

Linking Behaviour to Bottom Line Performance

Linking Talent Development to Deployment

Talent Management Benefits

- > Create a high performing organisation
- > Foster the growth of talent
- > Building shared experiences & processes
- > Link talent development to deployment

Please note, this document is intended to accompany the talent management demonstration of the Visual Team Builder. This demo can be found at the link below.

<http://www.fourgroups.com/talent>

Linking talent development to talent deployment and extending the reach of talent management all go towards creating a high performing organisation.

What is talent management?

While the importance of talent management seems to be gaining widespread acceptance, it is perhaps useful to start by answering the question 'what is talent management'? In principle, talent management enables an organisation to accomplish its goals in a more effective and efficient manner, for example, doing things more cheaply, more quickly and more reliably. In addition, Four Groups' believes that talent management consists of three core activities;

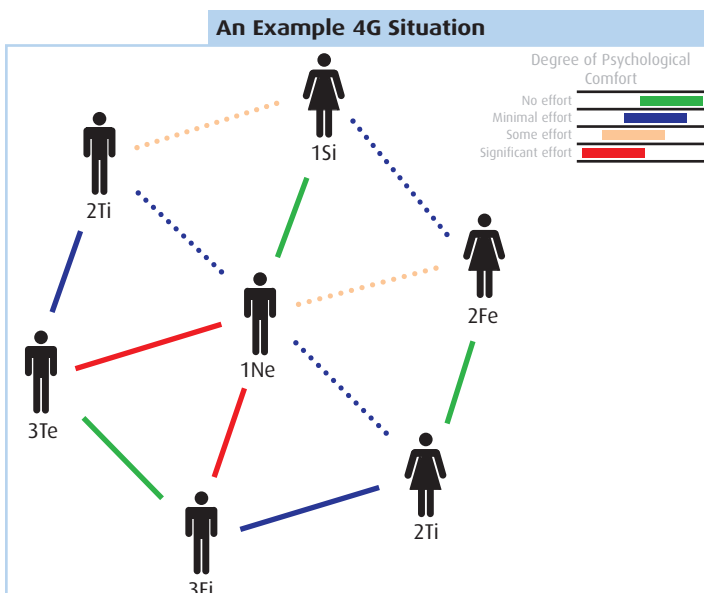
ship and enhanced skills

While there is arguably a need to identify talent before one can deploy or develop it, this is by no means essential. That said, there are numerous methods concerned with the identification of talent. Skills assessment, competencies, 360 degree feedback and performance management all come into the equation.

If identifying talent is the starting point, then its development and deployment allows the objectives of talent management to be fully realised. Similarly, the development and deployment of talent directly impact one another. The best examples of this being graduate training programs and senior secondments. While both these activities directly link development and deployment, they are carried out against a background of relative stability and commitment on the part of both the individual and the organisation. This is usually over a period of a few years, rather than a few months.

1. The identification of talent, via skills and performance management for example
2. Deploying talent that benefits both the organisation and the individual
3. Developing talent in terms of improved leader-

Graduate training and secondment are, in the main, highly valued by those



who experience them and the organisations that provide them. In terms of talent management however, one might argue that these activities benefit only a fraction of an organisation's 'talent pool'. The obvious question to ask therefore is 'how can the benefits of linking development and deployment be extended to the largest number of people?' This then raises the following questions;

1. How can talent management benefit the largest number of people?
2. What efficiencies can be gained by increasing the reach of talent management?
3. How does talent management leverage the uniqueness of the organisation?

Our solution

In order to answer the questions above, Four Groups have created a methodology called 4G. 4G lets organisations link the development and deployment of talent together. The methodology also extends the reach of talent management, potentially throughout an entire organisation.

By linking development to deployment and increasing the reach of talent management, improvements and efficiency gains are possible. Ultimately, linking development to deployment and gain-

ing operating efficiencies from talent management all contribute towards leveraging the uniqueness of the organisation.

What are the talent management applications for 4G?

The talent management applications for 4G split into two areas, deployment and development. Focusing on deployment, once people's suitability and availability for a role is known, 4G seeks to maximise the performance of that individual, their relationships and overall group dynamics. As many processes and functions require team work and a reliance on others, ensuring that relationships and group dynamics are operating at their best is the key to achieving high performance.

When using 4G, it is possible to both predict the new relationships that are formed when deploying talent and to optimise the performance of existing relationships. From a talent management perspective, the benefits of using 4G apply in situations as diverse as recruitment, team composition (one off project teams and long term teams), succession planning, mentoring, collaboration and organisational design. Further, all of these deployment activities are driven by the same software tool, the Visual Team Builder. A link to a demonstration of the Visual Team

Who are we?

Four Groups offers a methodical approach to understanding behaviours, relationships and culture. This document provides some background to our work around recruitment, optimising hiring decisions and creating high performing teams.

Builder is below.

<http://www.fourgroups.com/talent>

Turning to development, 4G contains a suite of coaching modules and interventions that enhance an individual's own learning and personal growth. Concerning the coaching modules, each one is written around a particular subject such as leadership, negotiation or creativity. In addition to the topic, all of the modules are then customised for each individual. Put another way, the bespoke modules are written to reflect how that person approaches and works with the particular topic, for example, leadership, negotiation or time management. Knowing this information in advance speeds the learning process and ensures maximum relevancy and resonance for the participant.

The second aspect of development looks at improving and optimising an individual's relationships with their colleagues. In line with the deployment application, the means to improve and enhance relationships goes a long way to improving overall performance and

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effectiveness.

How does 4G work?

Using 4G is a very quick and simple process. People generally need an hour, split between a short briefing, an online personality questionnaire and a feedback session. Optionally, further time may be spent on more feedback, either for individuals or for the whole group. At the end of the process, individuals receive their own reports, while a group report is made available for the decision maker and/or the group, depending on what is required.

What is 4G based on?

4G is a proprietary approach to predicting relationships, behaviour and group cultures. Based in part on the work of Swiss psychiatrist Carl Jung, 4G incorporates measures of people's strengths, creativity, motivation and weaknesses. The model contains 16 definitions of individual's behavior, 14 different relationship types and 4 examples of group culture.

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