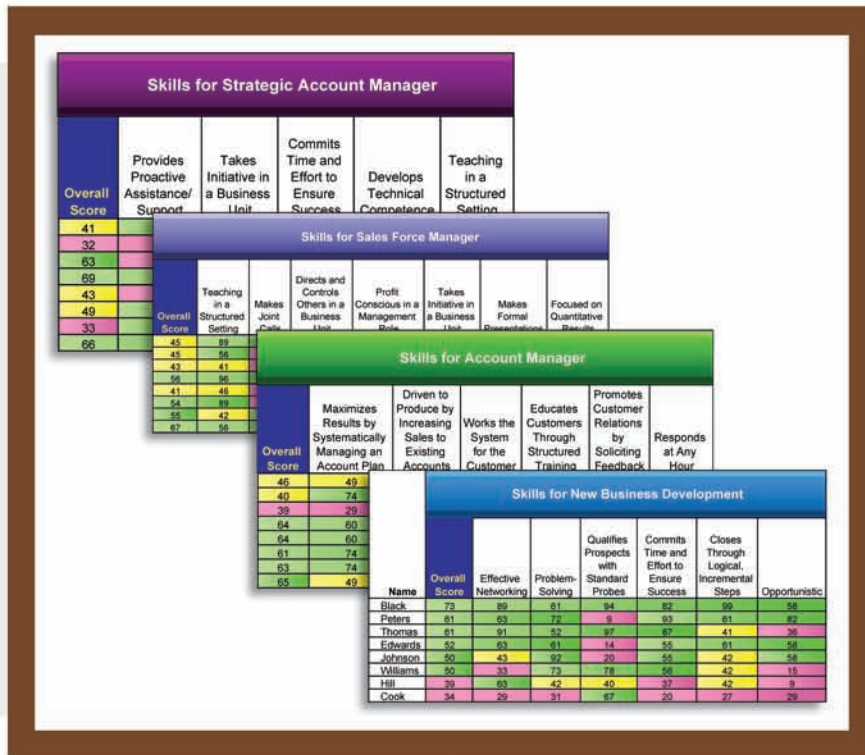
Chally measures exceed the correlations for all of the other commonly used tests. Chally's EEOC compliant predictive assessment methods improve selection accuracy by 25% to 30% over conventional methods.

The Chally Assessment is so stable over time that a study of 1,000 individuals who retook the Chally up to five years later resulted in scores that changed by only plus or minus 3 points on average. This shows why the assessment needs to be taken only once.

No measure predicts as well, has less adverse impact, or is as practical as the Chally Assessment.

More than 2,500 organizations, from small to large to global, have made the Chally assessment system a part of the way they make strategic talent management decisions to achieve up to 30% improvements in employee productivity and up to 40% reduction in undesirable employee turnover.

*Results so stable that up to 5 years later scores only changed +/- 3 points on average*



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