



PRACTICES OVERVIEW

HUMAN
RESOURCES

LEADERSHIP
DEVELOPMENT

LEARNING &
DEVELOPMENT

TALENT
ACQUISITION

TALENT
MANAGEMENT



BERSIN & ASSOCIATES

BERSIN & ASSOCIATES PRACTICES

Built to empower HR talent and learning organizations to drive bottom-line impact, our business-oriented research and consulting services help members dramatically improve performance through their learning and talent strategies, processes and systems.

Bersin & Associates pioneered the WhatWorks® research methodology to deliver uniquely actionable insights that save time and money by jump-starting programs with the industry's most comprehensive research base. Our WhatWorks methodology is built on three key foundations:

- Rigorous quantitative research to identify the best practices that drive results.
- Extensive qualitative interviews to validate our surveys and get the story behind what works in various organizations and cultures.
- Continuous monitoring of trends in the systems, technology and tools that support HR and learning processes in all organizations.

Our analysts work with thousands of organizations around the world to identify best practices, processes and strategies that consistently correlate with better performance. We focus on five critical fields: Human Resources, Leadership Development, Learning & Development, Talent Acquisition and Talent Management.

Each Bersin & Associates practice includes our industry-leading research, analyst insights and consulting services, over 20 virtual and in person events each year and rich networking opportunities.

Our research is designed to drive measureable business results by creating a common language and set of expectations for HR and learning metrics, benchmarking and best practices. Each practice includes the following types of actionable research:

FUNDAMENTAL RESEARCH TYPES	
FACTBOOKS 	Deliver maximum value by benchmarking against key budget, staffing levels and program metrics.
MATURITY MODELS 	Identify your organization's level of maturity in key functions and pinpoint the strategies and practices that will improve your business results.
FRAMEWORKS 	Create an aligned view across your organization of the key functions and capabilities required to deliver excellence.
INDUSTRY STUDIES 	Gain in-depth knowledge about best practices and market trends that enable you to impact your organization.
CASE STUDIES 	Tangible examples of organizations and the best practices that work for them.

Our five practices are designed to enable you to “get smart fast” and demonstrate the bottom-line contribution of HR, talent and learning to the company.



HUMAN RESOURCES

Thirty-five percent of companies indicate that measuring the impact of HR programs in financial terms is a top challenge.

BUSINESS CHALLENGES

For most organizations, human resources is responsible not only for integrating the human capital strategy into the corporate strategy, but also for functions ranging from learning, talent acquisition, talent management and leadership development to compensation/payroll, benefits and compliance. The challenge for HR groups is how to coordinate and measure the myriad of responsibilities that fall under their purview. Common HR challenges include:

- How do we determine if our core HR policies and procedures are meeting our business and employee needs?
- How do we work with business leaders to ensure that HR capabilities are integrated into their business strategies?
- How do we use our knowledge about cultural, demographic and globalization changes to help business leaders develop their strategies?

OUR APPROACH

Our research shows that three factors drive an organization's ability to become a world-class human resources organization and deliver meaningful, measureable results for the business:

- 1 Workforce Size** – The size of the organization's workforce has a significant impact on determining the right path to developing a best in class HR function
- 2 Core HR Function Delivery** – A human resources organization must excel at the delivery of core functions (payroll, compensation, benefits and compliance) before it can achieve more strategic objectives.
- 3 Continuous Improvement Process** – HR organizations must develop credibility within and buy-in from the rest of the company through incremental change and successes. Attempts to develop a world-class HR organization through radical transformation usually fail.

Bersin & Associates mindfully applies these factors to the four distinct areas within its Human Resources practice.

HR Organization & Governance	Planning & Strategy
HR Technology	Services & Programs

By focusing on key HR success drivers, Bersin & Associates delivers best practices and implementable strategies that measurably contribute to the business success.

MEMBER RESULTS

- A global management consulting, technology services and outsourcing company looked to Bersin & Associates analysts for the research and best practices to define the mission, vision and goals for their newly created Talent Development Center of Excellence.
- A leading manufacturing firm used Bersin & Associates frameworks and models to create cost and efficiency synergies between organizationally separate learning and HR departments.
- A group of HR leaders from major organizations worked together in a Bersin & Associates-led round table focused on developing HR business partners, measuring HR effectiveness and optimizing HR change management. The team leveraged successes and key learnings from each other to drive better results more quickly.



LEADERSHIP DEVELOPMENT

Sixty-three percent of decision makers identified “Gaps in the Leadership Pipeline” as the most urgent talent challenge that their organizations face.

BUSINESS CHALLENGES

Leadership development has evolved into a critical component for driving growth in an increasingly global business environment. Many organizations are struggling to address challenging questions such as:

- How do we prepare high potential leaders to drive global organizations?
- What is talent mobility and how can it be implemented in concert with leadership development to meet the business needs of our organization?
- How do we develop and retain leaders at each level?
- What skills and competencies do our leaders need to thrive in the 21st century?

As organizations strive to succeed in an increasingly global and complex environment, effective leadership is critical. More importance is being placed on leadership development than ever before. Increasingly, leadership and leadership development activities must represent a process that drives leaders to develop within the context of their work, act collaboratively and demonstrate innovative and diverse thinking. Organizations who commit to such leadership development strategies and practices will thrive and stay ahead of their competition.

OUR APPROACH

Bersin & Associates Leadership Development practice focuses on identifying best practices and implementation approaches that enable companies to build a comprehensive and impactful leadership development strategy. The practice is based on seven leadership development best practices that our research indicates are key to leadership development success:

Leadership Audiences	Leadership Evaluation & Sustainment
Leadership Culture	Leadership Organization & Governance
Leadership Development Strategy & Business Planning	Leadership Profiles
	Leadership Solutions

Bersin & Associates uses research-based methodologies, frameworks and competency identification tools to help members transform what is often considered one of the most nebulous specialties within human resources into one that delivers strategic, measurable results for the organization.

MEMBER RESULTS

As leadership development moves front and center for nearly every company we work with, organizations are calling on Bersin & Associates research and consulting to help them define the most effective programs, competency models and structures.

- A leading insurance company needed to assess its leadership development programs and spending levels against best practices to ensure that it was delivering the maximum value for the organization. The company used Bersin & Associates’ Leadership Development Factbook to benchmark and compare its organization and to decide how and where to make changes.
- A large international transportation company sought to ensure that its leadership development program for functional leaders aligned with best practices. The company used Bersin & Associates’ high impact leadership development research, and key case studies, to build a best in class leadership development program combining off-the-shelf resources related to its leadership competencies.
- A large aerospace manufacturer had to close gaps in its leadership pipeline by defining and implementing a high-potential program. The organization used Bersin & Associates’ high impact leadership development, succession management and talent mobility research to define a high-potential strategy that included a process for identifying, selecting and developing high-potential leaders.



LEARNING & DEVELOPMENT

Sixty percent of decision makers surveyed cite developing new skills to support business and product changes as an urgent talent challenge.

BUSINESS CHALLENGES

Learning & development has evolved from “training” into a strategic capability as organizations seek to rapidly develop the skills they need to succeed in the market. Our Learning & Development practice provides actionable research and best practices to address a number of challenging questions including:

- How can we effectively share knowledge between employees?
- How do we ensure that all employees in all locations understand our values and goals?
- How do we move from a content creation and delivery department to one that enables the organization to learn in many different ways?
- How do we keep our changing workforce engaged and meet their demands for dynamic, on-demand training and information?

The learning organization that addresses these challenges is well-positioned to drive competitive advantage.

OUR APPROACH

Our Learning & Development practice focuses on the key areas that drive effective strategy and implementation:

Content Development	Learning Organization & Governance
Informal Learning	Learning Programs
Learning Measurement	Learning Technology

Bersin & Associates members work closely with our analysts and use our action-oriented research to understand how thousands of companies around the world build best in class learning and development organizations and how to apply the research to meet the needs of their companies.

MEMBER RESULTS

Fortune 100 companies and large government agencies routinely use Bersin & Associates research and consulting to create the industry’s most effective learning and development programs. For example:

- A major airline scaled its learning team to support 10 operational units, as well as eight colleges at their corporate university, by evolving its staff from training order takers to performance consultants. With Bersin & Associates tools they built a strategic alignment process to ensure that all requested training and development programs link to corporate objectives and produce measureable results.
- A leading financial services firm created a cohesive human capital strategy focused on developing employees and leaders. The Chief Learning Officer used Bersin & Associates factbooks to benchmark the organization against other companies and the Talent Management Maturity Model to determine its level of sophistication and future goals.
- A large restaurant company designed a new learning and development strategy that tied learning programs to business impact, such as reduced employee turnover. It turned to Bersin & Associates to determine which metrics were most closely tied to business results, benchmarked against those metrics and then re-defined its learning program to focus on these key areas.



TALENT ACQUISITION

Nearly one-half of all organizations state that they are experiencing difficulty filling key positions.

BUSINESS CHALLENGES

No specialty within the field of human resources has changed faster and more radically in the past five years than talent acquisition. All aspects of talent acquisition, from how applicants are sourced and screened to how they are evaluated and onboarded are going through radical transformation. Specific challenges include:

- How can we best use technology and social media to serve our talent acquisition needs in what has traditionally been a highly fragmented recruiting market?
- What are key drivers in attracting and onboarding a multi-generational work force?
- How do we build an employer brand that gives us a competitive advantage in attracting and hiring the best talent?

OUR APPROACH

Bersin & Associates research finds that a prospect's experience during the recruiting process dramatically impacts their likelihood of joining the company, their length of employment and their perception of the firm if there is not a mutual fit. These interactions not only impact a company's talent acquisition success, but also significantly influence the strength of the employer brand and the business' ability to meet its objectives.

Bersin & Associates' Talent Acquisition practice addresses and integrates the following areas within the field:

Employer Branding	Sourcing
Hiring & Onboarding	Talent Acquisition Strategy
Screening & Assessing	Talent Acquisition Technology

Through our extensive work with members, talent acquisition technology providers and leading business-oriented social networking providers, we have developed frameworks and identified best practices that integrate all aspects of talent acquisition and enable companies to attract the talent they need to meet their goals.

MEMBER RESULTS

Bersin & Associates' active engagement in the dynamic and evolving talent acquisition field is the primary reason so many leading firms use our research and consulting to assist them in developing effective strategies. Examples of results our members have realized include:

- A global Fortune 50 member with 26,000 employees wanted to develop a consistent onboarding process for all of its divisions worldwide. The company turned to Bersin & Associates to determine how to design the orientation program structure to meet local business and cultural needs while consistently sharing company goals and values.
- A large healthcare organization struggled to identify talent for a wide variety of positions that required technical skills. With Bersin & Associates' guidance, it developed former employee "alumni" programs to recruit valued former employees who had departed and to enable alums to recommend candidates that might be a good fit for the organization.
- One of the world's leading agricultural processing firms needed to create consistent criteria for identifying employees with leadership potential. Bersin & Associates research showed it how to develop and implement consistent leadership competencies required by various leadership positions throughout the organization.



TALENT MANAGEMENT

Companies that achieve the highest level of talent management maturity experience less than 1 percent turnover among high performers.

BUSINESS CHALLENGES

If you ask 10 HR leaders, “What is talent management?,” you are likely to get 10 different answers. Regardless of the exact definition used, the positive impact of developing and implementing an integrated talent management strategy is clear. Among other benefits, organizations with sophisticated talent management are 38 percent more effective than average at developing great leaders and 31 percent more effective at engaging employees. Our Talent Management practice addresses critical questions including:

- How can we design a performance management process that motivates employees and line managers and is integrated into the organization?
- What are best practices for optimizing talent mobility in our organization?
- How can we better identify critical roles and talent within the organization?
- How do we effectively manage and motivate a multi-generational workforce?

OUR APPROACH

Our broad view of talent management encompasses attracting, developing, motivating, moving and retaining talent. Our talent management practice focuses on the subjects that drive business impact through best practices:

Competency Management	Talent Management Systems
Performance Management	Talent Strategy
Succession Management	Workforce Planning

Our research shows that successful organizations integrate talent management into their overall business strategy and use it as a key component in organizing other HR-related activities including compensation, learning and succession management. Bersin & Associates analysts focus on developing research and best practices for this integrated approach to talent management.

MEMBER RESULTS

Organizations around the world look to Bersin & Associates research and consulting services to help them identify and develop the talent they will need to succeed in rapidly changing markets. For example:

- A leading telecommunications company drove a 15 percent improvement in productivity by using Bersin & Associates systems reports and analyst insights to redesign its performance management system and to create a more efficient ratings and competency system.
- A well-established insurance company grappled with a leadership shortage and low levels of employee engagement. By comparing its leadership development program to the Bersin & Associates Leadership Development Maturity Model, the company identified a series of strategies to revamp the program. A year later, this company credits a significant part of its growth and new leadership capabilities to these changes.
- A multi national chemical company came to Bersin & Associates for assistance in designing a post-merger talent assessment program. Our research and analyst insights enabled the company to identify the assessment factors they needed to consider and conduct scientifically-based assessments of talent at both organizations.



BERSIN & ASSOCIATES

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