

# Developing Your Workforce For Maximum Impact

## Tool to Use - Scenario



Brandon Hall Group Research Team

## SCENARIO 1: ACME BANK

Acme is focused on aggressive growth in its consumer and small-business division, but is experiencing high turnover in many roles which inhibits its ability to grow and expand services, as it's too busy filling vacancies and training new employees.

Two main reasons employees gave for leaving:

**1** **Lack of understanding career-advancement opportunities in terms of increased responsibility, different functions or lines of business**



**2** **Lack of opportunity to learn new skills or enhance current ones to pursue career objectives**

The bank needed to reduce turnover and wanted to fill roles — vacancies and new jobs added through expansion — with current employees who understand and are invested in the organization's culture, and carry their organizational experience to new roles.

Another challenge is that most employees are client-facing, so taking time away from client interactions for training was challenging.

The bank needed a strategy that informed employees of career opportunities, and the skills and competencies those new roles required, along with development opportunities to prepare them for the roles without removing them from their current responsibilities for protracted periods of time.

**Take 5 minutes to discuss this scenario among nearby colleagues and come up with ideas for how to address this scenario. We will ask a spokesperson from each group to summarize their ideas.**

### SCENARIO 2: BETA MANUFACTURING

Beta, in its second century of operations, is an iconic brand in its industry. A new CEO took control of the company and decided it needed to change from having a dedicated focus on its signature brand to developing a portfolio of brands as diverse as its consumer base.

With this came an operating-model shift toward decentralization and frontline business empowerment, accompanied by a proactive and rapid evolution of the company culture. For employees, it meant they would be more autonomous and were expected to take risks and make quick and effective business decisions, learning and recovering from failures along the way.

One of the reasons for the change was that the company's traditional performance management approach was failing:

- Workplace productivity was on a 20-year downward trend.
- When asked about the purpose of performance management, managers, leaders and employees provided more than 25 different explanations.
- The company spent hundreds of thousands of hours (millions of dollars) in employee time each year on a process most found ineffective.
- Majority of employees said they avoided taking risks to improve products because if their efforts did not work immediately, they would be penalized financially.
- The company found no correlation between business performance and the performance-management process.

The company needed to drive business growth by enabling better performance.

Take five minutes to discuss this scenario among nearby colleagues and come up with ideas for addressing this scenario by answering the questions. We will choose a spokesperson from each group to summarize their ideas.

## About Brandon Hall Group

Brandon Hall Group is an HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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