Leadership Pipeline ® Dashboard Summary

=Source of Design –

• C-Level Executives ‘needs’/best practices
=Overall Goal in Talent Management
=Logic behind the Leadership Pipeline ® Dashboard
=Screen Shots (examples)
=Outcome of the Leadership Pipeline Dashboard!
Front Sheet and Table of Contents (pg 1-3)

Materials Follow:

Pg.4: Source of Design and qualitative data source-the Human Asset Inventory® :
• Comments made by C-Level executives that formed basis of the Dashboard
• Experiences leading ‘Succession Planning’ in major organizations

Pg.5: Overall Goal...Improve the Performance of all Human Assets

Pg.6: Information and insights needed at various levels to be successful

Pg.7: Level of HR Analytic Value... focus of the Dashboard is in on Strategic and Predictive

Pg. 8: End State of Succession/Talent Management

Pg.9: Leadership Pipeline ® Dashboard... overall logic of reports that can accelerate or dampen organizational performance
Pg. 10-14: From the Navigational Cockpit… features
• Total Pipeline...very flexible - can be reconfigured many different ways
• Help Desk...’Best Practices’ in talent management’—for managers and HR, who supports those individuals;
• Report Writing Capability

Pg. 15-19: Performance Enhancement or Degradation … Examples of Reports
• Underleveraged Top Talent Report
• Investing in Development Planning and On-Boarding...how to access
• Cost of Poor Performance Report
• Promotable Hit-Miss Report
• Performance – Talent Assessment Consistency Report

Pg. 20-23: Succession … planning for key positions
• What you see as you start… the main navigation panel
• How to prepare/consolidate data
• Summary Picture

Pg. 24-27: Predictive Capability— Ability to predict outcome for a key initiative
• Logic behind the configuration of ten key talent factors
• Sample of a project… used for discussion purposes in strategy formulation

Pg. 28-29: Outcome— Benefits of the Leadership Pipeline Dashboard
• Organizational Level
• Outcome at the grass roots level: Managers and Human Resource on a daily basis in an Organization
Design ..’needs’ based upon key inputs by C-Level executives/practical experience:

- Interviews with key executives: 20 Senior CEO’s/COO’s/CHRO’s in well thought of companies: ‘What should a Decision Support System do/be...what should go into the Design...What is the need for different levels using the Dashboard?

- Experiences as C—Level executives directing ‘succession planning’ and talent management in FedEx; Lucent; PepsiCo; H-P; ADT Services. Baxter international; Bank of America;

For clarification purposes:

The Leadership Pipeline® Dashboard is based on the proven Human Asset Inventory®,…a conversational based approach, with no paper to fill out that produces data with integrity, believable, accurate, timely information.---the qualitative input into the Dashboard; takes the first important goal –Job 1--to assist you to segment your talent base and have a ‘real’, consolidated picture of your bench .cloud-based;
### Goal: Improving the Performance of all Human Assets

<table>
<thead>
<tr>
<th>Variable</th>
<th>By-Standers</th>
<th>Typical</th>
<th>Game Changers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit Per Employee</td>
<td>$ 20K</td>
<td>$ 28K</td>
<td>$ 38K</td>
</tr>
<tr>
<td>Shareholder value Per Employee</td>
<td>$ 252K</td>
<td>$ 290K</td>
<td>$ 357K</td>
</tr>
<tr>
<td>Customer Service/Will recommend you</td>
<td>&gt;4%</td>
<td>15%</td>
<td>72%</td>
</tr>
<tr>
<td>Drag</td>
<td>#___________</td>
<td>#_________</td>
<td>#___________</td>
</tr>
<tr>
<td>• Execution</td>
<td>%_________</td>
<td>%________</td>
<td>%_________</td>
</tr>
<tr>
<td>• Organization Performance</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Lift**
Leadership Pipeline... Information and Insights *at different levels* ...
Human Resources Value Curve –...level of analytics

Predictive Capability Report: Do we have the organizational change capacity to launch and sustain a specific strategic initiative.

Leadership Pipeline® Dashboard: Do we have the bench-strength we need to achieve our strategic direction?

How effective is Human Resources?

Who do we have working here and how are we serving them?

Transactional

Operational

Strategic

Predictive

Level of Potential Value

Value Produced

By HR within HR

By Leaders Support by HR Leadership
End state of the Leadership Pipeline ® Dashboard

Improve the performance of all Human Assets and the ability to implement the strategic agenda, build an organization that can compete and win today and tomorrow;

Serving multiple audiences:

Organizations...talent ready to ‘step-in’ and ‘step-up’/successors for key positions known and nurtured...a full and flowing pipeline of talent;
   – Creating a competitive advantage,
   – Minimize Risk,
   – Avoiding any competitive disadvantage in the marketplace;...and
   – A decision support system ...to assist in making not all the decisions, but the key ones;

Individual Leaders in the System ...A GPS to assist seeing a path and have resources to;
   – Be highly motivated on a day to day basis;
   – Feel good long term about ...want to be here

Human Resources...seen as a key player, highly credible and valued for perspective and skills in talent management;
   – A Key activity that can get HR ‘at the table, and helps HR stay there’
Leadership Pipeline ® Dashboard... overall logic of reports
...based upon how a particular ‘people performance issue’ is managed it can either lift an organizations performance or cause performance can deteriorate—

- BUSINESS PERFORMANCE ADVANCED
- EXECUTION EXCELLENCE

“Right People On The Plane” 10 Reports

“Wrong People (Should be) Off The Plane” 8 Reports

“Right People - Rt Seats” 10 Reports

- EXECUTION - POOR
- BUSINESS PERFORMANCE DIMINISHED
Leadership Pipeline ® Dashboard
Sample of Capabilities and Reports

From the Navigational Cockpit...features
• Total Pipeline...very flexible -can be reconfigured many different ways
• Help Desk...’Best Practices’ in talent management’—for managers who use and HR who supports;
• Report Writing Capability

Performance Enhancement or Degradation ...Examples of Report (Overall 28 reports that can be configured many different ways)
• Underleveraged Top Talent Report
• Investing in Development Planning and On-Boarding...how to access
• Cost of Poor Performance Report
• Promotable Hit-Miss Report
• Performance –Talent Assessment Consistency Report... will affect ability to align

Succession ...planning for key positions
• What you see as you start...the main navigation panel
• How to prepare/consolidate data
• Summary Picture

Predictive Capability—Ability to predict outcome for a key initiative
• Logic behind the configuration of ten key talent factors
• Sample of a project...used for discussion purposes in strategy formulation
TOTAL PIPELINE OF TALENT... VARIOUS LEVELS—VARIOUS ISSUES

The overall picture...can drill down in any cell.

Filters...This Bar---Allows you to configure the many in 28 different ways.

---

**Total Leadership Pipeline**

<table>
<thead>
<tr>
<th>Company</th>
<th>Business/Format</th>
<th>Pivotal</th>
<th>Risk</th>
<th>Measures</th>
<th>Function:</th>
<th>Diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demo Company</td>
<td>All</td>
<td>All Employees</td>
<td>All Risk</td>
<td>Head Count</td>
<td>All Functions</td>
<td>All Employees</td>
</tr>
</tbody>
</table>

| All Pipeline  | Executive Leader | Senior Leader | Key Manager | Individual Contributor |

---

**Talent Forecast**

<table>
<thead>
<tr>
<th>Take Action</th>
<th>Hold at Level</th>
<th>Promotable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Well Placed (WP)</td>
<td>Seasoned Pro (SP)</td>
</tr>
<tr>
<td>Active</td>
<td>20</td>
<td>11</td>
</tr>
<tr>
<td>ReActive</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Blocked</td>
<td>8</td>
<td>5</td>
</tr>
</tbody>
</table>

**Legend**

- Too New
- Game Changer
- Technical Leader
- Spectator
- Bystander

**Counts**

- Count: 13, 71, 27
- Percent: 12%, 64%, 24%
Help Desk is available at all times; detailed guidance about how to use the various reports:

- What question does this Report answer?
- What is this Report--what does it do?
- How to use this report to fully understand issues with this report?
- Visual illustrations of what to look out for, what can be monitored, and
- If in HR, how to be of assistance with this particular report--particularly around the alerts?
EXTENSIVE ON-LINE SUPPORT...A ROBUST HELP DESK

**Help Desk**
- Are the right people on the plane
  - 1.1 Total Leadership Pipeline
  - 1.2 Leadership Coalition
  - 1.3 Talent Forecast Chart
  - 1.4 Succession Coverage
  - 1.5 Need to Move
  - 1.6 Diversity Pool
  - 1.7 Vacant Position
  - 1.8 Need to Move Tracking
  - 1.9 Position Fill Progress
  - 1.10 Diversity Pool Tracking
- Are the wrong people off the plane
  - 2.1 Poor Performance
  - 2.2 Limited Talent 2+ Years
  - 2.3 Rating/Reward Consistency
  - 2.4 Leadership Risk Analysis
  - 2.5 Promotable Pool Hit - Miss
  - 2.6 Performance Improvement Planning
  - 2.7 Poor Performance Action
  - 2.8 Underleveraged Positions
- Are the right people in the right seats
  - 3.1 Pivotal Position Incumbent Analysis
  - 3.2 Functional Depth Chart
  - 3.3 Retirement Vulnerability
  - 3.4 External Search List
  - 3.5 On-Boarding Plan
  - 3.6 Underleveraged Top Talent
  - 3.7 Individual Development Plan
  - 3.8 Key Population Tracking
  - 3.9 Pivotal Position Tracking
  - 3.10 Don't Loose

**Introduction:** Chicago Change Partners position on Talent and Talent Management

**Bench-Strength: The best and the rest**

All 28 Standard Reports, covers the issue in robust but focused detail-can use what is the need:
- What is it
- Why is it important
- How does it work
- How to use it, and
- Examples

Other depictions are in the more common Nine Box; basically looking at Present and Future:
TOTAL PIPELINE... ROBUST REPORT WRITING CAPABILITY

Filters and tailored reports allow you to configure those standard reports any way you desire.

A unique feature: Custom Reports allow you to take any variables and configure exactly to answer the question you have--is reported out as an Excel Spreadsheet or CVS.
PERFORMANCE ISSUE: TOP TALENT UNDERUTILIZED ... WASTING OF CONTRIBUTION + RETENTION ... RED ALERTS SIGNALS

Research -- Retention of your best: better performers leave because they are reporting to poor managers
PERFORMANCE ISSUE: TWO KEY TIMES...INVESTING FOR THE FUTURE

• **On-Boarding:** At the Director level and above...40% ‘fail’ in first 100 days—script is written; this is a must—also a 90 day assessment is built into the Dashboard

• **Individual Development Planning:** Just to stay competitive your ‘best’ know the calibration point ‘on the street’ *your competitors are investing here*...if you are not, could lose your best; can monitor/track the plans.
PERFORMANCE ISSUE: COST OF POOR PERFORMANCE + ... TOLERATED?

Issue: Poor performers will put drag on any change effort

<table>
<thead>
<tr>
<th>Company</th>
<th>Business/Format</th>
<th>Pivotal</th>
<th>Risk</th>
<th>Measures</th>
<th>Function</th>
<th>Diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demo Company</td>
<td>All</td>
<td>All Employees</td>
<td>All Risk</td>
<td>Total Compensation</td>
<td>All Functions</td>
<td>All Employees</td>
</tr>
</tbody>
</table>

**Total Leadership Pipeline**

**Talent Forecast**

Just click on this measure—5 key measures here—and figure out for various levels—from Executive to Individual Contributor

- **Cost of Poor Performance**
  - For a small sample: 1.2mm, and looking at Well-Placed and Reactive...
  - $811K—bears scrutiny

<table>
<thead>
<tr>
<th>Take Action</th>
<th>Hold at Level</th>
<th>Promotable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited</td>
<td>2,822,261</td>
<td>2,791,432</td>
</tr>
<tr>
<td>Misplaced (MP)</td>
<td>1,073,622</td>
<td>1,033,361</td>
</tr>
<tr>
<td>Well Placed (WP)</td>
<td>2,685,364</td>
<td>253,408</td>
</tr>
<tr>
<td>Seasoned Pro (SP)</td>
<td>61,966</td>
<td></td>
</tr>
<tr>
<td>Expandable (E)</td>
<td>165,228</td>
<td></td>
</tr>
<tr>
<td>Promotable (P1)</td>
<td>1,033,361</td>
<td></td>
</tr>
<tr>
<td>Promotable (P2)</td>
<td>253,408</td>
<td></td>
</tr>
<tr>
<td>Promotable (P3)</td>
<td>253,408</td>
<td></td>
</tr>
</tbody>
</table>

Legend:
- Game Changer
- Technical Leader
- Spectator
- Bystander
**PERFORMANCE ISSUE**: PROMO ABILITY POOL ...HIT/MISS REPORT

**Issue**: Promotions should go to those that are on the promotions list---this activity is ‘Values in Action’ for your organization ...*not what you say, it is what you do!*

<table>
<thead>
<tr>
<th>Level of Mgmt Job</th>
<th>Position</th>
<th>Employee Name</th>
<th>Reports To</th>
<th>Date Filled</th>
<th>Change Leadership</th>
<th>Rating</th>
<th>Talent Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Leader</td>
<td>Country Director, Australia</td>
<td>Castor, Lou</td>
<td>Zigmont, Dennis</td>
<td>11/19/2010</td>
<td>Proactive 2</td>
<td>6</td>
<td>P1</td>
</tr>
<tr>
<td>Executive Leader</td>
<td>VP, Manufacturing</td>
<td>Anderson, Tracey</td>
<td>Isaccs, Jay</td>
<td>11/3/2010</td>
<td>Active 3</td>
<td>4.9</td>
<td>Expandable</td>
</tr>
<tr>
<td>Key Manager</td>
<td>Asst. Manager, New Product Development</td>
<td>Cannella, David</td>
<td>Griffin, James</td>
<td>1/1/1900</td>
<td>Reactive 6</td>
<td>4</td>
<td>Seasoned Pro</td>
</tr>
<tr>
<td>Senior Leader</td>
<td>Country Director, Argentina/Paraguay</td>
<td>Barbutes, Paul</td>
<td>Haswell, Mike</td>
<td>1/1/1900</td>
<td>Active 3</td>
<td>5</td>
<td>Expandable</td>
</tr>
</tbody>
</table>

On-going list of who is placed in key positions--Red Alerts indicate that this placement is somewhat troublesome....should be looked at.

*Issue: Values are communicated most clearly by who gets the jobs here...tells us 'what really matters'—and Management suffers the most if a poor placement is made.*
**PERFORMANCE ISSUE:** OVERALL MESSAGING --CONSISTENCY—IN THIS CASE; ALIGNMENT... RED ALERTS SPOT ISSUES

### Rating/Reward Consistency

<table>
<thead>
<tr>
<th>Company</th>
<th>Business/Format</th>
<th>Pivotal</th>
<th>Risk</th>
<th>Function</th>
<th>Diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demo Company</td>
<td>All</td>
<td>All Employees</td>
<td>All Risk</td>
<td>All Functions</td>
<td>All Employees</td>
</tr>
<tr>
<td>Pipeline</td>
<td>Executive Leader</td>
<td>Senior Leader</td>
<td>Key Manager</td>
<td>Individual Contributor</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>All Talent Group</td>
<td>118</td>
<td>4.64</td>
<td>1.81</td>
</tr>
<tr>
<td>Game Changer</td>
<td>27</td>
<td>4.91</td>
<td>1</td>
</tr>
<tr>
<td>Technical Leader</td>
<td>57</td>
<td>4.95</td>
<td>2.71</td>
</tr>
<tr>
<td>By-Standards</td>
<td>13</td>
<td>4.08</td>
<td>0.96</td>
</tr>
<tr>
<td>Too New</td>
<td>6</td>
<td>3.5</td>
<td>0.83</td>
</tr>
</tbody>
</table>

**Detail: By-Standards**

<table>
<thead>
<tr>
<th>Employee</th>
<th>Job Title</th>
<th>Reports To</th>
<th>Comp. Ratio</th>
<th>Perf. Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bobbey, Tom</td>
<td>Manager, Purchasing</td>
<td>Slack, Steve</td>
<td>.93</td>
<td>5</td>
</tr>
<tr>
<td>Tsui, Rachel</td>
<td>Manager, HR</td>
<td>Heng, May</td>
<td>.98</td>
<td>4</td>
</tr>
<tr>
<td>Harcar, Ken</td>
<td>Lab Assistant</td>
<td>Kondo, David</td>
<td>1.10</td>
<td>4</td>
</tr>
<tr>
<td>Kaloci, Dave</td>
<td>Manager, Payroll</td>
<td>Johnman, Jon</td>
<td>1.01</td>
<td>5</td>
</tr>
<tr>
<td>Matusky, Mathew</td>
<td>Director, Marketing North America</td>
<td>Banks, John</td>
<td>.89</td>
<td>5</td>
</tr>
<tr>
<td>Miller, Robert</td>
<td>Key Account Manager</td>
<td>Haswell, Mike</td>
<td>1.23</td>
<td>3</td>
</tr>
<tr>
<td>Priolo, Robert</td>
<td>Manager, Information Technology</td>
<td>Moss, Tom</td>
<td>1.04</td>
<td>5</td>
</tr>
<tr>
<td>Rees, Lorraine</td>
<td>Inside Marketing Rep</td>
<td>Haswell, Mike</td>
<td>1.02</td>
<td>5</td>
</tr>
<tr>
<td>Roessler, William</td>
<td>Quality Systems Manager</td>
<td>St. Clair, Mark</td>
<td>1.13</td>
<td>4</td>
</tr>
<tr>
<td>Edel, Mark</td>
<td>Project Manager</td>
<td>Haswell, Mike</td>
<td>1.02</td>
<td>5</td>
</tr>
</tbody>
</table>
Part One: What you will see:

### Succession Coverage

<table>
<thead>
<tr>
<th>Name</th>
<th>Job Title</th>
<th>Reports To</th>
<th>Location</th>
<th>Successor Type</th>
<th>Readiness</th>
<th>Pipeline</th>
<th>Change Leadership</th>
<th>Talent Forecast</th>
<th>Pivotal</th>
<th>Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belatrix, Sharon</td>
<td>Manager, Continuous Improvement</td>
<td>Moss, Tom</td>
<td>North America-Accounting-Chicago</td>
<td>Emergency Step-In</td>
<td>Individual Contributor</td>
<td>Reactive 5</td>
<td>Selected Pro</td>
<td>NO</td>
<td>NO</td>
<td>Low</td>
</tr>
<tr>
<td>Anderson, Tracey</td>
<td>Director, District Sales</td>
<td>Isacs, Jay</td>
<td>North America-Sales-Chicago</td>
<td>Successor</td>
<td>75%</td>
<td>Key Manager</td>
<td>Active 4</td>
<td>Well Placed</td>
<td>NO</td>
<td>Low</td>
</tr>
</tbody>
</table>

This is the report...Notice that it spells out the Succession picture for Sharon Belatrix.

In the case of Lynn Cabot—she is considered a 'red alert'—primarily because of the Reactive Change Response.

There are different types of successors...in this case Scott Carmen is seemingly a good back-up.
Part Two: What went into preparing the Report...what needed to be defined to create the report?

To create the report requires that for an individual where there is a need for a successor that you source that person as follows:

1st: Click on the administrative area and go to Employee Profile

2nd: When pulling down an individuals name—do that first/find the individual you are looking for and then...you will note the Succession Coverage Tab
3rd: Next fill in the key pieces of information:
- Future successors for Anne Bannister;
- Emergency Step-in's for Anne Bannister, and then
- Pipeline Candidate for Anne’s position

...Lastly, you might want to look at possible positions for Anne Bannister.
Definitions of terms used:

**Future Successors:** 1-2 Employees who would seem to be the most logical successor. If there is not a qualified candidate—do not list one. For the successors, also indicate present readiness to assume the position:

**Emergency Step-In Candidate:** Who could handle the position on a temporary basis—until the present incumbent returns or until the position is filled?

**Pipeline Candidate:** Someone who is not presently qualified, but who could develop the required competencies and experience to be a viable candidate in 3+ years

Readiness needs to be checked in terms of:
- **100%:** Fully competent to step in and step up into that position
- **75%:** Some development is required—there would be some growth, but they would be capable of producing solid expected results; and
- **50%:** They could be successful, a stretch, but consider the following:
  - They will need a solid development plan;
  - What kind of team are they inheriting; and
  - What caliber direct boss and can/will he or she spend enough time with that individual to assure success.
Prediction* of Ability to Implement a specific Initiative
...’test driving’ the initiative

* At this point in the evolution of the Leadership Pipeline Dashboard has to be produced manually the next iteration –our goal is to automate this capability. This type of report has been used successfully in Strategy Formulation sessions at FedEx; Baxter, Bank of America and ADT...’to test drive an initiative’. Additional research is needed prior to automating the capability/report.

**Leading indicators are in two areas:**

**Mission Critical:**

Those factors...essential in launching and successfully implementing a specific initiative... if you have enough “lift” and a minimum of drag, “lift-off” will occur
Prediction of Ability to Implement a specific Initiative …’ test driving’ our organization

Leading indicators are in two areas:

Mission Critical:
Those factors...essential in launching and successfully implementing a specific initiative... if you have enough “lift” and a minimum of drag, “lift-off” will occur
Organizational Issues---from research and experience

**Leading Indicators**

**Mission Critical**
- Lift Off Required Vs. Drag
- **Mission Critical**
  
1. Leadership Pipeline — *Picture of Bench* ...robust broad leadership (1) ...and a solid project management team in place
2. Key Unit’s Capability—...enough game-changers to take on new challenge—top 2 levels in key unit (2)
3. Pivotal Position Incumbent(s)—...solid leaders in the ‘make or break’ positions (19)/(27)
4. Cost—Tolerance of Poor Performance ... history of stepping up to the issue—meritocracy in place (11)/(12)
5. Core Competencies/Technical Leadership Strength in key areas ...to support the strategic agenda (20)

**Stabilizers**
- Stability in Flight
- **Important to Sustain**

6. Leadership ‘Risk of Losing’ Perspective ... *Key talent vulnerability/we lose them* (14)-particular concern with key successors not in place
7. Hi potential Under-Employed ...reporting to a poor leader ... *not developing or holding back our best who could contribute more* (24)
8. Vacant position List—Lack of Progress ... *Not filling our key jobs on a timely basis* (9)
9. Ratings-Rewards Alignment ...misaligned ...Lack of consistency; performance-ratings-compensation...sending the wrong signals (13)
10. Promotion Pool ‘Hit or Miss’... *our best not getting the jobs—poor selections made* (10)

**Lagging Indicators**

- **Financials:**
  - Income Statement
  - Balance Sheet
  - Budget Variance Analysis
Change implementation—status of key drivers

1. Leadership Pipeline
2. Coalition of leaders in unit
3. Pivotal Positions
4. Poor Performance
5. Core Competency Technical Depth
6. Risk of Losing
7. Hi-Po Under Employed
8. Vacant Position Progress
9. Rating Reward Alignment
10. Promotion Pool Utilization

(1-5) Mission Critical Indicators
(6-10) Stabilizing Indicators

5: Solid Lift
3: Stability
1: Significant Drag
LEADERSHIP PIPELINE DASHBOARD ® ... HOW DOES IT HELP THE ORGANIZATION?

Outcome for an organization:

• Moves an organization away from the common ‘once a year mentality’---

• **Alignment**...provides everyone a clear and comprehensive picture of talent and pipeline issues;
  • Common data definitions and understanding of priorities; thus, spending less time debating the data and more time deciding and acting;
  • Spotlights talent improvement in areas with the highest potential return;

• **Common picture: brings order out of chaos; ...intuitive, practical;**

• Helps to monitor, measure and manage the talent picture; ‘early warning alerts’; **...You can see the forest...you can see the trees**

• Saves precious time and resources:...focus is on the right issues;

• Helps leaders stay on top of the issues – real time information;

• Finger-tip access to all the information managers need to understand and improve talent capability of their unit;
LEADERSHIP PIPELINE DASHBOARD ® … DAY TO DAY...MAKING DECISIONS REGARDING TALENT

‘Power is not revealed by striking hard or often, but by striking true’
Honore’ de Balzac

Outcome at the grass roots...Managers and HR-discussing issues-deploying talent:

• Conversations around people issues are different – changed dramatically: Issues are framed in business terms, analytics, same language;

• Accountability: dramatically improved: more readily able to engage and gain team commitment;

• Focuses priorities: Not need to make ‘all the moves’; however, the Dashboard helps managers make smart, informed moves;

• Improves Talent Intelligence across the system; Improves coaching of others...line management more fully engages;
  • Changes the role of Human Resources to more fully engage in this key, high impact area...moves the function toward a more strategic activity;

• Provides Human Resources with information and a framework to productively engage other key leaders:
  Creating different discussions; moves the issue to more fact based rather than being emotional laden
  Enhances ‘HR being at the table – staying at the table’