

# Magnetic Attraction

THE POTENTIAL  
OF TALENT AND THE  
CORPORATE BRAND



Summary Report of the  
Stanton Marris Shared Learning Project

June 2001



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“ How many  
heads can a  
headhunter  
hunt? Their  
appetite for  
talent is  
insatiable! ”

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FORTUNE MAGAZINE, MAY 2000

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# 1 The story behind the project

Why do talented people seem to be in such short supply?

What drives talented people?

Is the concept of a twenty-year corporate career dead?

Is the dot.com fever over?

*This is where it all started...*

## The headlines

### January 1999

The 'war for talent' is making business news headlines. Chief executives have seized on the issue as critical to the success of their businesses. It is as if someone has pulled the plug on the talent pool, and nobody knows either how to stem the flow or how to replenish it. HR departments, suddenly finding themselves in the spotlight, are grabbing at 'quick fixes' to poach and protect talent – usually in the form of financial enticements. Talented people across all sectors can have their cake and eat it.

This, and not the dot.com fever, marks the seismic shift in the employment relationship, perhaps the biggest shift for a hundred years. Those who understand and manage it best will have a powerful advantage in the war for talent being waged in this uncharted territory.

***“You can win the war for talent, but first you must elevate talent management to a burning corporate priority.”***

The McKinsey Quarterly, Summer 1998

***“Companies interested in keeping their most talented employees must track the progress and the attitudes of their management.”***

Harvard Business Review, October 1998

***“They're coming to take you away. Headhunters, venture capitalists, dotcoms – even your customers and friends – are coming after you. What do they want? Nothing less than your brain.”***

Fortune, May 2000

***“Work/Life Benefits Become Key Weapon in 'War for Talent'.”***

HR Magazine, August 2000

***“As we enter 2001, the war for talent shows no signs of losing steam despite an influx of dot.com refugees into the marketplace.”***

PR News, January 2001

***“Let your people shine... Your company is a stage on which glittering talents can perform.”***

Management Today, October 2000

## The project

### **April 2000**

As consultants working at the interface between individuals and the organisations they work for, we know that success depends on this connection being effectively energised. For this to happen the rational and emotional hemispheres of both the individual and organisational brain need to be integrated.

We see in the 'war for talent' a challenge to develop new strategies to achieve that integration and use it as a powerful magnet to attract and retain the best people. As part of this, we believe companies can make far more effective use of their 'brand personality' to make and keep a vital connection with the people they want to work for them.

How can we best do this? What works, and what doesn't? How can we be sure we are delivering what talented people really want, and not just what we think they want? New and authentic data is essential if companies are to be able to drive this agenda and not be driven by it.

This became the goal of the Stanton Marris research project. We decided to talk directly with a wide cross-section of people who could be clearly identified as part of the global talent pool; to dig deeper into what really drives them, fuels their energy and makes them want to be associated with a particular organisation.

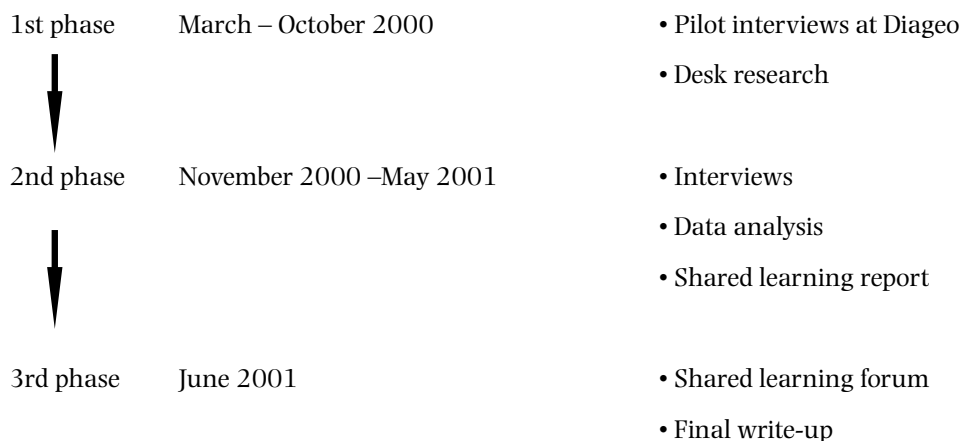
## The process

### August 2000

We knew we needed to go further than simply publishing our findings. Companies need information, but critical advantage also depends on adaptability and pace. To develop sustainable strategies of our own, we need to share knowledge and learn from each other's experience as managers and as consultants.

We set out on a journey with a clear destination and several distinct stages at which we could share insights and explore solutions. The first leg was the initial desk research and pilot interviews. The publication of this report marks the end of the data-gathering and analysis of the second leg. The third leg begins with an event where we will debate the issues and share the learning with participating clients and culminates in the final output from that forum, proposing practical solutions to the emerging issues.

### Overview





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“ The most  
important  
thing in  
communication  
is to hear  
what isn't  
being said. ”

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PETER DRUCKER

# 2

## Eavesdropping on free agents

As talented people shared their thoughts and feelings with us, we realised that their career decisions are often determined by factors that never even reach their organisation's radar screens. But that doesn't mean they're not being discussed...

From: cathy@hotmail.com To: harriet@virgin.net

Guess what, I'm going for an interview at GlobalMoney!! They only shortlist one in every two hundred applicants for their fast-track programme, so I'm suitably flattered. Loads of dosh, international projects, the works. Never thought you'd have friends in such high places, did you - quite a change from our grotty flat in Cambridge! X Cathy

From: joan.marple@GlobalMoney.com To: cathy@hotmail.com

Dear Ms Jones, Thank you for coming in for interview this week. You will be contacted by the personnel department in due course. In the mean time, if you have any questions, please do not hesitate to contact me. Yours faithfully, Joan Marple, HR Manager

From: Ann&PeterJones@msn.com To: cathy@hotmail.com

*Darling, before you accept this big job at GlobalMoney, do stop and think. Do you want to spend your life competing with aggressive city types, stuck on long-haul flights and getting exhausted? If I know Steve, he won't put up with that for long - and boyfriends like him don't grow on trees! Just look at all these poor women desperately looking for husbands after throwing away the best years of their lives in some fancy job. Love, Mum*

From: harriet.blake@gov.uk To: cathy@hotmail.com

Congratulations! You star. They're supposed to be pretty ruthless but I know you'll survive and thrive. Better than disappearing into a black hole like I have. I even had some talent researcher around to interview me last week - what, am I talented? No-one told me! You have to be here about 150 years

before you make any serious money, and to add insult to injury, they bring in new people on special deals who think they're better than everyone else. Think this might have been a mistake. H x

From: EmmaP@freeuk.com To: harriet.blake@gov.uk

Can't believe Cathy has landed GlobalMoney - hope they don't eat her for breakfast. Bet it's not as glamorous as everyone thinks. Mind you, it's got to be better than puke on your shoulder (bless him). I'm having a terrible time trying to sort out something part-time for when I go back - no-one even seems to know who I should have the conversation with. I love the job and we need the money, but something's got to give, and if I can't work something out I'll probably chuck it in and go freelance. Say well done to Cathy. Love, Em

From: alan.dukes@GlobalMoney.com To: cathy.jones@GlobalMoney.com

Cathy - thanks for your note about the Singapore project. Although your contacts there will be very useful (please make sure you give them to Lucinda before she goes), I'm afraid you don't yet have the experience for this kind of high-profile client work. We'll certainly keep you in mind in future. Regards, Alan

From: Ann&PeterJones@msn.com To: cathy@hotmail.com

*Darling Cath, thanks for your note. I'm sorry they're being so vile. You will do very well there if you stick at it, but I'm afraid that you're not alone in finding that the GlobalMoney world is a harsh one, although it looks so attractive. If I were you, I'd do the MBA and then start looking around. Ask some tougher questions next time about career progression and development policies, and try and get a feeling of what it's really like to work in the place. Now you know money and image isn't everything! Hang in there sweetheart - love, Dad*

*P.S. Enterprise have asked me to come back as a freelance consultant. It's a good, well-structured deal, very attractive. Didn't know they had it in them!*

From: EmmaP@freeuk.com To: Richard.Fox@wtn.com

*Dear Richard, I'm sorry you're disappointed about me leaving, so am I really, but I needed something more flexible to fit in with the baby and it was all taking so long to sort out that when VBC came along with an offer of a 3-day week and some work from home, I felt I just had to take it. Hope you understand. I'm sure we'll keep in touch. I won't forget to recommend you for that TNN editor's job. All the best, Emma*

To: Ann&PeterJones@msn.com From: cathy@hotmail.com

Mum, it was NOT travelling and hard work that made me leave GlobalMoney, so please stop telling your friends that you were right all along. Quite the opposite, actually. It seems so modern and streamlined, but actually it's old-fashioned and hierarchical. Alan Dukes is a stuffed shirt, too paranoid to give anyone the opportunity to prove what they can do, and the whole atmosphere is just too rigid for me. I WANT long-haul flights and hard work! I just don't want to be squashed by a lot of corporate hassle. See you at the weekend. Love, Cath

From: Alan.Dukes@GlobalMoney.com To: Joan.Marple@GlobalMoney.com

Joan - can we get together to talk about the graduate fast-track programme? We seem to be missing the right sort of people, with a real appetite for hard work and global projects. As you're aware, it costs us seven thousand pounds every time someone drops out of the graduate programme, not to mention the shortage of top performers in the business. Take Cathy Jones, a high-flying graduate with real potential. I'm not sure what went wrong with her but I think we need to take a close look at the recruitment programme. I've asked Marian to fix up a meeting. Regards, Alan

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“Corporations  
are not things,  
they are the  
people who  
run them.”

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CHARLES HANDY

# 3

## What we did

Over 150 interviews with talented people  
and company representatives.

Some on the phone, many face-to-face.

24 participating organisations:

large blue-chips, small start-ups,

public sector organisations, charities.

8 months' work.

*Here is the one page summary... >*

## The one-page summary

### **Is there a ‘war for talent’?**

While organisations are preparing for battle, talented individuals see no talent shortage. They see plenty of talent in their organisations not being given a chance to prove their potential. They are also critical about their organisation’s ability to deliver on the expectations of those high flyers their employers would like to attract. They see inconsistencies between the external promise and internal reality.

### **What drives talented people?**

Talented people want to be the best that they can be. They want challenging jobs that stretch them to their limits. They want freedom, room to manoeuvre and make decisions. They want support, both in their career development as well as in balancing their work and private life. Money is important, but not a primary motivator.

The needs of talented people are transactional (good pay, benefits, etc.) as well as emotional (feeling valued, trusted, challenged, recognised, etc.). The ‘emotional stuff’ – the brand in all its facets – accounts for a substantial proportion of what matters to the talented individual. Competitive advantage increasingly needs to come from managing the emotional side of the employment relationship.

### **Is the concept of a twenty-year corporate career dead?**

Talented people still have a strong need to belong, but it’s not loyalty as we know it. Organisations can address that need by becoming more like ‘communities of interest’, thinking of their employees as members. Talented individuals develop a strong sense of belonging when the organisation facilitates opportunities to connect with other like-minded talented individuals.

### **Is the dot.com fever over?**

The bubble has burst but the New Economy has shifted the employer-employee relationship irreversibly. Talented individuals have moved on to a new relationship model and employers need to catch up. They no longer accept ‘you are not experienced enough yet for this’. Like small start-ups, large organisations need to take greater risks on their people and find new ways to manage those risks.

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“ We feel alien in a world without meaning, so we have to create meaning for ourselves. ”

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JEAN PAUL SATRE



# 4 What they said

Everyone we met appreciated the opportunity to talk openly about their personal motivations, choices and career aspirations.

***“I think about this all the time.”***

“Do you discuss it with your line manager?”

***“No, never.”***

“Anyone else in the organisation?”

***“Only the people I consider friends.”***

“What about outside the organisation?”

***“Family. And a headhunter.”***

A majority said our interview was the first official confirmation that they belonged to a group of talented people in their organisation.

***“It’s the first time I hear I am talented.”***

Some were excited to be selected – one person even interrupted a skiing holiday to talk to us. We also met some who were told they belonged to their organisation’s talent pool only after they threatened to leave, and others who regarded the whole exercise with cynicism.

Most interviewees appreciated their organisation’s participation in the project, and took it as a welcome signal that the talent issue was being acknowledged and addressed. This has, in turn, created an expectation that their views will be taken seriously and action taken.

***“It’s great that they want to know what I think.  
But will anything be done about it?”***

## The view from the talent pool

|| We have much in common but are also significantly different, depending on our life stages. There is much for our employers to learn about us, especially:

- › What attracted us to our employers?
- › What motivates us?
- › What de-motivates us?
- › How important is financial reward to us?

We would also like to share with you our views on what you call the ‘war for talent’ and what we think you should do about it.

### **What attracted us to our employers?**

You would be surprised how much the corporate reputation, the face the organisation presents to the outside world, matters to us. Throughout our careers, it is a significant influence on our choice to work for you. It doesn’t matter whether we are actively looking or we happen to get a call from a recruitment consultant: the corporate reputation will attract us towards an offer from another firm. The key questions we ask before we even know anything about the specific job vacancy are:

- › What does working for this company say about me?
- › What do I think working for this organisation will be like?

### **What does working for this company say about me?**

Call this the “dinner party effect.” When we meet someone and tell them where we work, what does that say about us? It’s an important label, part of our self-image. Outside opinions are an important source of recognition for us. You would be surprised how little factual information we seek at this stage. The brand, or reputation, of the company speaks for itself.

Of course, we are also asking: How will this look on my CV? How might it affect my career? We know a household name carries clout. But we also know that our career progression depends more on job related factors, such as job title, responsibilities and achievements.

### **What do I think working for this organisation will be like?**

We don’t have much information about what working for you is like, nor do we seek it when we first consider joining you. But we have read about your organisation, and perhaps even experienced your products and services. That’s enough for us to form opinions and expectations about you as an employer.

- 】 For example, we expect the work at Cadbury Schweppes to be fun and exciting because their products are. We perceive the people at The Financial Times to be like the newspaper: “trustworthy”, “reliable”, “intellectual” and “overtly self-confident”. If we like to think of ourselves this way, we are attracted to The FT like iron filings to a magnet.
- 】 Every organisation has a face to present to the outside world. If you don’t actively manage how that face appears to us, we can only judge you by your products or reputation. We will make meaning out of whatever information we have, wherever we find it. //

## What motivates us

### 1. Challenge/growth

// You shouldn’t be surprised to learn that professional challenge and personal growth is our number one priority, irrespective of our age or the company we work for. Even at a late career stage, we are still very keen to learn and be challenged. We get a real kick out of being pushed to our limits. It is more than just a means to an end, not just a way of keeping our market value high. It is our attitude towards work and life.


We are not convinced that you have fully understood the extent to which we want to be stretched. We believe that with your support we can grow into any role and succeed. We can have several careers in one lifetime. Some of us are already doing it. We may have moved into human resources after many years in marketing. We may even have dual careers, for example, run our own business in our spare time.


We need to feel recognised for our future potential, not just our past achievements. We know you take a risk when you match us to roles for which we don’t yet have all the skills. Don’t get us wrong, we don’t want to be set up to fail. To make this work we need your support through mentoring, coaching, development and training.

Remember: we believe we can learn anything. It energises and inspires us when we see that you share that belief, when you give us a chance to prove ourselves. //


We like the challenges we have been given so far and we want more. //

## 2. Career progression

 This is closely linked to our need for challenge and growth. It is only at the late stages of our career that we make a real distinction between the two. At that stage, you will find that we have a lower need for career advancement, yet our high need for professional challenge and personal growth continues.


We do not expect you to lay out a definitive career path for us. We recognise that we have a responsibility for our own career development. Yet the degree to which we feel supported by you makes a big difference. We look for signs that confirm your commitment to our career development. This is especially important at the mid-career stage, when we need to choose a career path at the same time as we are faced with important family decisions.  We like the idea of mentors to help us through this double challenge.

## 3. Freedom

 It shouldn't surprise you that our drive to achieve goes along with a strong need for head room. We want the freedom to make decisions without constant approval from above. There's a fine line, which we think you often miss, between structure, which we appreciate, and bureaucracy, which we don't. Micro-management, managing by the rulebook, frustrates us enormously. We feel controlled. It comes down to trust and, again, your willingness to take a risk on us. But you should know that, at the mid career stage, freedom is slightly less important relative to other needs. Let us explain why.

As we start our careers, we are eager to prove what we are capable of. We want to get on your talent radar. Few of us are certain what specific career path we will take. We want lots of new experiences, which will generate career options. When the system doesn't make sense to us, we are confident enough to challenge it.

At the mid career stage, we need to exercise those options. We focus our efforts on climbing a chosen career ladder. We recognise that we need to accept structure, the system, more than we did before. We have also learned to work within the system more effectively.

At the late career stage, our need for career advancement decreases and our need to make a difference and leave a legacy increases. Freedom to do our job the way we want to becomes more important. How can we make an impact if we can't make significant decisions? For some of us, this stage brings the realisation that we cannot make the impact we want to, and this brings disappointment and frustration, which we have  learned to conceal better than when we were young.

#### 4. Work-life balance

|| Important as our career is to us, it is just one part of our busy lives. We are life oriented, not work oriented. Unfortunately, our employers still seem to see us as boxes on an organisational chart. We enjoyed these interviews because we could talk about what is important to us in life, not just at work. We think this is an approach our employers should consider. Work-life balance is especially important in our thirties and forties. It's a time full of changes and big decisions, both at work and in our private lives.

You never know until it happens to you. Events like marriage and children change our priorities virtually overnight. Yet organisations don't seem to register the impact on us. How can we be exactly the same person when we return from maternity leave?

Don't get us wrong. We see achieving our personal work-life balance as primarily our own responsibility. But you can help us significantly just by giving us more flexibility to deal with our new priorities. We should be able to take Friday afternoon off when we have been travelling for you all week. Flexible working hours, job sharing and part-time work are good ideas too. We prefer these to long absences: we don't want to miss out or be forgotten. ||

#### 5. Recognition

|| Recognition, in its various forms, is very important to us. Challenging assignments recognise our potential; work-life balance recognises our individuality. Day-to-day recognition at work may seem to be something we can do without, as we're eager to be left to get on with the job. It's true that the most self-confident among us don't need a pat on the back, yet thrive on constructive feedback.

But most of us value and appreciate recognition from our managers and peers. It can take many forms, and when you get it right, it gives us a real energy boost. We liked it when a very senior executive took our project team out for dinner at the end of a successful assignment and thanked us all personally. If you make recognition genuine and tailored to the individual, we promise, you can't go wrong. ||

#### 6. Making a difference

|| Making a difference becomes more and more important the older we get. When we pass forty, it is a top priority, as important as challenge and growth. As our children get older and we look back, we are astonished at how quickly time has passed. We reflect on what we are really doing at work. We look for a connection between what we do and making the world a better place, even if only in a small way.

This doesn't mean we all want to work for charities or for a specific higher purpose. We recognise that profit, too, is a purpose. Our need to make a difference could be about improving the organisation's performance, or improving the lives of our customers, community or colleagues.

What you may not know is that we feel this so strongly towards the end of our careers that we find ways to do something about it, even without your support. For example, we might unofficially mentor younger colleagues. In fact, we get a real kick out of developing younger people and seeing them exceed their own expectations. We also seek opportunities in our communities, perhaps working as school governors or sports coaches.

Of course, some of us feel a strong need to work for a higher purpose throughout our lives. We are naturally drawn towards working in non-profit organisations or as civil servants. For us, it's a prime motivator and the organisations we work in should remember that. //

## 7. Belonging

// We find ourselves frustrated when you insist on the boundaries of our jobs. We are more than our jobs, have bigger ambitions. We want to learn, to develop and to achieve. And we will do whatever it takes to do that. We spread ideas, share knowledge and find stimulation among like-minded, able people. That's one of the big attractions for us of companies like the Financial Times, Goldman Sachs or McKinsey.

But we don't always find these people in our immediate team or work environment. So we develop broader networks, inside and outside our organisation. These are not 'old boys' networks', but communities of interest. Thanks to e-mail and the internet, there are limitless opportunities to join such 'virtual' communities and make connections around the world.

We need to belong, but not as you know it. The groups we choose are not necessarily those imposed on us by the organisational structure. Our concept of belonging is a much looser and more direct. We get enormous energy from connections with like-minded people. You can tap into this source of energy by giving us more opportunities to meet these people, virtually or face-to-face, for example through training events, project work or simply e-mail discussion lists. We'd like to see you facilitate collaborative work across a boundaryless organisation. //

## 8. Reward

// You assume the best way to attract and retain us is through financial incentives. Well, money matters, and it's important to get it right. But we are not sure you have understood that it is not our prime motivator. Some of us we have received better offers, yet we

have chosen to stay with you. So, even though your “golden handcuffs” or “handshakes” are good news, there are things that matter more.

During the early stages of our careers, we are not too bothered about reward and benefits as long as we can afford a lifestyle similar to that of our peers. We are even willing to sacrifice higher rewards for professional growth opportunities. We take on international assignments without extra money, because we are drawn to the career opportunities and challenge they represent.

Money becomes more important at the mid career stage, when we need to get established and provide financial security for our families. At the late career stages we think you have put thought and planning into attractive executive compensation packages. The motivational effect of higher rewards diminishes sharply.

You can't buy our loyalty and commitment. But how you reward us does send important signals. There are two things you could do better:

First, it is not just about how much we earn, and in what form, but also about who gets what and why. You give us an on-the-spot bonus but forget to tell us why and who else got one. In some companies talking to colleagues about our salaries can get us fired. What it is that you don't want us to know? We would like you to make the process more transparent.

Second, money is a measure of how much you value us. It's the currency of many companies. Yet giving us challenging work and responsibility, together with support in our efforts to balance work and personal life is an even better way to make us feel valued. If we are happy with the level of challenge and support you give us, we will often turn down better financial offers from your competitors. //

## **9. Independence**

// Our need for independence, for doing “our own thing” and becoming entrepreneurs is fairly low. Very few of us see large blue-chip employers as training grounds to gain experience before setting up our own company. Becoming a free agent or independent consultant appeals to us, once our careers are well established, but we hesitate to give up the structure and support provided by organisations. We are more drawn to the concept of an “intrapreneur”, an entrepreneur within a large organisation. It's a huge challenge, providing the responsibility, accountability and freedom that we relish, yet without the risks of a traditional entrepreneur. //

### **What de-motivates us?**

|| You say there's a shortage of talented people. We think there is an acute shortage of good managers, able to recognise and unlock the potential of talented people. Looking around the organisation, we are not impressed with the quality of your management cadre.

The worst are line managers who don't let us get on with our jobs. In many cases they lack people management skills. That shouldn't surprise you, since their promotions are often based on their technical competence. Some seem to feel threatened by talented people. Perhaps they're afraid their weaknesses will be exposed.

We would like to see you take action. Move weak managers and organisational obstacles, like excessive bureaucracy and organisational politics, out of our way. They keep us from delivering the goods and showing you what we are really capable of.

There is something else that really frustrates us: inconsistencies between what you say to external stakeholders (consumers, investors, potential employees, etc.) and the internal reality that we witness every day. We hear you say things like "our employees are our greatest asset." Yet every time you have to cut costs, you start with our training budget. We understand that it's a challenge to deliver on the promise of the highest possible standards. We want you to start with what affects us most: the experience of working in the organisation. ||

### **Do we think there's a shortage of talent?**

|| To be honest: no. In fact, we think you have a tremendous amount of hidden talent in your organisations. There's plenty of talent around. What's in short supply are people with track records and proven skills. We think there is a skills shortage, not a talent shortage. We are more than capable of learning those skills. Yet you seem to have a preference for looking externally for the ideal candidate who already possesses all those skills.

We are not impressed with your organisational capability to identify and develop talent. Your definition of who is talented seems too random. Most of us got on your talent radar either through good networking with key decision-makers, or through the efforts of an individual sponsor, who networked on our behalf. You don't have very sophisticated processes in place to make sure you spot talented people more pro-actively. Many of our colleagues are equally talented, yet they don't get the same opportunities to prove it.

It is a self-perpetuating spiral: once identified as a talented person, you get more challenging work and more support. As we rise to the challenge and exceed expectations, you give us bigger challenges. It's all about getting on that spiral. You need to define what talent is, implement systems to ensure no talented person escapes, and support them in developing the appropriate



skills. If you keep looking outside for talent, we will see that as a vote of no confidence in us (especially when those external appointments turn out less brilliantly than expected).

We aren't suggesting policies of "promotion only from within", but we would like to see clearly defined standards for choosing external over internal candidates. We have told you that a major source of frustration for us is incompetent line managers. Why not move these people out of the organisation and replace them with external managers who are better at unlocking talent potential? //

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“ We can  
never wholly  
separate the  
human from the  
mechanical side.”

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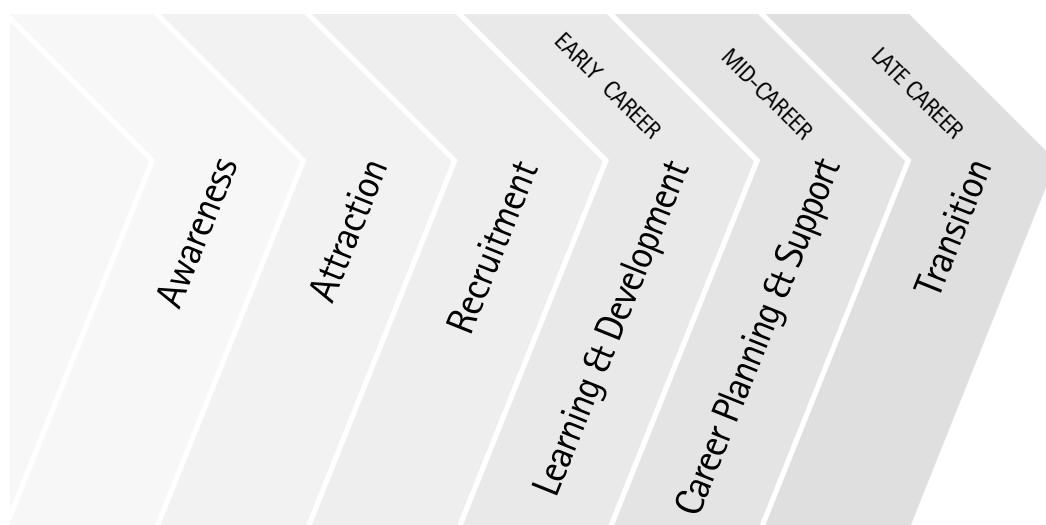
MARY PARKER FOLLETT

# 5

## What we found

### An emerging model of talent management

In order to develop a strategic advantage in the competition for highly talented people, all organisations participating in this project recognise the need to understand the motivations and aspirations of talented people. But it is not, in itself, a solution. The purpose of our research into individual needs was to help organisations manage talent attraction and retention more strategically, and hence effectively. The patterns that emerged from the interviews shaped our search for a model that could integrate what talented individuals want and what organisations can offer. Six elements emerged as key components of the talent pipeline.



Two points should be made here:

**First, organisations need to incorporate into their strategic planning that what drives talented people changes over time.** It is useful to think of it as three different career stages: early career (20-30 years old), mid-career (30-45 years old) and late career (over 45).

**Second, talent management doesn't start with recruitment.** For successful recruitment, it is critical that the organisation has a clear picture of its specific talent needs, understands what attracts people to it, and manages the impression the organisation makes on the target pool, including ensuring that this impression is borne out by reality.

It is clear from our findings that organisations have a real opportunity to leverage their corporate or consumer brand to develop an attractive employer brand. It is increasingly part of

the expectation of talented employees that the two brands are closely aligned i.e. communicate the same brand values. Our findings also show that gaps between the external image and the internal reality can be a major source of frustration and a breeding ground for cynicism.

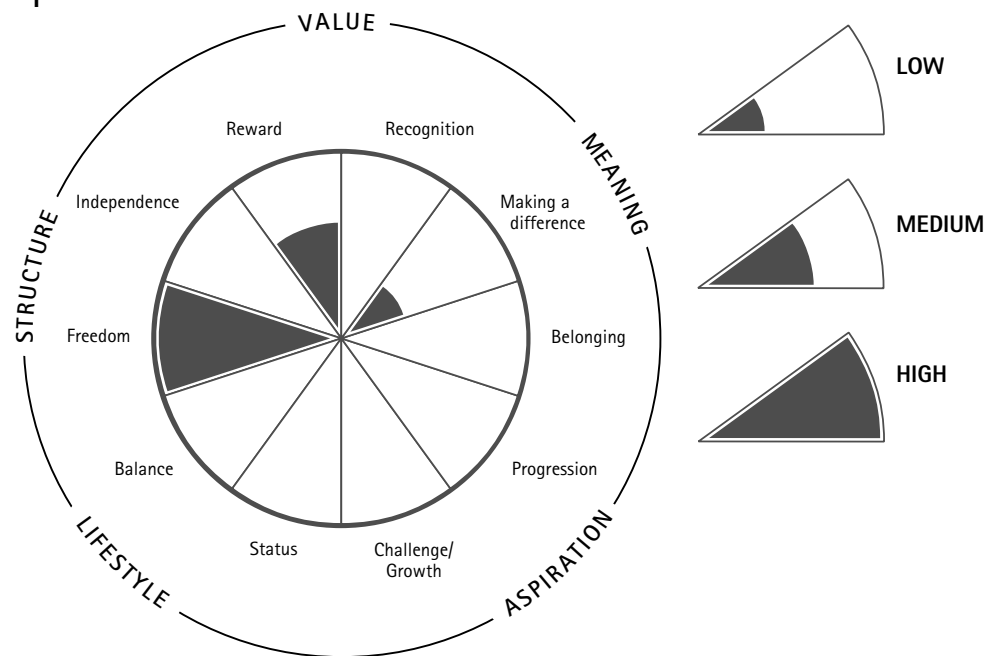
### What motivates talented people?

We used those factors that repeatedly emerged to develop a model of underlying needs. We discovered five main categories of need: meaning, aspirations, lifestyle, structure and feeling valued. Each of the five had two main components as displayed in the following table.

NEED	EXPLANATION
<b>Meaning</b>	
Making a difference	<i>Working for a higher purpose and/or or having an impact in the job and/or on people's lives</i>
Belonging	<i>Affinity with a group of people who share beliefs/values</i>
<b>Aspiration</b>	
Progression	<i>Sense of moving ahead, knowing what the next step is</i>
Challenge/growth	<i>Personal growth, professional challenge and fulfilment, variety</i>
<b>Lifestyle</b>	
Status	<i>Importance of recognition outside work</i>
Balance	<i>Importance of non-work elements (friends, family, hobbies, etc.)</i>
<b>Structure</b>	
Freedom	<i>Elbow room and head room in the job</i>
Independence	<i>Entrepreneurial needs</i>
<b>Feeling valued</b>	
Reward	<i>Money and benefits</i>
Recognition	<i>Non-monetary recognition in the workplace</i>

For each interview, we evaluated each factor by ranking it low, medium or high need (see diagram overleaf).

Example



**Talent needs cluster**

Naturally, talented individuals don't all have the same needs. But how do they differ? The patterns in our findings suggest that talent needs cluster around life stages. This reinforces the central notion that organisations need to understand their talented individuals as whole people, not just employees.

So, overleaf we look at the changing needs patterns at different life/career stages of our talented people.

## 1. Early career stage

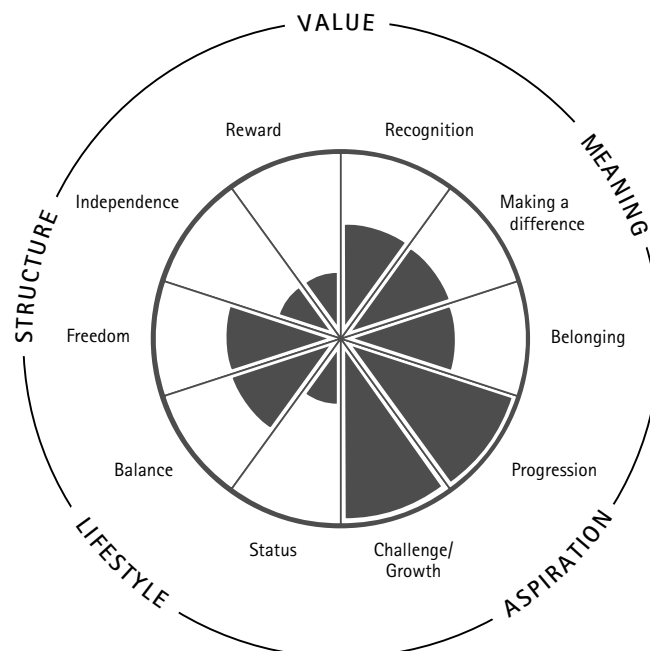
### Key theme: 'Learning and development'

At the early career stages, the need for professional challenge and personal growth opportunities is the highest. Training and development activities, mentoring, a variety of challenging projects and international assignments are all top of the wish list.

They are not sure yet where their career will take them, nor are they particularly bothered about it. This stage is about opening doors and generating options. They may start out in finance but make a lateral move into marketing - or vice versa. They know that learning is best done on the job and they want the freedom to try new things. Mistakes are seen as learning experiences not catastrophes.

They compare their careers to those of their peers and want to make sure they are doing as well or better. This aspiration is more developmental than financial. Rewards and benefits are less important now than they will be in the future. At this stage, they want to make sure they position themselves for the best possible future opportunities.

We also found that the relative absence of family commitments doesn't mean they don't have busy private lives. They don't mind working long hours, but 'all work, no play' does not appeal. Life, including work, is about having fun.



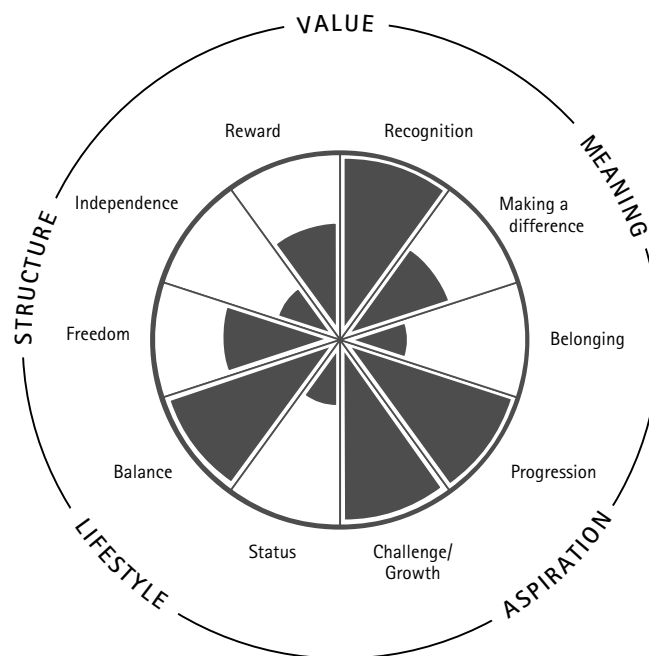
## 2. Mid-career stage

### Key theme: 'Career planning and support'

If the early career stage is about generating options, mid-career is about exercising those options and deciding on a path. This comes at the same time as they face important family decisions. They look to their employers for career guidance, such as mentoring, and support in balancing work and the rest of life. This goes along with a higher need for recognition, because it reassures them that they are making the right decisions and going in the right direction.

Money takes on its highest profile, as they seek to get financially established and provide security for their families. The need to belong declines slightly, perhaps because their family meets this need more effectively at this stage.

In spite of other pressures, the priority given to challenge/growth and career progression continues.



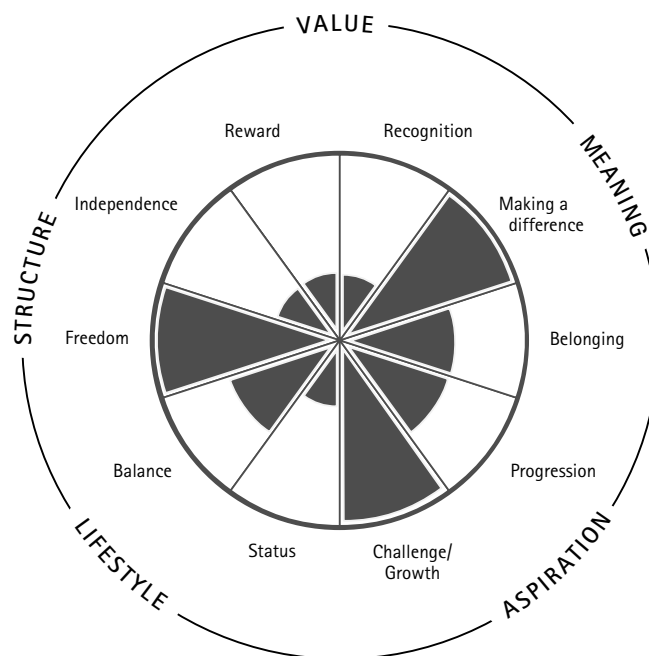
### 3. Late career stage

**Key theme: ‘Leaving a mark and managing the transition’**

Three needs are particularly strong: the need to feel challenged and grow professionally as well as personally; the need for freedom to go about their jobs in the way they want; and the need to make a difference. As their children grow older and they look back at their life, often wishing that they had spent less time in the office and more time with their families, they become more reflective.

Looking forward, they see their formal retirement and wonder how they will make the transition. In the words of a senior manager:

***“I don’t think I will ever be a typical pensioner spending all day on the golf course. I need something useful to work on. I love to work.”***



At this stage they also realise how much they want to leave a mark, more for their own satisfaction than to make an impression on their bosses. They will find their own ways to satisfy this need, often without help and support from their employers. This is a source of motivation and energy that employers would do well to tap into. For example, they are very keen on becoming mentors for younger talent. One executive says:



***“I am telling you, there is nothing more rewarding than mentoring and developing people and see them succeed beyond their own expectations. I get a real kick out of that”.***

If they cannot satisfy this need in their organisations, they find opportunities externally. They work for charities, serve as school governors or sports coaches. Though no-one is likely to resign for lack of opportunity to satisfy this need, it is the organisation that misses out when it fails to channel this energy and use it for its own good.

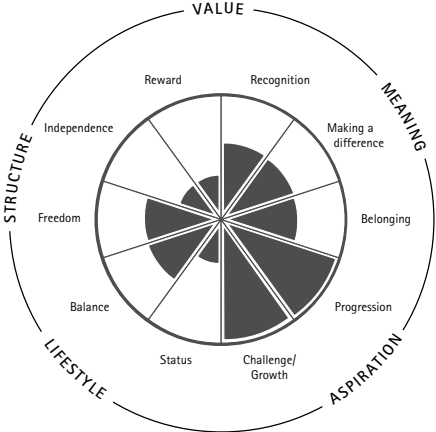
The extent to which late career people still want to be challenged was unexpected. There are no signs of ‘slowing down’ when it comes to their appetite for learning. The need for career progression becomes less important, in part because they begin to suspect their power in higher positions is limited. As one interviewee put it:

***“Being an executive isn’t as glorious as I thought.”***

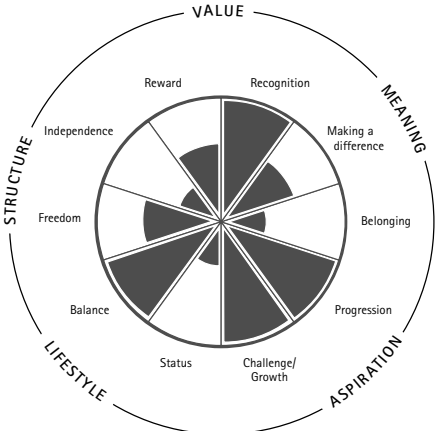
What is critical is freedom, space to be left to get on with managing or leading a part of the business; autonomy is so important to these people that relationships between corporate centres and business units are often a key irritant.

### The profiles compared

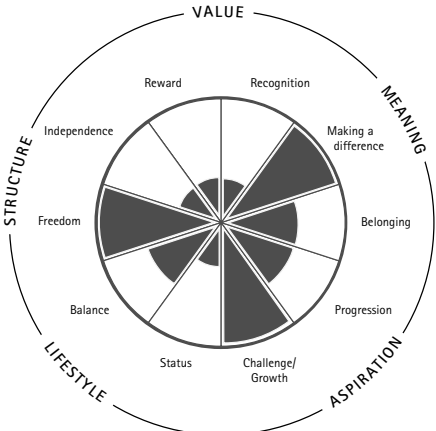
#### Early career



#### Mid-career



#### Late career



## **The role money plays**

Reward and benefits are at the heart of many current attraction and recruitment programmes. Yet our findings suggest this central role may be misplaced.

First, there is only anecdotal evidence of the long-term effectiveness of enhanced packages including ever more exotic benefits, such as concierge services for senior executives. Second, our findings suggest talented people don't attach as much importance to reward and benefits as it may appear.

A quiet evolution has radically transformed the relationship between employers and employees. The exchange of loyalty for job security has disappeared in the past two decades, as organisations have failed to keep their end of the bargain (by "re-engineering", "streamlining" and "downsizing"), and as the marketplace has become ever more competitive and fast-changing. Yet the focus on financial incentives suggests that employers are still operating on the old transactional model, replacing their former "jobs for life" promise with cash and benefits.

Talented people have moved on from this relationship model and organisations need to catch up. They told us that money may keep them in an organisation for longer than they really want to stay, but that ultimately their loyalty and commitment can't be bought. Even investment banking is not just about money any more. Here's a senior HR executive in a global investment bank:

***"The deal used to be that you sold yourself to the firm and got handsomely rewarded in return. These days, talent openly tells us they don't want to work 14-hour days. This challenges our entire business model."***

## **A dynamic model**

It is important to note that even though we found clusters related to life stages, the picture is still a snapshot at one moment in time, today. This picture is likely to change as today's early career talent reach the mid-career stage and today's mid-career talent approaches the later stages of their careers.

We predict, for example, that the need for work-life balance will become even stronger at the mid-career stage. The next generation will not make the sacrifices they have seen their parents make. From talented people in their 20's we heard frequent variations on this theme:

***"I am life-oriented, not work-oriented."***

The relative priority of work-life balance for men and women held some surprises. It is widely believed that this need is stronger for women than for men. This impression is reinforced because men are less likely to seek support and structure from their employer in this regard, and more likely to manage their priorities themselves. But this doesn't mean the need is not significant for men.

We found evidence that career decisions are family decisions, and factors such as location are increasingly important in terms of their impact on the whole family. One interviewee said that whether or not he stayed with his current employer would depend entirely on what city they would move him to next. Many said work-life balance policies mattered less than proof that their employers see them as fully rounded individuals and recognise the importance of their commitments outside work. This interviewee is in her late twenties:

***“As a mother, I would feel guilty if I worked full-time, but I would go brain dead staying at home all day. If they offer me the opportunity to work part-time or job share, I’ll stay. If not, I’ll leave.”***

In one organisation we found that five out of six women in their thirties and forties were single, yet still hoping to have family. They had clearly sacrificed family plans for their careers. The next generation of female talent is unlikely to do this.

Younger women do not contemplate sacrificing either career or family fulfilment. They want both. And they expect their employers to be flexible enough to make this possible and support them in their efforts to be the best possible colleague and mother.

In the future young graduates will be even more impatient for challenging assignments and growth opportunities. The dot.com phenomenon has fast-forwarded the experience of doing business. Assumptions have been challenged, including dress code, attitude towards fun at work and, most importantly, towards risk.

***Q: “Michael, you’re a seventeen year old IT prodigy who has already worked on a project at the MIT. What would it take to get you to work for our organisation?”***

***A: “Oh, that would be great. My company could work with your company.”***

Quoted by Don Tapscott, author of *Growing Up Digital*.

We interviewed someone who was on the fast track to the executive floor of a blue-chip company and is now running a small start-up firm. This was her view:

***“The flight to dot.coms was not about stock options. Sure, some wanted to get rich quick, but those were also the first ones to leave when they realised that it took a lot of hard work. What dot.coms really offered that appealed to talented people was career acceleration, not just career development. They left their large blue-chips because small start-ups were willing to take a risk on them. They were tired of hearing they are not yet qualified for this or that position. They had a greater appetite for risk than their employers.”***

The opportunity here has been recognised by top CEOs like Jack Welch of General Electric. He argues that large organisations are, in fact, much better positioned to take risks on their people than small companies, because they can spread risk more effectively and the impact of failure is less severe.

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“ The quest for  
talent now  
is more about  
discovering the  
diamonds in the  
soles of your shoes ”

# 6

## The organisational view

### What organisations are saying and doing about 'talent' and the 'brand'

#### **The business need for talent**

The people we spoke to clearly identify themselves as engaged in a war for talent. The battle plan, however, varies considerably. Some are clear about why they are there; others less so; while some question the underlying business case.

The catalyst for action, too, varies widely. Among the large blue-chip organisations, talent becomes an issue as a result of:

- 】 Rapid growth: ambitious growth strategies which create a perceived shortage of the 'right calibre' people (Cadbury Schweppes).
- 】 Integration: Cable & Wireless wants to integrate its numerous recent acquisitions of internet businesses and reinvent itself as a new brand capable of attracting people with the right skill set. The Financial Times is also keen to bring its different sub-brands and cultures together under one employer brand.
- 】 Devolution: ICI, shaking off its image as a slow-moving, monolithic, industrial giant, is moving towards being a group of distinctive separate businesses, united by a common vision and values, but capable of sharing talent and experience globally.
- 】 Differentiation: a number of widely-respected companies with strong reputations are focused on building a distinctive employment proposition, purely in order to attract the best talent in a tightening and competitive market. Professional service firms such as Goldman Sachs have taken this path, and others such as law firm Freshfields Bruckhaus Deringer and executive search company TMP Worldwide are following.
- 】 Succession: some companies simply find themselves with skills gaps in key functions - both Walkers SnackFoods in the corporate sector and the DfEE in the public sector want to attract new talent into the pipeline and upgrade their succession planning processes, as their traditional sources of talent recruitment appear to be drying up.

Organisations are clearly making the link between their critical business issues and the need for talent. Yet the traditional mindset still says 'Where do we find the talent we need out there?', rather than turning the issue on its head and asking 'Talented people are attracted to certain things – how best can we adapt to provide those things?'

As one interviewee remarked:

***“There is an arrogance about business needs – saying: ‘this is the business, you will conform’ – instead of changing the business processes and systems to meet the needs of the people who will make the business a success”.***

One exception is the start-ups in the new economy. They seem more conscious of the need for longer-term thinking and the opportunity to create a new environment that enables entrepreneurial talent to thrive:

***“Unlocking the potential of my people is always on my radar screen – spending time finding out what people need and aligning that with the business.”***

Another founder of a dot.com company was acutely aware of the need to keep pace with people’s changing needs:

***“High-potential people’s criteria change very fast – an insight for us is to recognise that and react to it. If we can keep our good people, we’ll be successful.”***

### **The business need for a ‘brand’**

Stakeholders held divergent views on the concept of a corporate brand personality and an employer brand proposition. ‘Branding’ in an organisational context is still a new idea, something not on the radar of many CEOs, simply because they don’t see the link to the bottom line. In contrast functional leaders in HR and communication are well informed about it and enthusiastic about its potential.

Language is an issue: each organisation has its own understanding of what these things mean. CEOs have a healthy scepticism about ‘brands’ and confuse consumer branding with the corporate brand and the employer brand. Either they see them as one and the same thing, or they see them as separate issues, each with their own functional responsibility. Yet there is a groundswell of opinion that this will be the next big strategic weapon in the war for talent:

***“You need a clear employer brand identity in order to attract the people you really want, and to retain them when you’ve got them. The employer brand is as fundamental and integral as the marketing plan and the business plan. You can have the most marvellous consumer brand in the world but it won’t enable you to recruit the high performers you need to achieve your business goals.”***



### **Which front do we fight first?**

Companies know they need a longer-term strategic response, yet still find themselves fire fighting, often in a rather uncoordinated way. Perhaps surprisingly, different people within each organisation hold different views as to where they need to take action.

Senior executives tend to see the problem as a skills shortage, rather than a wider talent management issue. They want to put all their efforts into recruiting against a desired skill set, instead of looking at a broad range of talent – which may even exist in their own back yard. Most zoom straight in on the recruitment challenge (wanting to increase advertising and the use of headhunters to widen the talent pool), when in fact the problems are elsewhere in the pipeline, and the root issues are around attraction or retention. Understanding what's really happening in the pipeline is a first step towards the right solution.

TMP Worldwide's recent European survey of 350 HR Directors and CEOs found that while 80% of respondents recognised that the skills shortage was affecting their business and 81% expected the problem to worsen. Only 40% could mention specific actions they had taken to address this. As one interviewee remarks:

***“The central problem is identifying the talent. Businesses complain about a skills shortage when they haven't even audited what they've got. It may be true that there aren't enough good people to go round, but there are more than people think there are.”***

Some organisations have developed a creative and strategic approach. The voluntary sector, which cannot compete on financial inducements, recognises that they need to offer something extra:

***“Even selling the virtues of working for Barnardo's is not enough. We're doing our homework on what will attract people and we're presenting the opportunities in an appealing and consistent way. Creative working practices, for example, can be a big selling point.”***

## **Moving into action**

How are companies responding to the talent challenge? There are five key stages of the talent management pipeline:

- (1) Defining talent
- (2) Attraction strategies
- (3) Recruitment strategies
- (4) Retention strategies
- (5) Brand strategies – using the brand in the quest for talent.

No one organisation appears to be working on all five stages in a single, co-ordinated strategic response. Yet we found many areas of innovative thinking and creative practices.

### **(1) Defining talent**

We did not come across a clear and openly communicated definition of talent within any organisation, despite the universal adoption of the phrase. Some offered us their personal definitions – usually describing talent as ‘high calibre individuals who combine competence with sharp intellect and good interpersonal skills’ (Goldman Sachs) or ‘people with a blend of creative and emotional intelligence who are open to learning’ (ImPower).

Although organisations were confident that they correctly identified talent, believing that talented individuals stand out as ‘special’, they do not articulate what makes them different. This means employees do not understand the selection criteria for ‘high potentials’ or key talent, and this breeds resentment among those who are unclear what it takes to make the grade.

Organisations need to specify more clearly what constitutes ‘talent’ for them. Cadbury Schweppes’ top team has a definition of the talent they now seek to take their business forward:

***‘people who constantly desire different experiences and new challenges in different environments, people with drive, ambition and judgement.’***

But top teams in Cadbury Schweppes’ various business units may be using a different definition: one based more on skills and competence in the current job. It is precisely in this gap between current competence and desire for constant stretch that talented individuals are revealed.

***“It is very hard to keep very good people in the same role for more than two years. Companies need to get better at spotting that itch and help people move internally. We also need to take the blinkers off, take more***

***risks on people and be more open about what we perceive as talent and where we're going to get it."***

In some organisations, keeping an open mind has already paid off. Voluntary organisations have discovered that they can attract people who might not match up to the strict definitions set by corporates, yet who show real, if unconventional, aptitudes for a challenging job.

**(2) Attraction strategies**

Forward-thinking organisations have discovered the power of the brand, as it is perceived outside the organisation. For some this is based on pure reputation. Goldman Sachs and The Financial Times have no problems attracting talent, thanks to the pulling power of their reputation for high quality products and services and high quality people. Cisco earned its plaudits on both sides of the Atlantic as the company people most want to work for through policies of selecting and recruiting the best and being very tough on poor performers; talent follows talent. (Cisco's new challenge is to attract the entrepreneurs who are essential to the company's continual reinvention but who are put off by Cisco's reputation as a technology giant.)

Looking outside its traditional talent pool, TMP Worldwide knows it must attract people who may not be actively searching for a new career, so it works hard at creating an impression and living up to it - in other words, building its brand:

***"Top performers may not be looking for or applying for jobs. You need to build a perception of good training programmes, good graduate recruitment, a sexy cash-rich business, international opportunities and global reach. Then the perception has to be borne out by the people who work here. You can alienate whole groups of applicants by conveying the wrong story."***

Organisations in less attractive industries have also developed brand attraction strategies. CGNU says:

***"No-one is going to say they are attracted to work in the insurance industry which still carries all the baggage of having a traditional command and control style, so we have to bring excitement out, using the brand as a touchstone and making sure it lives for all our employees. Being now an international organisation we can also offer real opportunities for growth and international experience."***

British American Tobacco recognises that it faces a particular challenge, operating in a controversial industry. It is now considering ways to position its corporate brand more positively in the marketplace, rather than maintain its traditionally low profile. Within the civil service, DfEE wants to spread its light as a 'beacon' department; it is a leading-edge modernising department passionately committed to learning and development, but this is only evident once inside the organisation.

Cable & Wireless is acutely aware of the need for a strong brand to attract talent in the new technology sector it now operates in. The company has started a well-planned brand-building programme internally and will only go external when it is sure that the brand personality is truly understood by all current employees.

### **(3) Recruitment strategies**

One interviewee remarked that "recruitment is far too important to leave to recruitment agencies". To ensure that your potential candidate receives information that creates the right impression of the company, is treated in a way that is consistent with the brand promise, experiences people who embody the brand and live the brand values AND gets a deal that meets their individual needs is a tall order.

In its proactive approach to recruitment, Barnardo's has integrated the work of communications, Marketing and HR professionals to reflect the messages in a consistent way. A new recruitment ad puts far greater emphasis on the values and mission of the organisation, and does it in a more eye-catching, creative way.

### **(4) Retention strategies**

Strategies to retain and motivate key people traditionally focus on financial incentives. Many organisations are now keen to supplement the cash with more intangible, tailored benefits. Approaches vary according to the industry environment, the particular needs of the target talent pool, and what the organisation can offer.

BUPA and CGNU are using learning and development as a key tool. The DfEE uses career movement as well as recognition for achievement. Barnardo's is offering creative and more flexible working practices, while CGNU are seizing the opportunity to be more explicit in recognising individuals' work-life relationships, respecting individual differences through an overt diversity agenda. Start-ups are recognising the 'holistic' elements that make up total individual motivation – including acknowledging how fast these may change.

***“We make an external review every three months of the company’s standing; we also do appraisals and review internal salaries every three or six months. If someone is smart, they’ll gobble up the job within six months”.***

The big challenge in large international companies is how to retain key people through well-managed career development, when most have been busy dismantling centralised bureaucracies. The real prize is a global resourcing capability which can spot individual potential, match it to job or project opportunities and still create a sense of shared responsibility for career development. ICI, Procter & Gamble and Cadbury Schweppes are all trying to increase the chances of matching individual and business needs, yet the business unit structures still constrain them. Talent management is being recognised as a corporate capability, yet delivery is still largely through operational line management.

#### **(5) Brand strategies – using the brand in the quest for talent**

Many of the organisations we spoke to are developing brand strategies, prompted largely by the need to attract and retain talent. BUPA is totally committed to aligning internal and external experiences of the brand (based around purpose beyond profit) and making the links between them explicit. Their massive training effort has paid off in a significant perception shift over the last seven years.

Education is a key element of any successful branding strategy, as is commitment from the CEO and top team. One learning point from CGNU is that the alignment process between espoused brand values and internal reality has to be owned and managed through operations, not through HR.

***‘It’s the line management who create and shape the brand experience’.***

While large companies aim for total alignment and consistency, smaller fast-moving companies are keen to create a flexible brand proposition, one that can stretch and grow as the company reinvents itself.

***‘A brand is not only a magnet; it connects people and creates a sense of belonging. It’s quite a challenge to settle on the core beliefs that will remain constant as the business changes.’***

### **The big issues**

Ten key issues immerged high on the talent/brand agendas organisations are seeking practical ways forward to tackle these issues:

1. Gaining the understanding and commitment of CEOs
2. Finding support to identify and develop talent from within
3. Getting the balance right between corporate resourcing and local career management
4. Developing a consistent global solution while recognising local autonomy for talent management
5. Working in close collaboration across functions and with agencies to achieve brand consistency
6. Establishing ownership for talent and responsibility for living the brand with line managers, not with HR
7. Setting up communication channels to help talent spot their own next opportunities
8. Maintaining key people through a downsizing and managing the messages
9. Making a large organisation attractive to entrepreneurs
10. Getting the compensation right for talent, focusing on how it is distributed rather than how much

At the Shared Learning Forum we will be exploring these challenges in more detail.

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“ How come  
when I want a pair  
of hands I get  
a human being  
as well? ”

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HENRY FORD

## 7

## The big picture – understanding the findings in context

When we began our research, the economy was bullish, the employment market in crescendo, employees called the shots. Now that the market has turned more bearish, is the power balance swinging back to employers? The answer is: not where talent is concerned. The market for talented people, those perceived to truly add value, seems to operate on a set of laws of its own.

Some may look at the data and conclude, “yes, there’s a war for talent, just as we thought, and we really must try harder to hang on to our best people” – and then go back to the same old views and practices. It’s possible to consider these findings without unearthing what’s really going on, and without appreciating the major shift in employer-employee relations that has taken place. How can we explain this shift?

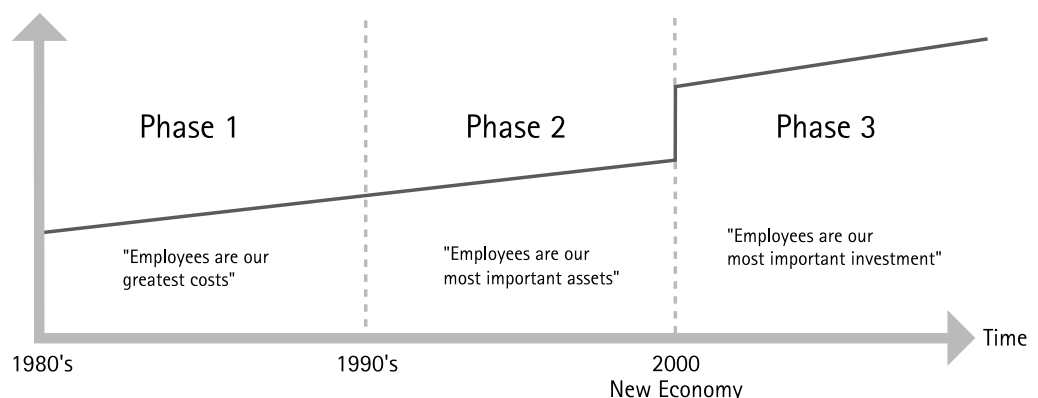
### **The value of the employee to the organisation has increased**

In today’s knowledge economy, people can increase the value of the organisation. Technological advantage is short lived, financial resources are more accessible than ever; people, so it is claimed, are the most important source of competitive advantage in the future.

The arrival of what became known as the New Economy caused the employment relationship to shift dramatically, almost over night. For the first time ever, organisations recognised how a talent shortage directly affected their short-term bottom line. The economy has lost some of that ‘irrational exuberance’ since the dot.com heydays, but the changes to the employment relationship are irreversible.

### The changing value of employees

Value of the employees  
to the organisation





### Talented people are more demanding

The organisational perspective, the increase in value of the employee to the organisation, is just one side of the story. We also need to look at it from the individual's point of view.

Employers expect more than ever before; so do employees.

Professional growth, personal challenge, career progression, freedom in the job – these are the far-reaching priorities of the talented people we interviewed. Talented people want to be the best that they can be (and that's not just at work).

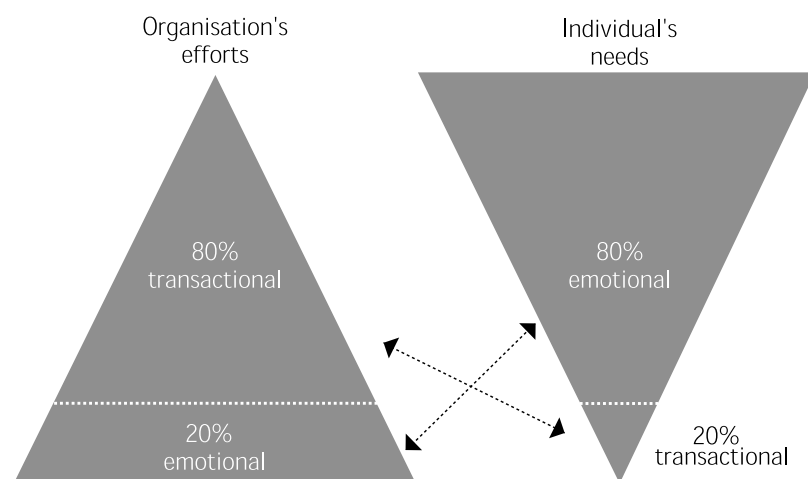
Is this all that new and surprising? Not really. Taking Maslow's hierarchy of need and the trend towards ever more affluence in Western societies, it was actually fairly predictable.

Talented people's understanding of this is much more ambitious, or radical, than their organisation's. Even individuals already considered stars by their employers still want more: more challenge, more growth, more progression, more freedom and balance – and more quickly too.

What are the implications for organisations of this fundamental shift in the employment relationship?

### Attitude towards risk

At the most fundamental level, organisations are forced to re-think their attitude towards risk. Traditionally, organisations managed 'people risks' by matching individual skill sets to the requirements of a particular job. This does not provide the employee much room for growth, challenge or freedom. But talented people want to feel trusted and recognised for their potential, not just their existing skills. They want jobs and assignments for which they know are not yet qualified, roles that they can grow into (with your support, of course).



### **Managing the emotional side of the relationship**

The headlines paint a picture of talented employees as highly self-confident individuals demanding bigger and better rewards for their vital contribution to the organisation's overall performance. Our research suggests this picture is false.

Yes, talented people care about the quality of the transaction with the organisation (good pay, benefits, stock options, career programmes, etc.). The degree of importance they attach to it varies between individuals. Yet, two strong themes have emerged:

- 】 Emotional factors are increasing in importance. Talented people increasingly ask: “How will working for your organisation make me feel about myself?”
- 】 Many organisations know they cannot compete on financial packages – someone will always go one better. Competitive advantage increasingly needs to come from managing the emotional side of the relationship, making people feel valued, trusted, recognised, challenged, etc.

There is a paradox here. While organisations will focus 80% of their efforts on transactional aspects of the employment experience, only 20% of individuals' needs are of a transactional nature. Organisations are unsure about how to manage the ‘emotional stuff’ – the brand in all its facets – yet it is likely that this accounts for a substantial proportion of what matters to the individual.

### **Visible relationships, invisible HR**

True, a transactional element of employment is inescapable. However, it has become more of a ‘given’, and less a defining or conscious feature of the employment relationship. In his theory of human motivation, Frederick Herzberg differentiated between ‘motivators’ and ‘hygiene factors’. Hygiene factors, if absent, cause dissatisfaction. Unlike motivators, however, their presence does not motivate individuals to superior efforts or performance.

What really connects us to the organisation is that it is part of our life. The more we have to ‘transact’ with our employer, the more alienating it is and the more reminded we are of a formality that for the most part we don't want to think about or experience.

It's like a utility: we don't think about the fact of the contract with the water authority or the telephone company, they're just there. And, like a utility, if it ever goes wrong, the frustration level seems always disproportionately high.

In practical terms this means making hygiene factors (like pay and benefits) almost invisible so that we can be free to experience the more important aspect of my relationship to the organisation. The more those hygiene factors encroach on our attention – technical language

coming at us from HR, for example – the more we lose energy for the business. We want the transaction to be as smooth and satisfactory, as taken-for-granted, as the electricity in our home.

### **Organisations as communities of interest**

Companies are becoming – and need to become – less like nation states, with laws, rules of citizenship and tight power structures, and more like communities of interest, where it is more appropriate to think of talented individuals as ‘members’ than as ‘employees’.

The traditional concept of loyalty is dead, partly because organisations haven’t kept their promise of job security. But this does not mean that talented people don’t want to belong.

We found that talented individuals sometimes develop a strong sense of belonging in a ‘talent community’, rather than the organisation as a whole. This is less likely to occur when the experience with the organisation is inconsistent or incomprehensible.

Yet, if the organisation facilitates opportunities for this group of like-minded people to exchange ideas, support one another and share learning the value of ‘membership’ of the organisation increases.

The concept of ‘members’ and ‘communities’ is redefining what retention of talent really means. The paradox is that retention efforts are most effective when companies stop trying to hold on to people. The trend is less about staying in jobs for shorter periods before moving on, and more about the company as a place to stay connected to and work with, after (or during) a sabbatical, a baby, or even another career.

The emotional connection continues long after the talented employee has left the organisation, as proved by companies with powerful alumni networks, such as McKinsey or Procter & Gamble. We begin to glimpse a world where employers become ‘hosts’ of a more transient talent population. The winners are those who pro-actively manage the emotional connections with their people to create competitive advantage.

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“ You can learn good manners to deal with people, but you can’t learn to trust people. And you must trust to be comfortable with them.”

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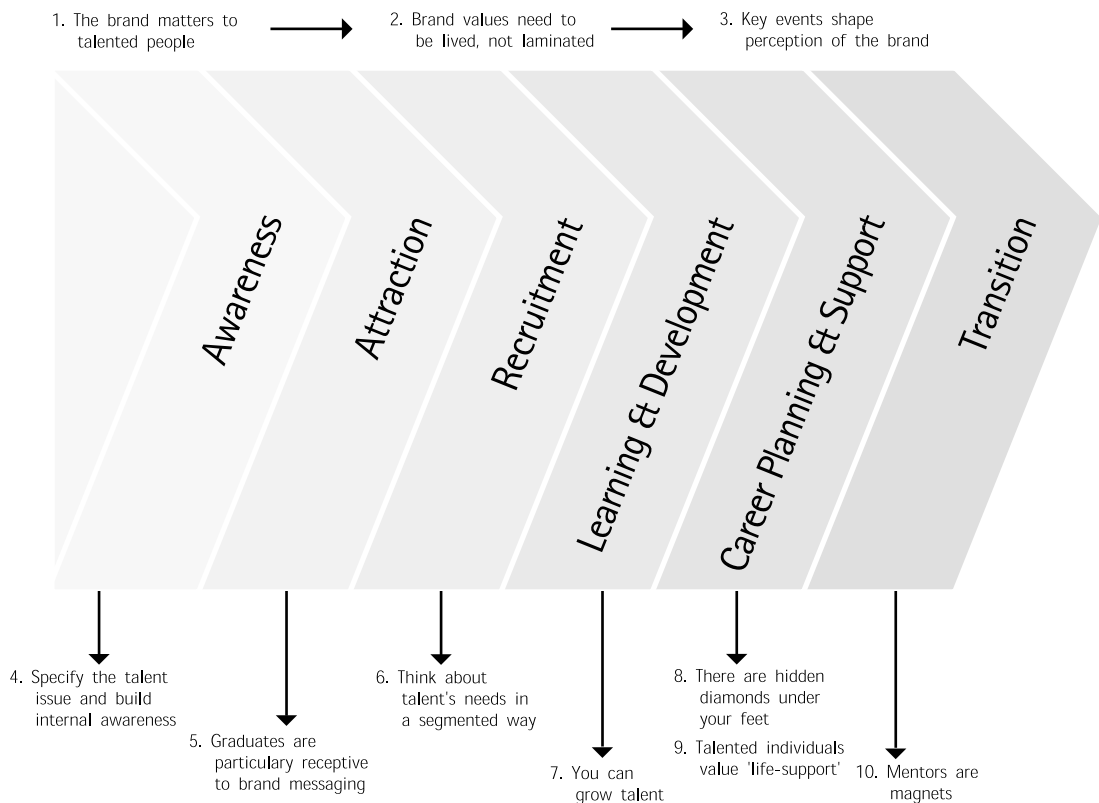
TOM PETERS

# 8

## Sharing the learning

- › We've heard talented people describe what drives them, what's important to them in their work and what's critical in motivating them to perform beyond expectations
- › We've heard key stakeholders in organisations, sharing their experiences of managing talent and the challenges of doing it successfully in a changing business environment.
- › We've described the shift in the relationship between talented people and the organisations they choose to be affiliated with.
- › We now want to share the learning and consider the implications for managing the talent pipeline.

### How our learning links to the talent pipeline

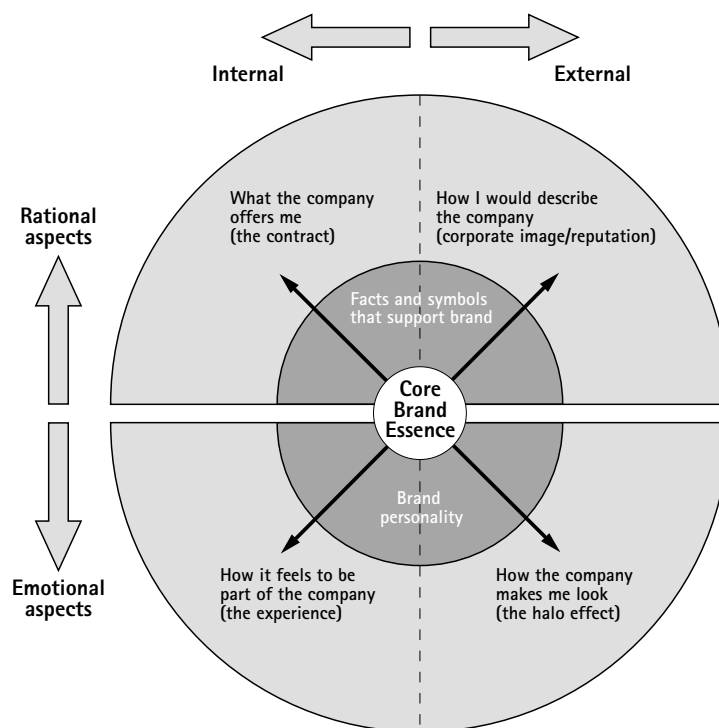


Our first three 'learnings' apply throughout the process, while 'learnings' four - ten are relevant to key stages of the talent pipeline.

The first question to ask is who is responsible for the corporate brand and its reputation in your organisation. If there isn't an obvious answer, you would do well to identify a 'brand manager'. It helps to talk to people in your marketing department too, as they could provide valuable insights and help ensure consistency with consumer brand positioning.

Next, consider the language. There is understandable confusion about all the different terms used to refer to internal and external brand issues. It is worth clarifying the definitions and securing understanding about the role of the corporate brand. The following model shows how the internal and external aspects of the brand and the rational and emotional aspects of the employment relationship all fit together.

### The Stanton Marris corporate brand wheel



The core brand essence consists of the key facts and feelings that define your company and position it in the minds of your internal and external audiences. All your communication, behaviour and actions should reinforce the values that form the hub of this wheel. Remember too, that the significance of emotional vs. rational aspects of the brand is much more likely to follow the 80/20 rule; focusing effort on articulating and managing the emotional aspects of the brand will have a direct and immediate impact on your ability to attract and retain talent and therefore and impact on business performance.

## Shared learning 1: The brand matters to talented people

### What we heard:

***“I joined The Financial Times because of the brand name.”***

***“The corporate reputation is critical. If BAT’s external image is threatened, I will go.”***

***“Working for BBH is like getting a first from Oxford on your CV.”***

### The challenge:

How do we build a strong brand that attracts the calibre of people we seek?

### The typical response:

Most organisations fail to capitalise on the huge potential of their brand in projecting themselves to potential recruits. We heard senior people in organisations say the corporate brand doesn’t matter. Although CEOs accept the value of building a brand reputation with investors, analysts and shareholders, some fail to see the significance of an external corporate brand as a magnet to talent. Yet all our interviewees had strong views on the reputations of their employers. It’s clear that they think carefully about the ‘halo effect’ of the organisation’s brand and what that, in turn, says about them.

### What we can do differently:

The employment relationship is not just a transactional one, but one that also addresses emotional needs. Hence, your organisation’s total value proposition to talented people needs to contain emotional elements (what it feels and looks like to be part of your organisation), in addition to tangible elements (salary, bonuses, concierge services, etc.). Organisations that have managed to build up an unrivalled reputation and consistently prestigious image, such as Goldman Sachs or The Financial Times, have an advantage here:

***“If I left Goldman Sachs, it wouldn’t be to work for any other investment bank or commercial bank. It doesn’t get more prestigious than this.”***

***“Why would I want to leave The FT? Everything else is a step downwards.”***

## Shared learning 2: Brand values need to be lived, not laminated

### What we heard:

***“We don’t like to use the words ‘employer brand’ or ‘corporate brand’. It sounds too much like you are trying to sell something. We prefer to call it ‘employer personality’. You need to do what you preach. There is no point in making promises that you cannot keep.”***

### The challenge:

How do we achieve consistency between the messages about the corporate brand and the employer brand?

### The typical response:

Though ‘employer branding’ is a buzz-phrase in the HR community, the marketing connotations of branding mean it is often misunderstood as ‘window dressing’, ‘selling’, ‘logos’ or ‘packaging’. There is little point in making promises to the outside that the organisation cannot deliver on the inside. This is supported by our finding that inconsistencies between what organisations say and what they do are a major source of frustration for talented people.

If you don’t live your brand, your target audience – talented people and customers alike - will spot the inconsistencies. However, your talented people are much better at it than your customers because of the more intense nature of the relationship. It is absolutely key that your organisation’s ‘personality’ or ‘culture’ on the inside lives up to the expectations you create with your brand on the outside.

### What we can do differently:

As a first step, organisations need to co-ordinate the management of their different brands (one or several consumer brands, an investor brand, an employer brand and a corporate brand).

Unless the different ‘brand managers’ from marketing, human resources, internal communication and corporate affairs/corporate communications co-ordinate what they say and do, you risk sending out mixed messages. This is particularly problematic because the target audiences to which you communicate your brands overlap. Your employees (potential or existing) may also be your customers or investors. They are also likely to read any press releases and media coverage.



The different brands need to be linked by the brand essence, which is at the core of the overall brand strategy and hence at the heart of brand communications and actions. For the employer brand, HR first needs to define how the core brand values can be translated into behaviours and then how these can be applied throughout the employment experience.

### Some examples:

- › *Cadbury Schweppes*: has a Corporate Communications Steering Committee on which all responsible 'brand managers' are represented, including marketing, human resources/recruitment and corporate communications.
- › *BBH*: Public Relations is also involved in talking to recruitment agencies to show how BBH lives its values and what it is like to work for them.
- › *Cable & Wireless*: Uses the same advertising/PR agency for their corporate and employer brand, thereby hoping to ensure brand consistency.
- › *TMP Worldwide*: introduced a recognition scheme where people are rewarded for living the brand values. Employees from all levels nominate each other for a so-called 'red-letter day'. This can be exchanged for a health spa day, go-kart racing, etc.

### Shared learning 3: Key events shape perceptions of the brand

#### What we heard:

***"The 'Academy' was a fantastic event. Hardly any of those who attended left the organisation."***

***"I just loved the 'Advanced Development Programme'. I have never felt so invested in in my life."***

***"The CEO greeted us at the door."***

***"The VP took us out for dinner and thanked us personally."***

***"I really like the people who interviewed me and the atmosphere in which it took place. It was a really good discussion, not an interrogation."***

**The challenge:**

How can organisations manage talented people’s brand perception most effectively?

**The typical response:**

Customer service professionals have long recognised how strongly ‘moments of truth’ influence a customer’s overall satisfaction. These are particular points of time when the customer interacts with the products, systems, people or procedures of an organisation, and makes a judgement about the quality of the organisation.

When talented people talked most enthusiastically or were most disappointed about their employment experience, they always had a specific situation in mind. These examples exhibited a pattern that led us to conclude that an individual’s employment experience is full of ‘moments of truth’. When these are managed well, it seems to be by accident rather than design.

**What we can do differently:**

Not surprisingly, since talented people value challenge and growth most and, therefore, have very high expectations, many of these moments are development related, for example corporate training events, mentoring or coaching situations, performance appraisals and international assignments. Typically, participants in mind-expanding, skills-stretching events – even new MBA graduates - return to carry on as usual. This is the most frequently cited reason for job dissatisfaction.

**Example: The FT Academy**

Interviewees described the FT Academy as an extremely motivational event. The programme, developed in co-operation with Columbia University Graduate School of Business and London Business School. This alone was particularly well received and remembered because it was in line with the FT’s brand attributes (and hence their talented people’s expectations), for example ‘intellectual’, ‘international’, ‘professional’ and ‘industry standard’. The motivational impact would certainly have been reduced by in-house delivery for example. The programme is regarded as a rite of passage, enabling people to move quickly to a more challenging role.

Talented people at BBH are still enthusing about their first day experience when the company’s CEO shook hands with everyone from the graduate intake as they came into the lobby of the building. Recruitment interviews are important moments of truth that shape people’s opinion about the organisation. We found that Cadbury Schweppes manages this

particularly well. Not unexpectedly, our interviews were also a moment of truth: “What the FT does well to earn my continued commitment? They listen to my views, like with this interview.”

**Moments of truth – selected examples:**

- › Interview(s)
- › Acceptance/rejection letter
- › First day at work
- › Induction
- › Training programmes
- › Performance appraisal
- › Celebrating achievement
- › Promotion (or not)
- › International assignment
- › Corporate change programmes

Moments of truth can also be talented people’s observations of your company’s external actions, as an example from British American Tobacco shows. A key moment of truth for them is how the company reacts to external pressure from lobbyists and the government. “BAT is like a shy guy in a room full of people. We should be more assertive externally.”

Moments of truth are critical in building strong emotional connections to your organisation and turning people into ‘brand advocates’. Just thinking of them as critical opportunities to reinforce the brand will help you to manage them differently. Then, if you appreciate the depth of commitment they create when you get them right, you need to think about how you want to ‘reward’ or nurture that newly-established brand loyalty. Remember that talented people appreciate a simple acknowledgement that they are ready to face new and greater challenges.

## Shared learning 4: Specify the talent issue and build internal awareness

### What we heard:

*"We just don't attract the right kinds of people."*

*"We need to do a better job at identifying and developing our existing talent."*

*"Can we really live up to the expectations of highly talented people?"*

*"If we had higher calibre people, the business agenda wouldn't be such a stretch."*

*"If you ask me, there are enough talented people around here."*

### The challenge:

How do we improve the way organisations think about and tackle the talent issue internally?

### The typical response:

We found that top management tends to have a rather confused, blurred picture about their specific talent issues. They tend to externalise the issue and as a consequence the pressure is on HR to recruit more high calibre people. Yet talented people have a different view.

First, they see the issue more as an internal challenge, of getting more out of the existing talent pool. Second, they are much more critical about their organisation's ability to live up to the expectations of talented people. There is a role for HR to reconcile these two contrasting views by presenting a clearer picture of their organisation's specific talent issue today and, most importantly, to draft a strategic response for the future.

*"First draw up a three-year plan, decide what people you will need to deliver the business goals. Then go and research those people, find out what motivates them, then work out how you can offer that. You need to be totally honest – tell people what you can and can't offer, and also show them clearly the type of people who are successful in the company."*

### What we can do differently:

HR professionals can take a lead role working with business leaders and line managers to help their organisations define what kinds of talented people they are really looking for. In doing so,

they need to consider not only organisational needs (what kinds of people will the organisation need in the future to deliver the business strategy), but also the needs of talented people (whether or not the organisation can offer what talented people are looking for). This will help to create a clearer definition of the real talent needs.

But this is not a one-off exercise. We've learned that the needs of talent – like business needs – are a constantly moving picture. The only way to stay ahead of the game is to consult your talented people frequently about what they are looking for next and what they think about the organisation. Talented people like to be asked their views. We also found that in organisations where such conversations do not take place, headhunters take over this role. There is a real opportunity here for organisations to raid-proof their talent pool.

### Shared learning 5: Graduates are particularly receptive to brand messaging

#### What we heard:

*“They are not known as fantastic payers, but they are a fun and exciting place to work.”*

*“Their recruitment brochure really stood out.”*

*“My peers are getting better learning and development and more money too. I need to catch up.”*

*“It is important that I get opportunities to travel and work abroad so I'm not stuck in the same office all the time.”*

*“There is more to life than money, all I need is enough to survive.”*

*“I want a large organisation because they have many graduates starting at the same level. I think that will be more fun.”*

*“I don't want to be doing this job next year.”*

#### The challenge:

How can we attract top graduates?

#### The typical response:

Much corporate effort is focused on how the organisation markets itself to graduates, for example, through brochures and presentations at universities. This is important because the quality of your recruitment material, and the people and atmosphere at your organisation's presentation, send signals about how your organisation stands out.

Some employers have started to offer so-called 'golden handshakes'. We found that money is not the major attraction factor and in fact 'golden handshakes' are only considered 'nice to have'. The priority needs for talented graduates are opportunities to learn and develop, possibilities for international travel and the social aspect of being with other graduates starting at the same level.

Large blue-chip organisations are highly attractive to talented graduates because they are seen as a training ground. However, as a consequence, large blue-chips face particular challenges retaining graduates after their trainee period.

### **What we can do differently:**

The good news is that graduate talent seems happy to make decisions based on such clues, rather than gathering much (factual) information. One reason for this is that they see their own experience of your recruitment process, rather than the information on your website, as a reliable indicator of what your organisation is really like.

You have an opportunity to create the right impressions about the organisation by carefully choosing the people who front the graduate recruitment process. These people should be your brand advocates, your highly talented people who literally demonstrate the brand in action. You could even copy the example of advertising agency BBH who demonstrate their commitment to nurturing talented designers by having the founders welcome young hopefuls to the graduate assessment centre.

Young people are particularly receptive to brand messaging and every aspect of the attraction process has to be considered to reinforce the key messages for this important target market.

### **Shared learning 6: Think about talent's needs in a segmented way**

#### **What we heard:**

***"If you had asked me this six months ago, before my daughter was born, I would have given you very different answers."***

***"At this stage in my life my family is most important to me. Everything else is secondary."***

***"My primary motivation is to make a difference. Looking back at my career everything else seems so unimportant."***

**The challenge:**

How do we tailor appropriate messages to meet the changing needs of talented people at different life stages?

**The typical response:**

Marketing professionals use consumer clusters to ensure they reach different target audiences with advertising and marketing communications tailored to their needs. Levi's, for example, sells its jeans equally successfully to teenagers and to construction workers.

Yet few organisations seem to have grasped the opportunity to tailor their brand for different talent segments, preferring the convenience of a one-size-fits-all approach. Just look at the recruitment messages transmitted via corporate websites; even specific job ads miss the opportunity to tailor messages to individual needs.

**What we can do differently:**

Talent clusters do exist and are related to life stages, even though the differences may not be clearly marked. Organisations need to track when and how individual needs are changing, and be flexible enough to adapt their proposition to provide what talented people are looking for.

At graduate entry level, the emphasis could be on two components: great learning and great fun. As they grow older, get married and have children, it becomes more important that you provide support (in whatever form that may be) to help talented people balance work and private life as well as make decisions about their career development. The latter becomes less important the higher they climb the career ladder. As their children get older and retirement, though not immediate, is in sight, they are looking for opportunities to 'leave a mark'. These general patterns are strong enough to suggest that a 'one size fits all' approach is not effective.

For large international organisations, talent segmentation also means that they need to decide if they want to recruit for global careers or local jobs. When local business units have their own talent management agenda, several problems occur.

1. Local brands tend to attract people for local jobs, not international careers. Yet, top management defines talented people as those who can think outside their own business unit box, are hungry to achieve beyond their job requirements and are willing to work internationally.
2. Even if they attract highly talented people, local business units want to keep their best people locally, unless they are assured that they will receive talented people from other business units in return.

3. Talented people are frustrated by the lack of co-ordination and realise they rely their own initiative to find the career opportunities they want – sometimes internally, often externally.

A ‘best of two worlds’ proposition is attractive to many of the talented people we interviewed. They appreciate the responsibility, challenging work and freedom in a relatively small business unit, while enjoying the wide range of career opportunities and continuity of support throughout the larger organisation.

HR professionals need to link talent management to the whole business agenda and assess critically whether a globally integrated talent recruitment (and development) approach or complete local autonomy are more likely to deliver the business goals.

A word of caution: if talented people are recruited for a global career, yet their day-to-day experience is with local business units, their emotional connection with the organisation can erode unless they are frequently reminded that they are part of a global business, for example, through participation in group-wide projects and training programmes.

### Shared learning 7: You can grow talent

#### What we heard:

***“There is no shortage of talent, but a shortage of skills. So what they should do is give us a chance to develop those skills.”***

***“Talent is not an attraction, it’s a development issue.”***

***“They don’t take a risk on people here. Before you get any job there must be a 100% skills match.”***

#### The challenge:

How can we use what we know about talent to discover more potential talent in our own back yard?

#### The typical response:

Matching individual talent to the performance requirement of the organisation is a tricky business. Headhunters pride themselves on getting a close match between individuals and jobs. But there is more to this than fitting round pegs in round holes.



What we've learned about talent is that they want to be stretched – further than any manager would probably expect. This means they are looking for jobs for which they do not have all the relevant skills. Yet organisations continue to invest in elaborate competency frameworks and assessment processes to achieve the closest possible match.

**What we can do differently:**

The key questions to ask are:

- 】 How do we assess the potential of talent?
- 】 How can we manage the risks we take on people when we give them a chance to grow and develop?
- 】 How do we best satisfy talented people's continual hunger for development, without excluding others from development opportunities?

A development-based approach to recruiting and promoting talented people requires a different definition of talent than the current practice of finding perfect skills matches. The corporate mindset needs to shift from “you either have what it takes or you don't” to “you can develop what it takes”. A greater emphasis needs to be placed on identifying potential, rather than simply looking at a proven record of existing skills. Past achievements can still be a useful indicator for future performance if we look beyond what the individual achieved (e.g. 25% increase in sales), but also under what circumstances (e.g. was the overall market growing and if so by how much?) and how they achieved it (e.g. through 360 degree feedback on leadership and management style).

Giving somebody a challenging assignment carries a risk, no matter how sophisticated your systems for identifying potential. But the more apparent the risk, the more talented people will get the message that you trust them and believe in them. This alone, however, is not enough. Talented people also want to feel supported. They want to know who they can turn to with questions. They want to feel confident that you have made a conscious choice with their appointment and have thought through how they can quickly develop the skills they need. Organisations that talented people admire for their development-oriented attitudes include Goldman Sachs and Procter & Gamble.

Development is not limited to skills development for a particular job, but includes career development in general. Many HR professionals argue that career development is no longer the organisation's, but the individual's, responsibility. The danger is that line managers can use this to justify a 'sink or swim' approach to talent development.

Talented people see career development as a shared responsibility, not as 'survival of the fittest'. To rise to the challenge, they need support in the form of mentoring and coaching, constructive feedback and training.

## Shared learning 8: There are hidden diamonds under your feet

### What we heard:

*"I feel very well looked after but my colleagues don't get the same treatment, though I consider them equally talented."*

*"There is something here that suppresses talent."*

*"What they can do about the 'war for talent'? Use our existing talent pool better. There is so much potential here!"*

*"I think some managers here feel threatened by talented people."*

### The challenge:

How do we mine more talent from our existing people – people who have somehow not appeared on the talent radar, yet still have the capacity to be stretched further?

### The typical response:

The message couldn't have been clearer. Talented people believe their organisations are not using their existing talent as well as they could. They are particularly critical of their employer's ability to both identify and manage the careers of potentially talented people.

When told they were considered talented, most were surprised to learn that their organisations have formally defined a talent pool. They think it is up to them (or their line managers) to make sure they get on the talent radar.

Not only is it frustrating for talented people that their employers do not have more formal and pro-active approaches to identifying talent, but also wasteful for the organisation. If your organisation is full of hidden talent, potential that just needs to be unlocked, your branding efforts may be undermined by the perceived inconsistencies between external communication and internal reality as experienced by your employees.

**What we can do differently:**

Use your talented people to identify others who should belong to the talent pool. Interview these people to find out why they haven't been identified so far. Turn these insights into action points on your talent management agenda, to prevent similar mistakes in the future. Provide your hidden talent with the same opportunities you have given other talented people, so that they can prove themselves.

**Shared learning 9: Talented individuals value 'life-support'****What we heard:**

*"Last week I was really frustrated because I had to miss my school governors' meeting for work reasons."*

*"I came to the UK from Australia and needed a completely new business wardrobe. I didn't even know where to go shopping."*

*"Work-life balance? It's not about policies, it's about flexibility."*

*"I travel all week for my company Basically I have no private life during the week. It would be nice if I felt that it was OK that I take Friday afternoon off every once in a while."*

*"I can't even allow my team members to work from home one day a week. It would make such a difference."*

**The challenge:**

How do we accommodate the needs of talented people without pandering to whims and weaknesses?

**The typical response:**

When talented people left their large blue-chip corporations in droves to join dot.coms, employers reacted in two ways. Some increased the financial value of their reward packages significantly, others played the lifestyle card, providing such exotic benefits as concierge services, massages and car washes. The lifestyle option was however only a token recognition of the fact that talented people relish having a broad, rich life outside work that provides a constant source of energy and stimulation.

**What we can do differently:**

Our research confirms that work-life balance features highly in talented people's hierarchy of needs. Talented people are not asking their employers to provide fast track careers and lots of free time. Nor do they expect them. What they value is feeling emotionally supported and being given flexibility. Some of the most favourably mentioned options are part-time work, job sharing, working from home and flexible working hours.

Many organisations struggle with implementing such policies across their business units, not least because they fear a domino effect will spread through the organisation.

***“We have just introduced a sabbatical policy because one of our key people was determined to take some time off. Now eight others have asked for sabbaticals. That wouldn't have happened if we hadn't had the policy.”***

What this comment doesn't reflect, of course, is that without such policies, talented people will simply leave for good.

***“I want to have a family and work part-time. If they can offer that, I'll stay. If not, I'll leave.”***

Work-life balance policies do bring new administrative challenges, but your talented people are not really concerned about that. It's a transactional element of the relationship. They expect their employer to 'just make it work'. If organisations don't provide this support, or if they create too much bureaucracy around it, it sends your talented people the message that you expect them to 'shrink to fit'. The truth is that the organisation increasingly needs to fit into talented people's lives, not vice versa.

## Shared learning 10: Mentors are magnets

### What we heard:

*“I get such a kick out of developing younger people and seeing them succeed beyond their own expectations.”*

*“If I walk out these doors, nobody will remember me in six months time. I want to leave a mark.”*

### The challenge:

How do we make better use of our top talent?

### The typical response:

Organisations value senior, experienced people for the jobs they perform, yet they undervalue the role they play in developing others. Older talented people have trustworthy instincts for selecting and developing younger talent. In fact, they derive huge personal satisfaction from doing this, are prepared to dedicate time to it and see it as further development experience for themselves. Senior talent revealed that they would welcome more formal and structured opportunities to participate in the development of younger people.

### What we can do differently:

Institutionalised, two-way mentoring schemes would go a long way towards tackling this huge waste of talent and energy. Giving careful thought to who is ‘buddied’ with whom, right from the start of a high-potential’s career, can make a big difference. Talented people, despite their apparent self-confidence, still crave recognition and demonstrations of trust from more senior people who have ‘made it’.

A suggestion from senior talent themselves is to consider ‘transition’ roles for people who have had long careers with the company, wish to reduce their own career (perhaps to a three-day week) to pursue other interests, yet would welcome the opportunity to formally and actively encourage and support people on their way up.

The ‘reverse mentoring’ aspect makes it an even more motivational experience for the mentors. Seeing the talent pipeline as a virtuous circle that can feed and grow talent consistently and continuously is a guaranteed recipe for reaping the full value of your investment in talent.

## Turning the learning into action

This report summarises what we heard, what we found and what we've learned from talking directly with talented people and key stakeholders in managing talent and the corporate brand. We are now eager to translate our insights into practical actions that can be applied directly into how we can all manage talent more effectively. A further summary of these actions and ideas is available separately following the Stanton Marris Shared Learning Forum.

# 9

## Useful reading

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- › A fresh dawn for the talent market, *Financial Times*, 3 May 2001
- › Are the strategic stars aligned for your corporate brand?, M.J. Hatch, M. Schultz, *Harvard Business Review*, February 2001
- › Engaging employees through your brand, *The Conference Board*, 2001
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- › If you leave me now..., *The Independent*, 2 November 2000
- › Insanity Inc., *Fast Company*, January 1999
- › Leading the revolution, G. Hamel, *Harvard Business School Press*, 2000
- › Management 21C, S. Chowdhury (ed.), *Prentice Hall*, 2001
- › Managing talent for competitive advantage, V. Merritt, T. Hawighorst, *Journal of Professional • HRM*, April 2001
- › MTW puts people first, *Fast Company*, December 1999
- › Peak performance, J. Katzenbach, *Harvard Business School Press*, 2000
- › Riding the Wave, J. Winter, C. Jackson, *Career Innovation Research Group*, 1999
- › Transfixed assets, M. Williams, *People Management*, August 2000

# 10

## The final word

Our thanks go to ...

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