



# Developing a Business-Driven, Outcomes-Focused Talent Strategy

**“Talent is not a rare commodity it is simply rarely released”**

5 September 2007

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# Housekeeping



FIRE EXITS



TOILETS



BREAKS



SMOKERS



SWITCH MOBILES OFF

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# Agenda

- 9.00 – 9.30 - Tea / Coffee
- 9.30 – 9.40 - **Introductions, HDA Overview and Talent Landscape Overview**
- 9.40 – 10.45 - **Talent Management Fundamentals**
  - Putting talent into context of organisation development
  - How to become a strategic partner in supporting the growth of talent
  - How to create talent strategies that future proof your organisation
  - How to create the right environment for talent to thrive
  - How to build internal sponsorship that has a positive impact on the retention of talent.
- 10.45 – 11.00 - Tea / Coffee (Break) Networking opportunity
- 11.00-11.40 - **Talent Management Knowledge Refinements**
  - How to identify the motivators and drivers of talented people, and how to support talented people who push the boundaries of their talent
  - Ways of reviewing and refreshing your recruitment strategies
  - How to increase engagement with all employees
  - The impact of leadership style on the retention of talent
  - Setting the talent agenda
- 11.40-12.15 - **Case studies and feedback highlights from recent talent and recruitment surveys**
- 12.15 – 12.45 - **What about your talent-? Releasing your potential - the value of talent coaching**
- 12.45 – 13.00 – Q&A
- 13.00 - Close

(Clayton Glen)

**The Organisation**

**The Talent**

**You**

(Kaye Thorne)

**Career Transition**

Slide  
Addition

# Key Talent Themes

- organisation development
- strategic partnership
- future proofing
- environment
- internal sponsorship
- motivators and drivers of talented people
- recruitment strategies
- employee engagement
- impact of leadership style

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# The Presenters



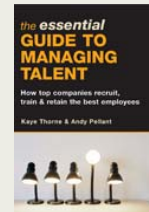
## **KAYE THORNE: Senior Consultant - HDA**

As a skilled talent and organisational development consultant and facilitator, Kaye manages across a broad range of organisational change and talent management interventions. She *enables* organisations to identify ways of developing a more customer focused employer brand and how to become an employer of choice. She also coaches senior executives in a broad range of situations. She has recently co-founded *The Employer Brand Institute* [www.employerbrandinstitute.com](http://www.employerbrandinstitute.com) a global collaboration sharing best practice, research, guidance and thought leadership to organizations and individuals in developing their Employer Brand. HDA collaborates closely with *The Employer Brand Institute*. She has researched, authored and co-authored a broad range of business books, with broad focus on the management of organisational talent, the development of organisational leadership, the development of talented people, and becoming an employer of choice.



## **CLAYTON GLEN: Director – HDA**

Clayton is Commercial Director at HDA, and has held senior HR and operational roles in the UK, the USA, continental Europe and in Southern Africa; in a range of industries, including chemicals/fmcg, automotive, e-commerce consulting and mobile technology. He has an MBA from the University of Wales, and has lectured in Human Resources Strategy on the same programme. Prior to joining HDA, he was Head of HR & Finance with a high-growth venture capital funded mobile technology start-up, with operations in the USA and UK.



# More on Kaye Thorne's '*The Essential Guide to Managing Talent*'

- “The Essential Guide to Managing Talent is an outstanding book. It should be an essential read for any managers looking to nurture a happier, more committed and ultimately talent rich workforce” **Quality World**
- “It makes a valuable contribution to the debate and adds to the wider understanding of talent management and how to implement policies that work” **People Management**
- “I was instantly impressed by the multi-dimensional quality of this book. Not only does it look at creating a climate where talent can flourish but also of what blocks its release.” **Training & Coaching Today**



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# HDA Overview

- Quality accredited human capital consultancy, with almost 30 years' expertise
- Global projects via international partnerships
- We employ an integrated human capital solutions team across the UK, comprising:
  - **Leadership and Team development consultants and coaches**
  - **Talent Management specialists**
  - **Career coaches**
  - **Organisational change consultants and facilitators**
  - **Business psychologists**
  - **Behavioural change experts**
- We add value to our consultancy service via key and complementary strategic partnerships with a range of specialist partners.

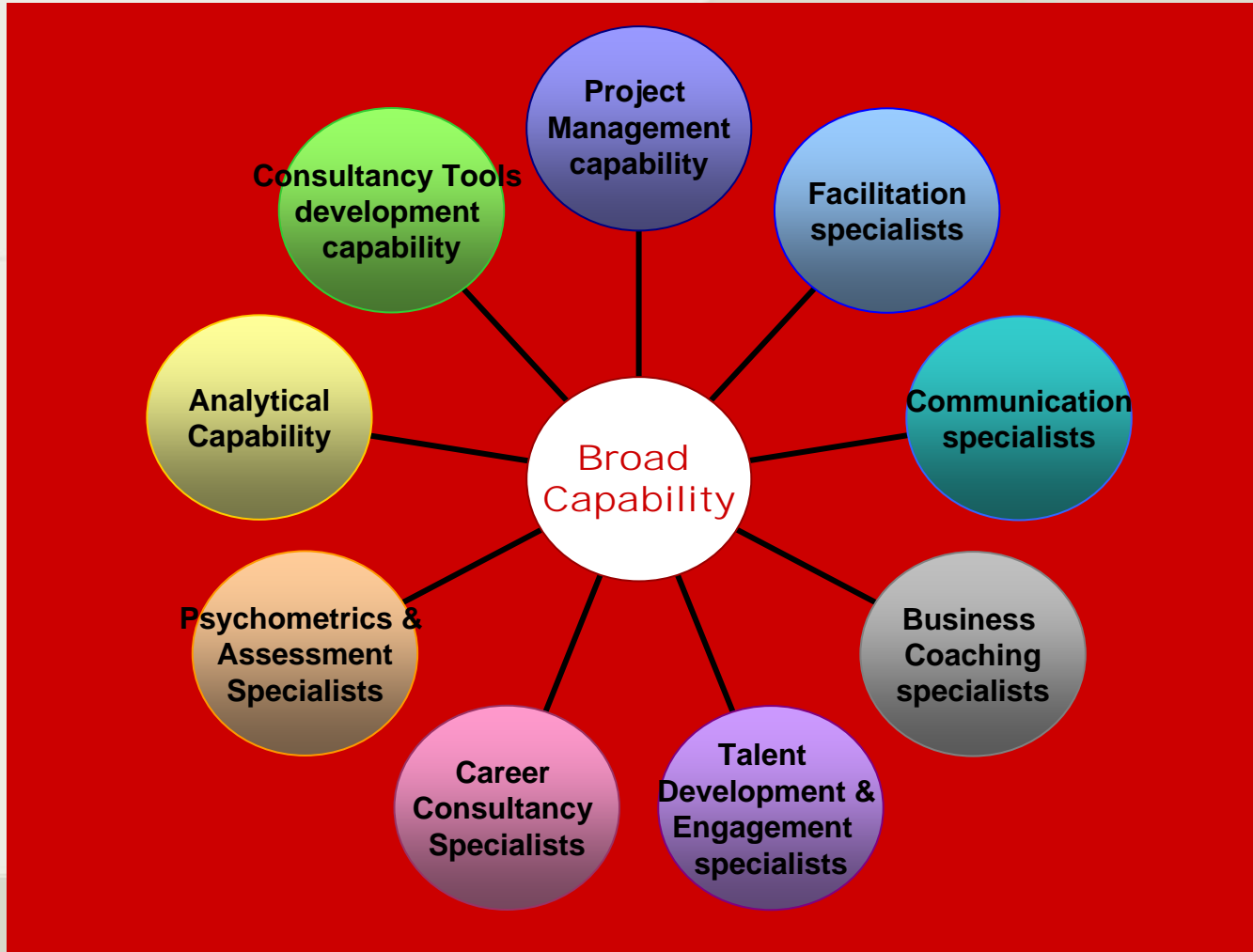


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# Key Competencies and Capability



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# HDA Talent Identification, Development and Engagement

- Talent attracted, identified, engaged developed, enabled to perform, and retained.

- Talent Attraction
- Talent Identification
- Talent Engagement
- Talent Development
- Talent Enablement
- Talent Re-deployment

- Organisational transition consultancy
- Employer brand consultancy
- Talent strategy development against business drivers
- Talent mapping (*senior, specialist skills, high-potential, graduate*)
- Talent assessment (*psychometrics, 360 degree feedback, assessment centres*)
- HDA 9-Box Matrix © Team Engagement Surveys and focus group facilitation
- Staff wellness programmes
- Aspire © Leadership Development Programme
- Executive/Business coaching
- Team coaching / facilitation
- Executive coaching / mentorship skills development
- Re-deployment enablement consultancy
- HR Business Partner Development

# HDA Career Transition

- Employees at all levels leaving the organisation.
  - Redundancy
  - Career Change
  - Retirement

- Large-scale outplacement programmes:
  - Group (online, workshop-based, resource centre-based) programmes
  - Individual programmes
- Large-scale redundancy manager and 'survivor' support
- Executive outplacement programmes
- Executive career reviews
- International outplacement programmes
- Expatriate career development programmes (*HDA International Career Management Programme*)
- Spousal relocation consultancy
- Career change enablement
- Early retirement programmes

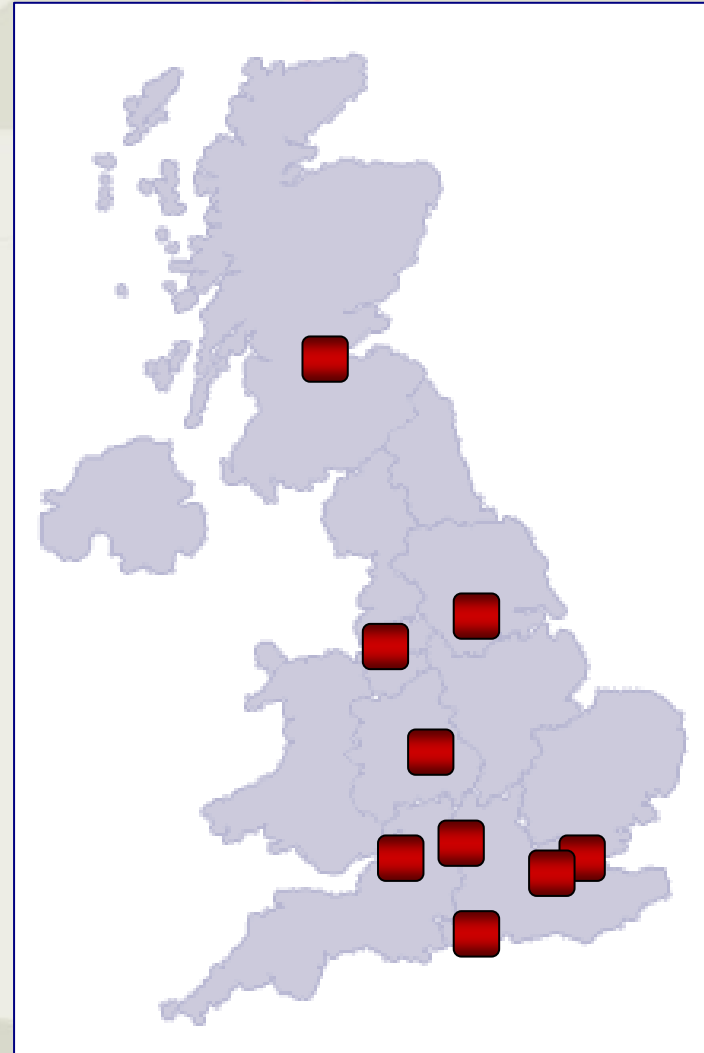
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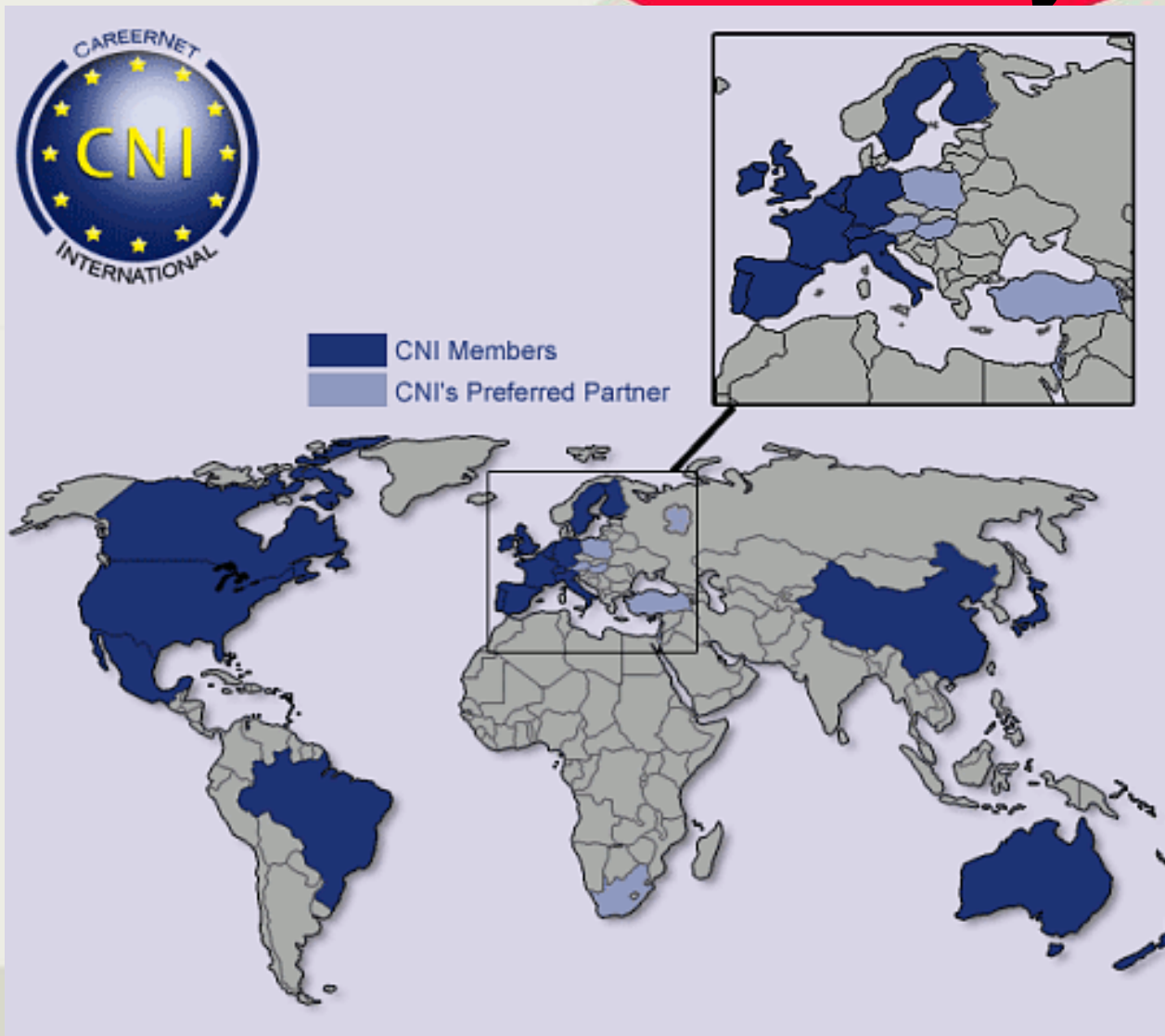
# HDA UK Operations

- London – West End
- London – City
- Bournemouth
- Bristol
- Swindon
- Birmingham
- Manchester
- Leeds
- Edinburgh



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# HDA Internationally



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# cims. People we work with



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Transport for London





# Talent Landscape Overview

(Clayton Glen)

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# Macro Talent Landscape

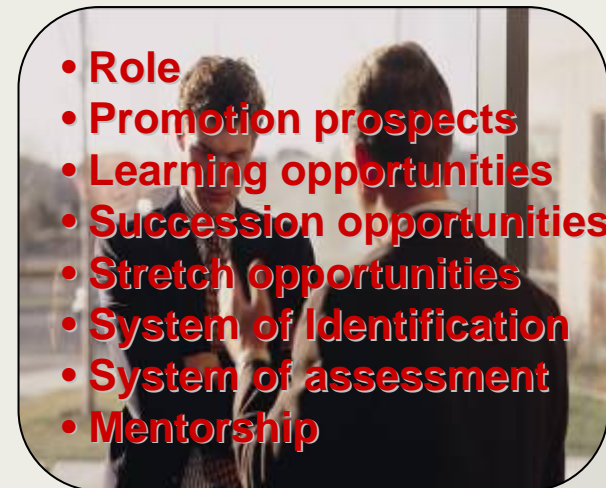
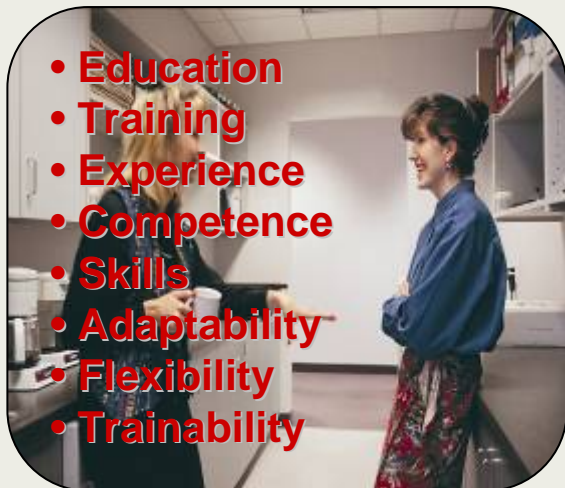
- Demographic projections point to a **shortage of skills** in many industries – forecast decrease in new job entrants
- Increasing proportion of workforce reaching **retirement** age
- Need to find/develop **next generations** of managers and key contributors
- Impact of **global business environment** – cost pressures, new competitors and new markets
- **Increasingly complex** environment – fundamental market changes (impacted by technology, ecological concern...)
- Changing nature of the **workplace and the workforce** – opportunity for global talent focus

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# HDA Talent Equation

**Talent = Ability + Motivation + Opportunity**



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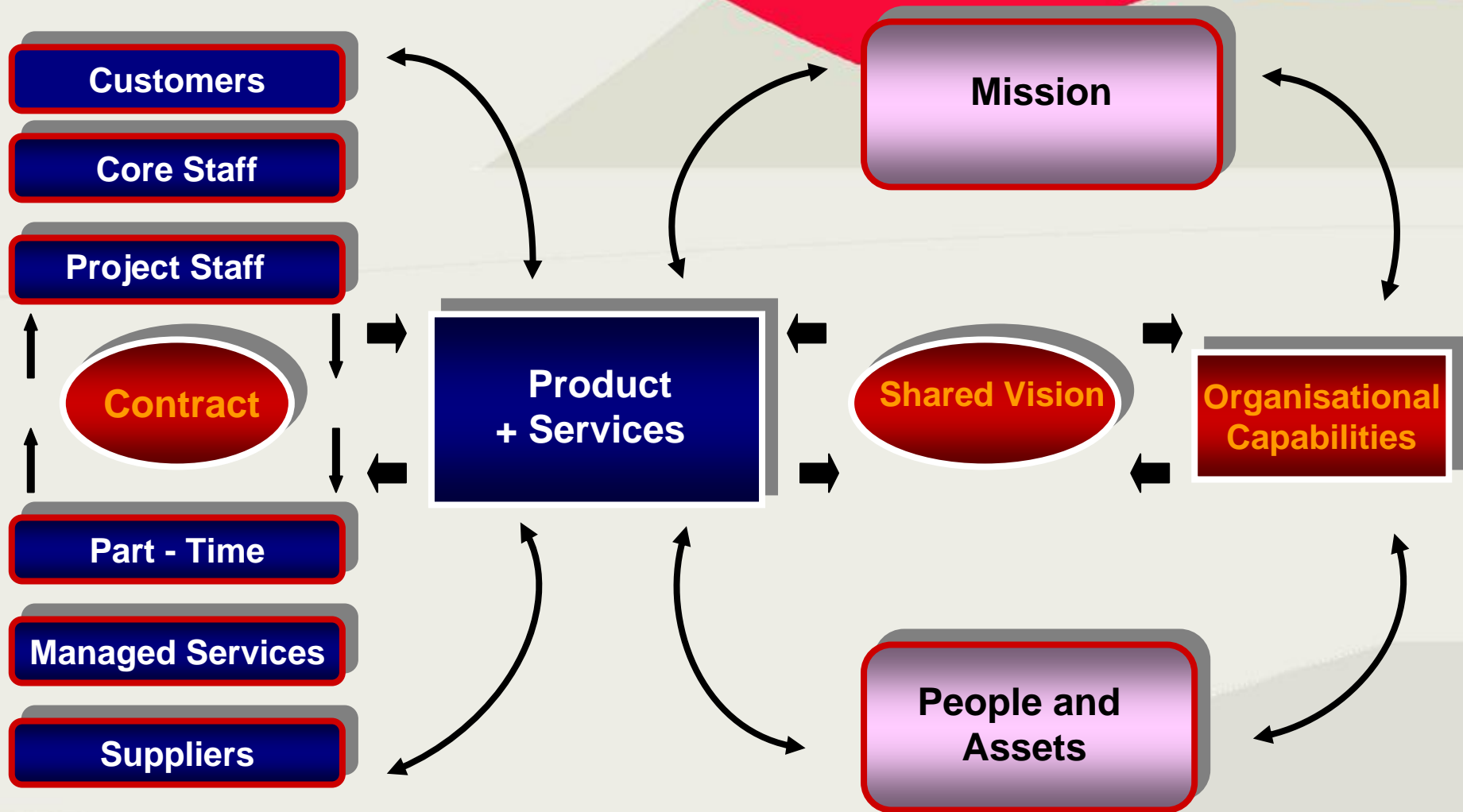
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# Typical Questions to Understand the Internal Talent Landscape

- How will the organisation's strategy and external business drivers affect future talent requirements?
- Who will lead the changing business in 3, 5 and 7 years' time?
- How do our values, beliefs, culture and line managers' attitudes affect the talent pipeline speed and quality?
- Which is easier – internal promotion or external hiring?
- How effective are our relationships with

# Future Employment Relationship Complexity



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# If Managing Talent was Linear ...

Identify **Key Business Drivers** & planned **Strategy** Impacting expected talent demand

Develop a **Layered Talent Strategy** for Future-Proofing the Organisation

Develop / Adjust **Talent Assessment** tools, eg. Structured interviews, 360's, Psychometrics, Development Centres, PMS, etc.

Determine objectives and key elements of **Succession Planning** Tools (Potentially)

Determine objectives and Key elements of **High Potentials Programme** (Potentially)

Establish **Core Business Competencies** to match KBD's – over 3, 5, 10 years

Determine whether key gap closure is likely via **Internal Succession** or **External Sourcing**

Develop target **"Big Picture" Fit-to-Purpose Notional Org. Structure** over 3,5,10 years

Determine goals and Key elements of **Career Planning Strategy / Streams & Skill & Knowledge Profiling Tools**

Determine objectives and Key elements of **Graduates Programme** (Potentially)

Determine **key levels** to be managed, eg. leadership, transformational, technical

**Map** Corresponding Talent Pool within the Organisation – eg. by level, location, etc

Identify key **Talent & Development gaps** against likely KBD's Over eg. 3,5,10 years

**Clarify the Strategy** & its Core Elements to the Organisation

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# Questions to self ?

- Do I really understand our key business / organisational drivers (eg. market penetration, technological/service innovation, etc) – current and future ?
- Is my understanding of these drivers deep or superficial ?
- Who do I need to talk to, to better understand my business's / organisation's key drivers ?
- Does the organisation's culture / leadership realistically accommodate a meaningful talent management agenda, or am I biting off more than I can chew ?
- Do I have an accurate understanding of what engages our team – particularly key staff ?
- Where should I focus my talent management energies and strategy?
  - All staff across the organisation
  - Identified key pools within / outside the organisation
  - Senior talent, with focus on key succession
  - Reactively
- Are my talent management efforts largely means towards an end which is difficult for me to define, or do I have confidence that my various initiatives are justified by a well considered end ?

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Key Acid Test  
Questions



# Talent Management Fundamentals

(Kaye Thorne)

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# What is talent?

Talented people almost defy definition, here are some words used:

- *creative,*
- *self-confident,*
- *self-starters,*
- *entrepreneurial,*
- *intellectually flexible,*
- *opportunistic,*
- *unique,*
- *different*
- *having high potential.*

Alternatively:

*“A special aptitude, or faculty”*

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# Talent by the Talented

“A talented person is someone who has ability above others and does not need to try hard to use it. They excel with ease and grace. A talented person has a certain aura in their ability that others wish to emulate and from which lesser mortals draw inspiration”

*Talent Survey*

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# The Challenges

“The costs of embarking on a life marked for extraordinariness are considerable. To begin with, one must have enormous dedication to one’s domain and mission. The extraordinary individual is also perennially at risk for pain, rejection and loneliness. Most innovators and innovations are not well understood, or appreciated at the time of their launching”

*Howard Gardner, Extraordinary Minds*

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# Mastery

“True success can be attained only through self-satisfaction, in knowing you did everything within the limits of your ability to become the very best you are capable of being... Therefore, in the final analysis, only the individual themselves can correctly determine their success”

*Practical Modern Basketball -John Wooden*

# Mastery in practice

- I have achieved mastery in an area that has economic value.
- Other people often ask me to share my expertise
- I understand my strengths and development areas
- I reinvent myself and my offering on a regular basis.

©*Entrepreneur Brand Index*

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# Talent and OD

“In 2005 a Hay Group survey reported only 40% of employees recommended their companies for retaining high-quality workers. 41% said their performance evaluations were fair. 58% rated job training as favourable. Most said there were few opportunities for advancement, only half of workers below manager level believed that their companies took a genuine interest in their well-being”

*Why we hate HR*

*Keith Hammonds Fast Company article 2005*

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# HR Partnership debate(1)

- HR Directors and OD Leaders need to establish strong relationships with the business
- HR & LD need a sound understanding of the business and to spend time in the business
- An audit of service and products, quality of response and expertise
- Conversations with business customers, what works, what needs improvement, future requirements

# HR Partnership debate(2)

- How will the future look, what to keep, what to outsource
- How to free up HR?
- How to develop thought leadership, value added services
- How to measure ROI
- How to enjoy what we do!

# How to influence

People who are successful influencers have one or more of the following:

- A belief in their own ability
- Personal presence
- Wisdom, knowledge, or particular expertise
- Ability to persuade others
- Status that is respected by others
- A special something that makes others want to believe in them, be with them, or follow them.



# Talent Management Knowledge Refinements

(Kaye Thorne)

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# What are the motivators and drivers?

- For many talented people, the ideal solution would be to be employed for their brain, their creativity and their thoughts and ideas.
- They have very little interest in managing others, or in being managed.
- “I really hate being managed, so the best management style is one that agrees what is needed and trusts me to deliver”
- “Staging posts/deadlines can be helpful”



# What do we know about talented people?

- May have limited attention span
- Curious
- Set themselves ambitious goals
- Easily bored
- Don't suffer fools
- Many plates in the air
- Generate more ideas than they can ever implement
- Work long and hard when interested
- Want to be somewhere else when bored
- Can be eccentric and difficult to manage

# What do talented people want ?

- Recognition
- Feeling of having achieved something significant
- Excitement
- Variety
- Stimulation
- Feeling of making a difference
- Like-minded people

# How do they prefer to work?

- Using senses
- Spacious light airy places, where I can half switch off
- In the bath, swimming, listening to music, walking, doing something else
- Under pressure, short deadlines, when someone expects something from me
- Usually at my best with someone who is receptive and wants to co-create.

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# How to do we create a talent pool?

- How to manage our pool of talent to meet future need?
- How much of what we need do we currently have?
- How much of what we need can we develop?
- How much of what we need is currently outside?
- Where are they now and how do we attract them?

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# Recruitment Strategies(1)

- Go with a winner-high performing company
- Big Risk-Big Reward - High risk, but good compensation
- Save the World-Inspiring mission and exciting challenge
- Lifestyles-flexibility,benefits good location

*Ed Michaels War for Talent-Fast Company Article 1998*

# Recruitment Strategies (2)

- Establish your Employer Brand in the marketplace
- Build relationships with providers to track and build relationships for future talent
- Highlight breadth of opportunity
- Be insightful about recruitment process
- Be keenly aware of internal talent
- If appointment is not made stay in touch with potential future talent

# Recruitment Strategies (3)

“Keep a continuing sense of what you need to develop for tomorrow as well as deliver for today: develop bifocal vision and have strategies that encompass the long and the short term”

*Research Findings*

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# Recruitment Strategies(4)

“Creative talent is the scarcest resource on the planet. The primary limiting factor on our business is having enough creative leaders on our team. The challenge then becomes how to come in contact with the best of the best and how to establish relationships with them. If we can do that, then somewhere down the road-I might not know exactly when, or where-they will work with us. If you build and nurture those relationships, you just know it’s going to happen”

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*Rusty Rueff CEO Snocap*  
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# Matching talent to opportunities

- Job descriptions/job profiles for all key roles
- Expected competencies, behaviours, experience
- Required behaviour indicators linked to performance criteria
- Additional informal observation

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# Engaging with all Employees

- Maximise the opportunities for engagement from acceptance letter to joining.
- Recognise the importance of attuning values
- Plan the onboarding process carefully
- Measure satisfaction at the critical stages, not just first few weeks
- Provide real opportunities to shine, not time driven

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# Engaging with all Employees

- Provide targeted and creative blended development
- Provide regular and motivational communication about company success
- Encourage involvement in Corporate and Social Responsibility
- Work and play together, have fun, recognise achievements, celebrate success.

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# Impact of Leadership Style

**“People join companies and leave managers”**

*Marcus Buckingham*

Research suggests the following:

“Get close to your people, give commitment, follow through, don’t give out mixed messages, allow communication to come up through middle management, actively seek it, don’t allow it to be changed and modified by those who do not want others to hear”

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*Maverick’s Research*  
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# Leaders' Development Plan

- Increasing self-awareness
- Building Relationships
- Supporting Talent
- Making a difference
- Communicating effectively
- Learning to Learn
- Sharing wisdom, best practice

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# Setting the Talent Agenda

- Strategic Level Discussion Paper
- Sponsorship from Directors and buy-in from the Executive
- Internal champion/Co-ordinator
- Discussion paper
- Audit of current talent development process
- Implementation of the process

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# Implementation Plan (1)

- Empower and reward the line manager
- Develop a coaching process
- Create an environment where people want to work
- Recognise the importance of employee engagement
- Put people development high on the corporate agenda
- Give clear guidance on expectations and goal setting

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# Implementation Plan (2)

- Train and develop line managers in coaching
- Use technology and flexible working to underpin activities
- Be open about measurement and success factors
- Create a reward and recognition system that is not just financial
- Create employee expectations; build relationships with suppliers, stakeholders and the community.

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# Illustrative Case Studies

(Kaye Thorne & Clayton Glen)

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# Talent Coaching

“Connecting with one’s dreams releases one’s passion, energy and excitement about life. In leaders such passion can arouse enthusiasm in those they lead. The key is uncovering your ideal self-the person you would like to be, including what you want in your life and work. Developing that image requires a reach deep inside to one’s gut level”

*Daniel Goleman The New Leaders*

# Self-audit

- What do I really know about me?
- What do I do really well?
- What would I like to do better?
- How do I react under pressure?
- What will prompt me to take action?
- Who do I trust to give me feedback?
- What is really important in my life?
- Who could really inspire me to achieve my ambition?

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# Finally

“ The people who achieve something truly unprecedented have more than enormous talent and intelligence. They have original minds. They see things differently. They want to do the next thing, not the last one.....”

*Bennis and Biederman Organising Genius: The Secrets of Creative Collaboration*

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# Summary & Close

(Clayton Glen)

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# Business Needs Driving Talent Focus

- Changing competitive landscape requiring *new skills, knowledge, behaviours* – **51%**
- Increased focus on customer satisfaction / retention – **48%**
- Need to change culture – **31%**
- Need to reduce costs – **28%**
- Growth through acquisition – **24%**
- Entry into new markets – **24%**
- Business realignment – **23%**
- Geographic growth – **20%**
- Demographic shifts – **20%**
- Need to streamline structure – **20%**
- Departure from existing markets – **3%**

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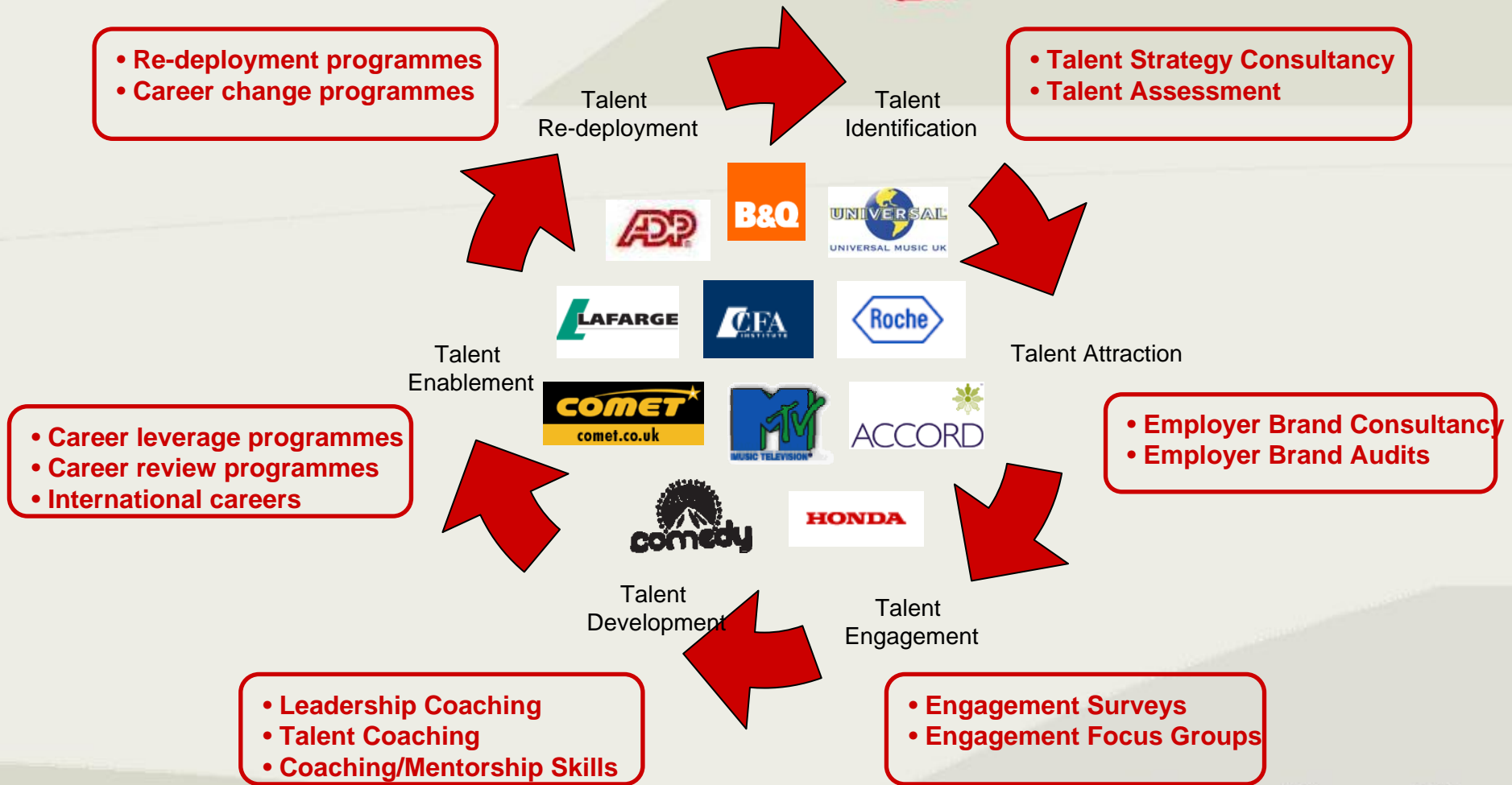
(Towers Perrin, 2005)

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# HR's Ability to Support Line Managers in Managing Talent

- **Has solid understanding of business strategy, direction and immediate/longer-term goals, & the capabilities needed** 53%
- **Act as coach/trusted advisor throughout the talent management process** 50%
- **Provides manager training/coaching to help meet people management responsibilities** 49%
- **Partners with senior leadership to align people programmes/processes/practices to meet business needs and support execution of strategy** 48%
- **Is knowledgeable about external labour market issues/competitive practices** 45%
- **Provides processes/tools that are relevant and easy for business use** 44%
- **Uses knowledge of capability needs/gaps to help managers identify/develop talent** 31%
- **Has current knowledge of talent management best practices and improves the internal processes** 31%
- **Drives quantitative, ongoing measurement of employee engagement/performance to develop interventions to improve results** 29%
- **Captures/manages relevant data and provides managers with information/reports to make timely decisions** 27% Career Transition
- **Rigorously measures return on workforce-related investments** 9%

# HDA Talent Consultancy Wheel & Illustrative Clients



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# **Illustrative War-for-Talent Case Study:**

**“Building an Iconic Employer Brand:  
Consistent to the End”**

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HDA Case



# Viant – War for Talent Situation

- ‘Fast Four’ Builder of digital businesses : 1996-2002 (IPO – 1999 – NASDAQ)
- Mid 2000 : 850 employees based at 12 offices, including USA, UK & Germany – including team of 30 recruiters
- Consultants covered e-business strategic consulting, creative design, and technology services.
- Clients included : Amex, General Motors, Bank Boston, DeutscheBank, emap, Fidelity Investments, Allianz, Universal Music, Compaq and Hewlett-Packard
- First grabbed attention in crowded Internet consulting marketplace by offering what seemed nearly impossible: fixed-rate pricing and 90-day E-Commerce strategy and Web development, with no hidden or extra costs.
- “Holistic” model. Viant's strategy from the beginning was to develop its three main skill sets - strategy, creative, and technology - at an equal pace.
- April 2000, Forbes named Viant as one of the 20 best-managed, fastest-growing tech companies in the world – **in the dot.com ‘war for talent’ era.**

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# Viant – War for Talent Strategy

- Client satisfaction focus - “uncompromising commitment to client service through continuous innovation and impeccable execution.” - 100% of clients surveyed agreed that Viant made a significant contribution in helping them achieve their digital business goals. 75% repeat business.
- Viant offices – never more than 100 people, never more than 2 stories above street level...always launched with a common theme/cultural undercurrent. Casual fun – casual dress & the obligatory “fuzeball”
- “Spawning Culture” – organic growth via “Viant-experienced” “spawning/launch” teams (“DNA”) to create fully-integrated service capabilities and dynamic employee culture. **“ Our culture, our processes, and our vision are immediately planted, and they grow organically.”** (Bob Gett – Viant CEO)
- Bonuses - based on ability to share information across departments, offices, and groups – resulting in automatic companywide exchange that helps eliminate a lot of face-to-face group meetings. No individual incentives.
- Stock options & ESPP - everybody a shareholder – including “Ever Growth”.
- "People cultivators" - instead of traditional human resources specialists, charged with nurturing employees' careers & “Sunset Review” 360’s.

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# Viant – War for Talent Strategy

- VIE – Viant technology think tank – participation as ultimate objective
- Viant Ventures (2000) - internal program aimed at cultivating, building, and launching digital businesses thought up by Viant employees. (Programme provided further career opportunities for the company's own employees, as well as cultivating their entrepreneurial spirit).
- “Advocacy & buddying” – Addressing consultant and infrastructure development needs
- Getting Hired - Over 50% of hires were either “friends or family” & online applicants were asked to respond to a series of atypical questions, including:
  - “Define 'challenge.' No dictionary entries, please”; and
  - “Of course, it's impossible to really know how people feel about you at work. But if you had to venture a guess, how would your professional colleagues describe you?”
- “Quick Start” Induction – 3 weeks
- “Build your desk” – welcome to the office ! “Move your desk” – sitting within project teams
- Paid “Leave of Absence”

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### HIRING LINE

## Recruiting Q&A: Viant's Amy Ward

The Net consulting company's recruiter talks about how it cultivates talented "DNA"

The folks at Web consultancy Viant like to talk about their company in biological terms. They talk of "spawning" new offices with the genes of high-performing Viant staffers. "People cultivators," instead of traditional human resources specialists, are charged with nurturing employees' careers.



Amy Ward, Viant recruiter

**STORY TOOLS**

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It may sound like New Age mumbo-jumbo, but something seems to be clicking. Since its inception in 1996, Boston-based Viant has developed digital business strategies for a growing base of blue-chip clients, including American Express and Compaq. It posted a profit for the first time last year and tripled revenue to more than \$61 million.

More than 600 people now work at Viant's 11 offices in the U.S. and Europe, and the public company is looking for additional technicians, business strategists, and other Web savvy professionals to join its team. Recently, BusinessWeek Online's

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Nasdaq	2067.97	-7.76

STOCK LOOKUP **GO**

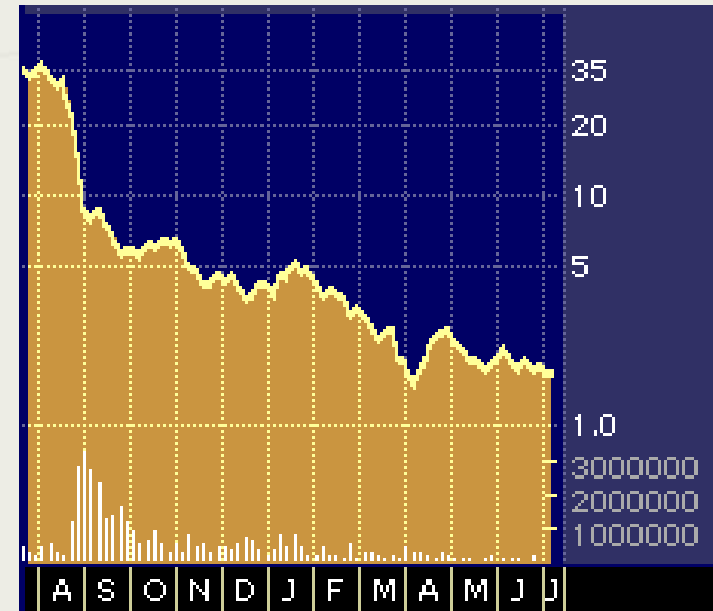
Stocks Trade Lower  
Create / Check Portfolio  
Launch Popup Ticker

HDA Case



# Change at Viant

- **2000 – end of the Dot.com bubble**
- **War for talent becomes battle for market share in a cluttered space**



HDA Case



# Dealing with Change & life after Viant

## 2001 Informal Survey

- Uppers

- Intellectually stimulating work
  - Diversity and energy of people
  - Culture of shared ideas

- Downers

- Lack of company focus
  - Decisions are too consensus-based
  - Layoffs, layoffs, layoffs

**An ongoing community of "Vianters"**

*Talent Identification*

HDA Case

# Some Parallels at a Current Talent Leader



## The Google “Experience”

At Google, our strategy is simple: we hire great people; and encourage them to make their dreams a reality. We believe in hard work, a fun atmosphere, and the sort of creativity that only comes about when talented people from diverse backgrounds approach problems from varying perspectives.

*Talent Identification*

HDA Case

# Some Parallels at a Current Talent Leader



## Top 10 Reasons to Work at Google:

- **Lend a helping hand.** With millions of visitors every month, Google has become an essential part of everyday life—like a good friend—connecting people with the information they need to live great lives.
- **Life is beautiful.** Being a part of something that matters and working on products in which you can believe is remarkably fulfilling.
- **Appreciation is the best motivation,** so we've created a fun and inspiring workspace you'll be glad to be a part of, including on-site doctor and dentist; massage and yoga; professional development opportunities; on-site day care; shoreline running trails; and plenty of snacks to get you through the day.
- **Work and play are not mutually exclusive.** It is possible to code and pass the puck at the same time.
- **We love our employees, and we want them to know it.** Google offers a variety of benefits, including a choice of medical programs, company-matched 401(k), stock options, maternity and paternity leave, and much more.
- **Innovation is our bloodline.** Even the best technology can be improved. We see endless opportunity to create even more relevant, more useful, and faster products for our users. Google is the technology leader in organizing the world's information.
- **Good company everywhere you look.** Googlers range from former neurosurgeons, CEOs, and U.S. puzzle champions to alligator wrestlers and former-Marines. No matter what their backgrounds Googlers make for interesting cube mates.
- **Uniting the world, one user at a time.** People in every country and every language use our products. As such we think, act, and work globally—just our little contribution to making the world a better place