

# The Talent Measurement Effect

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Showcasing the Business  
Impact of Talent  
Measurement in 2014





**“This solution has helped us to be agile and flexible around our changes, particularly the new values. It’s driving performance forwards at the bank and reducing employee turnover, which in effect improves our performance even more.”**

Susan Firbank, Barclays Retail & Business Bank, UK and Europe

Introduction	4
Part One: Business Value Statements	8
Barclays	9
Microsoft	9
Knorr-Bremse	11
Vorwerk	11
CITIC Securities	12
Nedbank	12
Sunderland City Council	13
Global Luxury Retailer	13
Stanley Black & Decker	15
Rogers Communications	15
Mammoet	16
Financial Services Group	16
Discovery	17
Major Internet Provider	17
Leading Chemical Company	19
Scottish Prison Service	19
Part Two: Business Outcome Studies	20
Methodology	21
Featured Business Outcomes	22-29
Business Outcome Tables	30-33
Talent Measurement, Measured	34

## Introduction

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### Why Measure Talent?

Organisations often succeed or fail according to the strength of their people. They are their most costly investment, their biggest risk – and provide their greatest opportunity to stride ahead of competitors.

The strong link between talent and performance means that organisations that have a thorough understanding of their people's strengths and weaknesses see real business benefits. And they're the kind of benefits that boards care most about. Like increased sales, improved customer satisfaction, and lower costs.

And yet how many have as sound an understanding of their people as they do of their finances, or of their asset portfolios? Failing to recognise and leverage your top talent can be as damaging as overlooking a missing zero in the company accounts.

The key to maximizing the business value of talent is a closer coupling of organisations' talent and business strategies, with CEB research<sup>1</sup> showing that closer convergence can improve outcomes by up to 10%. It's one reason why talent management is at the top of the executive agenda, with PwC<sup>2</sup> revealing that developing a strong leadership and talent pipeline is CEOs' number one priority, alongside spending more time with customers.

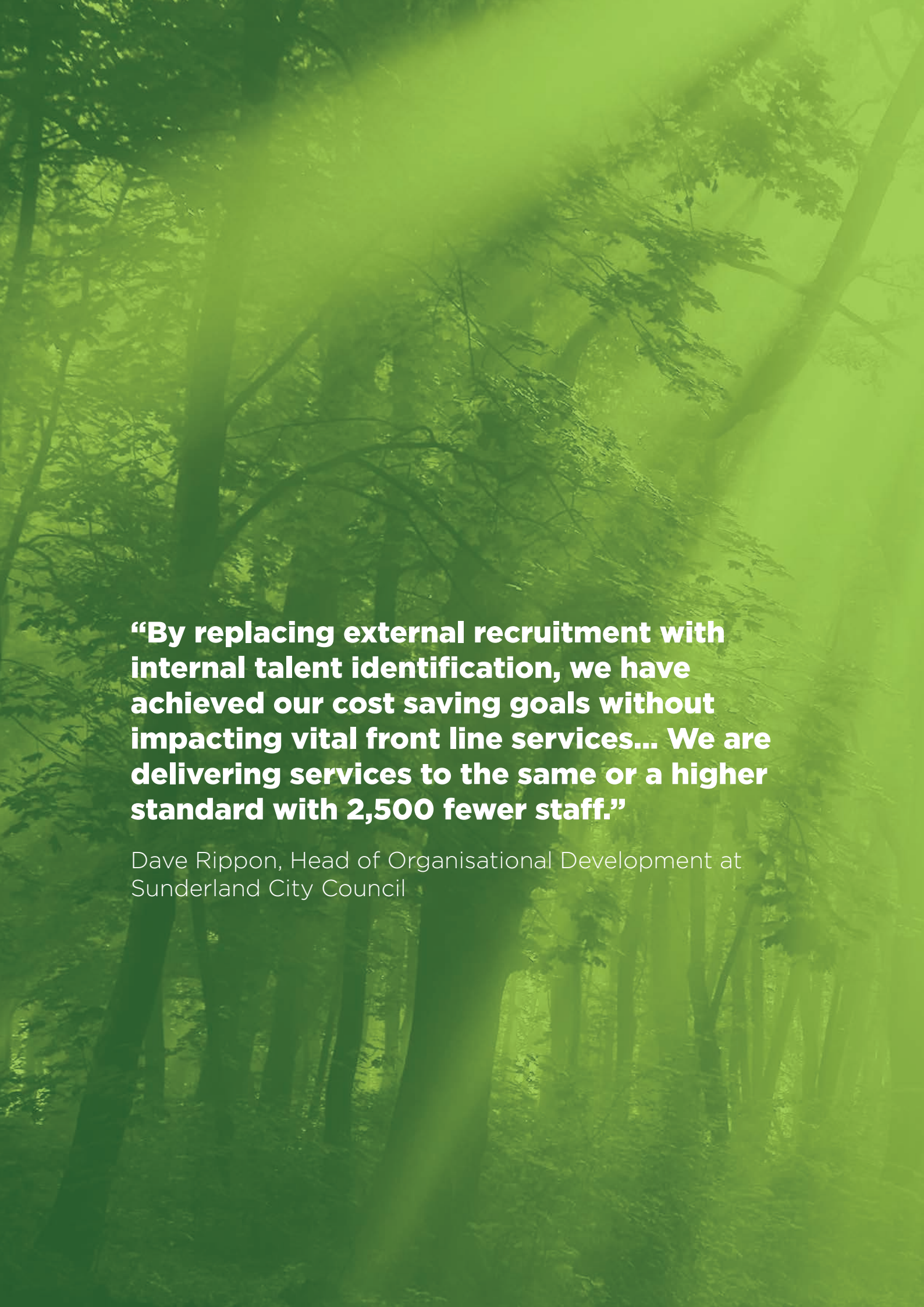
In this report, we document over 70 examples of clients achieving real business results from the use of talent measurement. These are just some of a growing number of organisations that are using objective assessment in decisions over hiring, promotion and succession, and to align their talent more effectively for business success.

Our examples include a retailer that enables growth by hiring sales people who average £80,000 more in annual sales. A public organisation that has realigned its workforce to deliver improved public services on a budget that has been cut dramatically. And a financial services group that, just by managing high volumes of graduate applicants more efficiently, has unlocked 187 days per year of extra productivity.

<sup>1</sup> Source: CEB, CEB Corporate Leadership Council, Talent Management Survey, 2012.

<sup>2</sup> Source: PwC 15th Annual Global CEO Survey, 2012.





**“By replacing external recruitment with internal talent identification, we have achieved our cost saving goals without impacting vital front line services... We are delivering services to the same or a higher standard with 2,500 fewer staff.”**

Dave Rippon, Head of Organisational Development at  
Sunderland City Council

## Objective, Science-Based Insights

This report shows how objective insight into people's relative strengths, challenges and potential – whether of current employees or candidates – is critical to business success. A better understanding of talent will help you:

- predict, accurately, how well people will perform in a role. So you can employ sales people who sell more, leaders who inspire, or contact centre staff who deal with calls more quickly
- manage your talent more effectively, so you can adjust your people according to the changing needs of your organisation and talent availability in the market
- get your recruitment and internal hiring right first time. Because every mis-hire costs you time and money
- identify the most suitable people for a role and track their progress over time – so you can target development and succession plans more effectively
- streamline your processes. Sifting applicants helps cut the time taken to review CVs and applications, and reduce interview time. That has a direct impact on costs and time to hire.

## Value Statements and Business Outcomes

The statements and outcomes in this report span a wide range of businesses, including financial service providers, technology companies, hospitality and healthcare organisations. They also cover many different job types, from engineering to customer service, sales and management roles.

The report's two sections differ in how they articulate business value.

For Part One we asked our clients to summarise their business challenges and the business value they derive from talent measurement, whether that is in hiring, in employee development, or right across the employee lifecycle.

The results in Part Two are based on 58 formal outcome studies conducted with clients over the past year. These allow organisations to quantify, scientifically, the outcomes of their talent measurement programmes for key stakeholders and help secure buy-in to future programmes. As some of the information may be commercially sensitive, we have not named the clients concerned.

Together, these value statements and outcomes show how talent measurement enables these organisations, and many others, to achieve the improvements necessary to deliver enhanced customer service, lower costs and sustained profitable growth.

**To find out more visit [ceb.shl.com/results](http://ceb.shl.com/results).**

## **Part One: Business Value Statements**

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### **Articulating the Organisational Value of Talent Measurement**

Some of our clients share the challenges we helped them address and the tangible results for their businesses.



## Barclays Halves Cashiers' Ready-To-Till Time

Financial Services, UK



### Results

- Cashiers ready to till in three weeks, down from six
- Driving improved business performance
- Interview no-shows down from over 20% to under 4%
- Conversion rate at interview of 1:2 for most roles
- Reduced employee turnover

### Challenge

- Recruit and attract people on the basis of the bank's new values
- Improve quality of hire
- Enable faster hiring decisions

### Solution

- Barclays worked with us to introduce innovative video-based Situational Judgement Tests (SJTs) into the bank's recruitment processes

## Microsoft Hires Best Talent Faster

Technology, China



### Results

- Increase in recruitment team productivity
- Average time-to-hire reduced from 30 to 25 days

### Challenge

- Align recruitment process more closely to corporate strategy
- Ensure Microsoft continues to attract and hire the best talent
- Speed up recruitment process, making it less likely that top talent will accept rival offer

### Solution

- Design and implement a talent measurement programme, including personality assessments and verbal and numerical ability tests mapped to the Universal Competency Framework
- Benchmark candidates' results to high-tech industry



**“By enabling more effective and resource-efficient recruitment, you are helping us achieve high-quality growth and deliver great hotels guests love”**

Janet Wong, Global Resourcing Projects Director,  
Intercontinental Hotels Group (IHG)

## Knorr-Bremse Enables Growth, Reduces Risk

Manufacturing, Germany



### Results

- Enabling growth by providing a global overview of leadership talent for internal and external recruiting
- Streamlined selection process
- Lessened business risk by improving quality of hiring decisions

### Challenge

- Streamline internal and external recruiting through a standardised international approach to talent management
- Foster retention of key talent

### Solution

- Identify global leadership potential pools
- Global assessment centres for short-listed internal candidates, including online talent measurement tools
- Development recommendations for each individual

## Vorwerk Enables Future Growth, Enhances Employer Brand

Multiple sectors, Germany



### Results

- Enabling future growth through enhanced succession planning
- Improved employer brand, with greater recognition of Vorwerk among graduates for its international trainee programme
- Increased efficiency and reduced costs by screening out unsuitable applicants and by implementing a standardised process

### Challenge

- Attract the best graduates through an enhanced international employer brand
- Create a more robust succession plan for future leadership roles
- Manage high applicant volumes (up to 3,000 applicants for 18 trainee positions per year)
- Improve consistency and efficiency of global recruitment

### Solution

- Standardised global selection process
- Graduate assessment via ability tests and competency-based interviews
- Online interview training for recruiters
- International Assessment Centres for shortlisted candidates



## CITIC Securities Boosts Line Manager Satisfaction

Financial Services, China



### Results

- Increased satisfaction rate of line managers from 80% to 95%
- Increased efficiency of overseas recruitment, with screening cycle time shortened by nearly one month

### Challenge

- Secure long term growth, recruit talented graduates to ensure a bench strength in positions across emerging businesses, especially capital brokering, investment bank and personal wealth management
- Identify the best candidates fairly and consistently across multiple geographies
- Improve time to hire through more efficient graduate recruitment

### Solution

- Sift out unsuitable candidates early in the recruitment process through the use of online numerical and logical reasoning tests

## Nedbank Extends Talent Pool, Enables Faster Hiring

Financial Services, South Africa

### Results

- Talent pool extended to all of South Africa
- Every candidate assessed at a centre within 50km of their current location
- Hiring decision shortened by two weeks, as user-friendly reporting enables line managers to make hiring decisions

### Challenge

- Increase the pool of available talent
- Enable efficient high-volume recruitment across the country, including remote areas with limited internet connectivity and few qualified assessors
- Enable faster hiring decisions

### Solution

- Job specific solutions, including video-based situational judgement tests



## Faster Download of Quality Personnel

Average time-to-hire reduced from 30 to 25 days for Microsoft

That's the Talent Measurement Effect

## Sunderland City Council Saves £100 million Over Three Years

Government and Public Sector, UK



### Results

- Achieved savings of £100 million over three years
- Reduced agency spend by 70%
- Improved employee engagement and satisfaction survey results
- Increased customer satisfaction with public services

### Challenge

- Meet cost reduction targets
- Avoid mass redundancies
- Safeguard frontline services
- Get more from employees

### Solution

- Combined 'Strengths Questionnaire' comprising a range of SHL Talent Measurement personality and ability tools

## Global Luxury Retailer Identifies Sales Staff Who Sell £80,000 More per Year

Retail, USA

### Results

- High scoring sales professionals sell on average £80,000 more per year than average performers
- Annual bottom-line gain of £4.3M attributable to assessment programme

### Challenge

- Identify and select sales professionals who can deliver results and the luxury brand promise
- Improve quality of hire
- Enable a more efficient hiring process and improved decision making

### Solution

- Job analysis
- Tailored online assessment solutions for sales professionals

A green-tinted photograph of a sunlit forest path. Sunlight filters through the dense canopy of trees, creating bright rays and dappled light on the ground. The path is covered with fallen leaves and branches, leading into the distance.

**“Online screening is unlocking over eight months of new productivity. Ultimately that has a big impact on the value we in HR can bring to the business”**

Group HR Manager, leading financial services group



## Stanley Black & Decker Improves Quality of Graduate Hires

Manufacturing, UK

**StanleyBlack&Decker**

### Results

- Improved candidate quality and candidate 'fit' to the organisation
- Fair and consistent selection, using robust and proven selection criteria
- High confidence in the ability of graduates hired in each region
- Success of the pre-hire process has led to the use of competencies in developing and furthering the careers of those hired through the graduate scheme

### Challenge

- To support the growth and future success of the business, SBD were looking to implement a new Graduate Recruitment Process, the first since 2009
- SBD needed to roll out the process across the UK, France and Germany, ensuring it is scalable across different geographies

### Solution

- Define competencies for the role, and design and implement relevant online and face-to-face verbal, numerical and inductive reasoning assessments
- Design and deliver training in the use of assessments, to enable SBD to run the assessment centres in-house

## Rogers Communications Improves Interview-to-Hire Ratio, Reduces Employee Turnover

Telecommunications Services, Canada

### Results

- 40% improvement in interview-to-hire ratio
- Overall 8% reduction in new hires who left within first 90 days
- Strong qualitative feedback on quality of new hires from Learning & Enablement function and team managers

### Challenge

- Improve quality of hire
- Enable faster hiring decisions
- Reduce employee turnover

### Solution

- Tailored Contact Centre Job Solutions in six roles: Business Care, Consumer Care, Credit Operations, NTSD, Fido and CIS

## Mammoet Drives Sales Transformation for Business Growth

Construction / Mining, Netherlands



### Results

- Driving sales transformation through development and training focused on the key competencies most likely to deliver business success
- Worldwide insight into the potential of the sales population, by individual, by role and by region
- Joined up talent management approach, with the new sales profile and personality assessments now used across both hiring and post-hire

### Challenge

- Enable business growth by transforming sales organisation from product selling to solution selling
- Understand which sales staff have the right competencies for the changed role and where to focus development

### Solution

- Worldwide Sales Talent Audit, including:
  - Define sales profile with the client
  - Personality and motivation assessments
  - Face-to-face feedback and development discussions
  - Results used to focus individual development plans and training

## Financial Services Group Unlocks Over Eight Months of Extra Productivity

Financial Services, Singapore

### Results

- 187 person days per year of unlocked productivity
- Improved candidate quality
- Lower administration costs
- Consistent and accurate selection criteria across all geographies

### Challenge

- Manage high volume of applicants for international graduate scheme more efficiently, more accurately and at lower cost

### Solution

- Graduate Recruitment solution, including online ability tests



## Putting Down Roots

Rogers Communications sees increased loyalty with an 8% reduction in new hires leaving in first 90 days

That's the Talent Measurement Effect

## Discovery Hires Are Twice as Likely to Exceed Their Targets

Financial Services, South Africa



### Results

- Applicants scoring in the top 30% in the assessments are twice as likely to exceed their annual targets
- Improved selection ratio of 1:6
- Better alignment of call centre agents to role requirements

### Challenge

- Align recruitment with changing requirements for call centre agents
- Improve quality of hire
- Provide sufficient number of suitable candidates to meet the needs of the business

### Solution

- 'Hurdle-based' selection approach with various screeners and assessments

## Major Internet Service Provider Improves Recruiting Efficiency

Telecommunications Services, China

### Results

- 1 in 5 candidates now accepted following interview (up from 1 in 10)
- Improved efficiency, with 70% of applications sifted out before interview

### Challenge

- Accurately identify candidates who are the best fit for critical positions
- Process thousands of job applications in very short period

### Solution

- Review client job-specific competencies
- Map client's competency model to our Universal Competency Framework (UCF) and ability tests
- Implement online personality and Verify ability assessments and custom reports





**“With the Leadership Talent Audit, we were able to have a very rich and frank discussion on the bench-strength and gaps in our leadership team”**

Asia Pacific HR Director, leading chemical company

## Leading Chemical Company Builds Stronger Leadership Pipeline

Chemical Manufacturing, Singapore

### Results

- Improved decisions on succession planning, based on a richer, more objective understanding of the leadership pipeline

### Challenge

- Ensure the right people to deliver business growth by gaining a better understanding of the strengths and talent gaps of the Asia Pacific leadership team

### Solution

- Leadership Talent Audit, providing an objective assessment of leadership potential and talent gaps
- Facilitated business growth through targeted development, based on a more consistent and objective understanding of the talents of the current leadership team

## Scottish Prison Service Drives Improved Standards Compliance

Government and Public Sector, UK



### Results

- Improved quality of hire, with successful candidates across the organisation more likely to meet SPS standards
- 100% of delegates satisfied with the interview training and able to correctly and consistently apply the interview techniques

### Challenge

- Recruit high quality staff who can meet or exceed SPS standards of secure custody, caring for prisoners with humanity and delivering opportunities to reduce reoffending
- Ensure hiring managers are able to identify 'best fit' candidates in a way that is consistent, objective and aligned to the needs of the Service

### Solution

- Bespoke competency-based Interview training for over 100 managers, including practical interview workshops, SPS best practice and legal requirements

## **Part Two: Business Outcome Studies**

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### **Science-based Evidence for the Success of Talent Measurement**

Many of our clients work with us to scientifically quantify the outcomes of their talent measurement programmes.



## Business Outcome Studies Methodology

Business outcome studies, conducted jointly with our clients, are designed to demonstrate the value of our solutions, as measured against the goals specific to each project and to each client organisation. These typically include outcomes such as increased sales, reduced customer agent call times, lower costs or reduced employee turnover.

Sophisticated research strategies and data analyses are used to quantify the extent to which these outcomes are influenced by the use of our talent measurement solutions.

To ensure the reliability of the findings, every business outcome study must meet the following criteria:

- Employees must have been in the role long enough to provide a reliable measure of their performance, beyond the initial onboarding or training period.
- Reliable performance metrics must be available and these must be influenced by an individual's behaviour on the job. Metrics can include individual sales figures, goal attainment, revenue growth and other standardised productivity and/or efficiency measures.
- Multiple measures of performance data must be available for each employee.

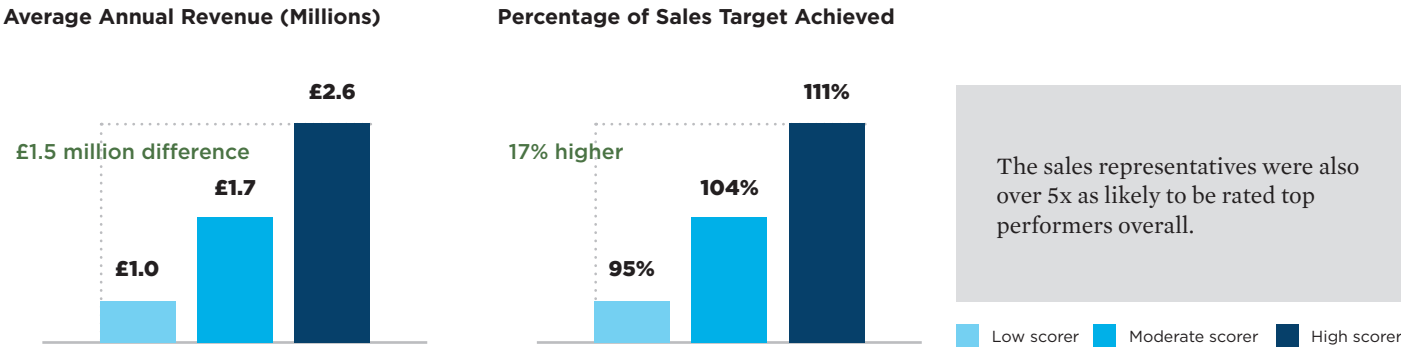
CEB's occupational psychologists conduct these studies, based on rigorous professional and scientific guidelines, to determine the true link between assessment results and on-the-job performance. Over the past year, 58 business outcome studies were conducted for clients across multiple industries.

Of these studies, 78% had a favourable or very favourable outcome. This means that the assessment solution had a strong and measurable impact on most or all of the firm's performance metrics. None of the studies resulted in an unfavorable outcome, while outcomes in the remaining 22% lacked sufficient data to be conclusive.

We have included some of the most interesting findings from these studies in the following pages. Out of consideration for our clients, and as some of the information may be commercially sensitive, we have not named the client organisations.

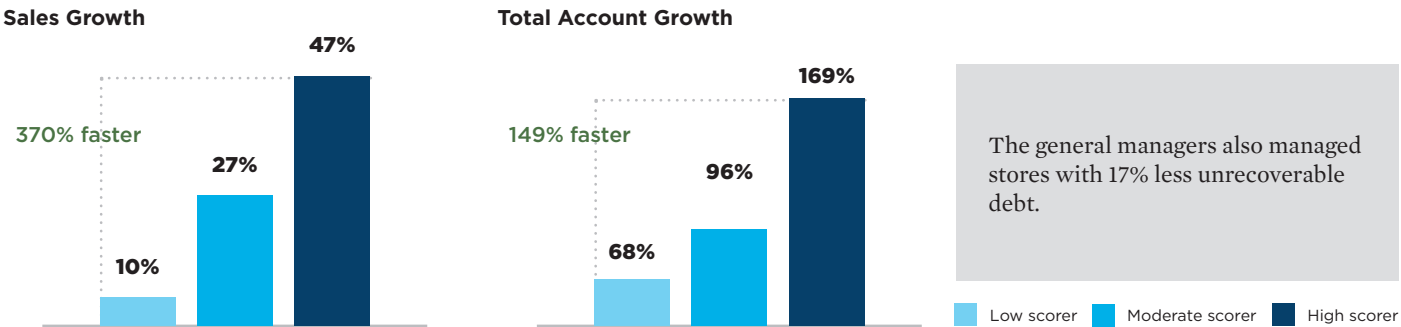
Finding Out Which Sales Reps Will Sell £1.6 Million More per Year

Sales representatives for a major international hotel chain who scored highly in assessments achieved £1.6 million higher sales revenue, and 17% higher performance against sales targets.



Finding Out Which General Managers Will Grow Sales Over Three Times Faster

General managers for a US car title loan company who scored highly in assessments manage stores that achieve 3.7 times faster sales growth and 1.5 times faster total accounts growth.





## Better Candidates, Happier Managers

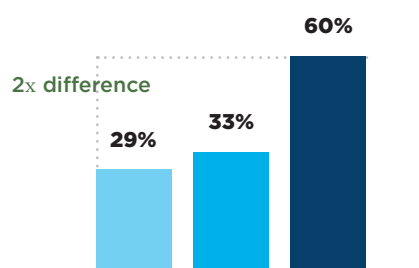
Line manager satisfaction up from 80% to 95% for CITIC Securities

That's the Talent Measurement Effect

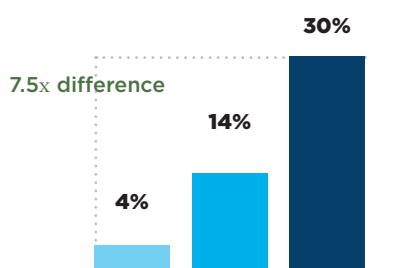
### Predicting Which Care Staff Will Be Over Seven Times More Effective in Dealing with Complex Patient Issues

Patient service representative candidates for a health care provider in the US who scored highly in assessments were twice as likely to be above average performers and 7.5 times as likely to be rated very effective in dealing with complex patient issues.

Percentage Rated Above Average or Better



Percentage Rated Extremely Effective in Dealing with Complex Patient Issues



Low scorer Moderate scorer High scorer

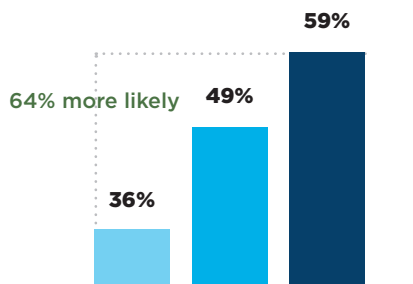
### Predicting Which Technicians Are 52% More Likely to Meet Customer Expectations

Technician candidates for a major telecoms provider who scored highly in assessments were 52% more likely to deliver results and meet customer expectations and 64% more likely to be highly effective at increasing referral sales.

Delivering Results and Meeting Customer Expectations



Ability to Increase Referral Sales



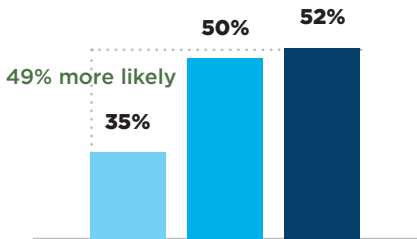
Low scorer Moderate scorer High scorer

The technicians were also 73% more likely to be rated highly effective at solving difficult technical problems.

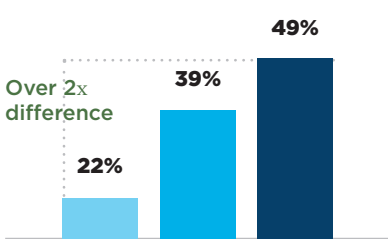
Identifying Financial Services Staff Who Are Twice as Likely to Achieve Goals

At a major global financial services company, accounting and financial reporting staff who earned high assessment scores were twice as likely to achieve their goals and 49% more likely to be highly accurate in their work.

Percentage with 95% Accuracy Rate



Rated Top Performer in Goal Attainment



The firm’s employees were also:

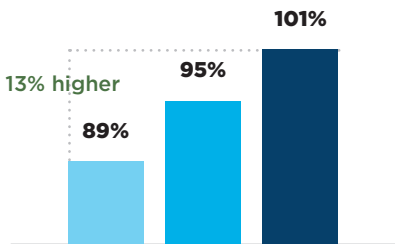
- 2.5 times more likely to be rated as a “well above average” employee
- 17% more likely to achieve a high schedule adherence
- 21% less likely to have committed a violation
- 3.4 times more likely to complete work on time

Low scorer Moderate scorer High scorer

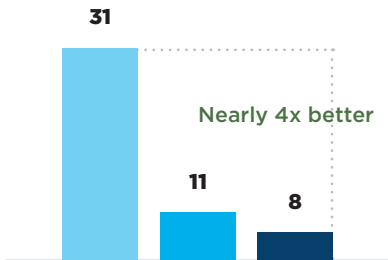
Identifying Warehouse Workers Who Are Four Times More Likely to Turn Up for Work

General warehouse worker candidates for a leading retailer who scored highly in assessments were 13% more productive and had almost four times better attendance.

Percentage Productivity Rate



Hours Absent per Year



The warehouse workers also handled 42% more units per hour

Low scorer Moderate scorer High scorer





## High-Achievers to Sell High Fashion

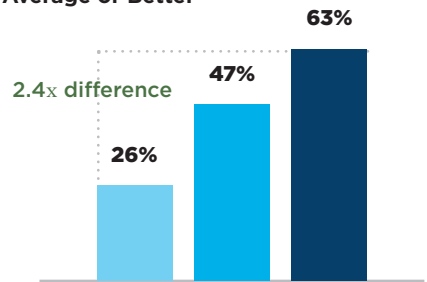
Finding salespeople who will add £4.3M more to the bottom line

That's the Talent Measurement Effect

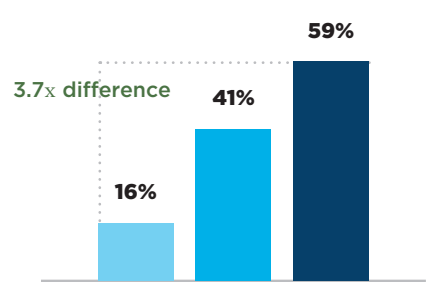
### Understanding Which Collection Agents Are Twice as Likely to Be Top Performers

Collection agents for a global financial services firm who scored highly in assessments were over twice as likely to be above average performers and over three times as likely to be rated 'definite re-hires'.

Percentage Rated Above Average or Better



Percentage Rated Definite Re-hires



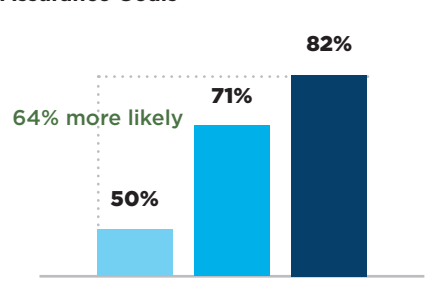
The agents were also 3x as likely to be rated well above average on relationship care performance.

Low scorer Moderate scorer High scorer

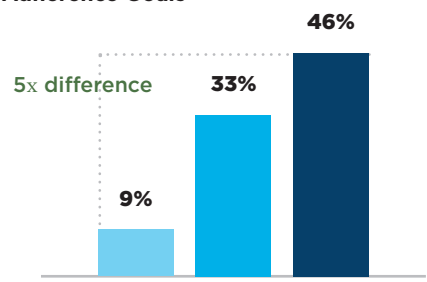
### Uncovering Customer Service Reps Who Are Five Times as Likely to Deliver to Schedule

Customer service representative candidates for a US callcenter provider who scored highly in assessments were 64% more likely to achieve quality assurance goals and five times as likely to meet schedules.

Percentage Meeting Quality Assurance Goals



Percentage Meeting Schedule Adherence Goals



The service representatives also:

- Handled calls 10% faster
- Were nearly 3x as likely to be rated top performers overall

Low scorer Moderate scorer High scorer



**“Every person who has been through the development centre has loved it. Its value is recognised across the globe as we build a team which consists of the crème de la crème of the global marketing world.**

**“It is now officially part of the way we develop our people; making sure that the right people with the right skills and behaviours are in the right place at the right time.”**

Stevens J. Sainte-Rose, Group HR Director, Coca-Cola



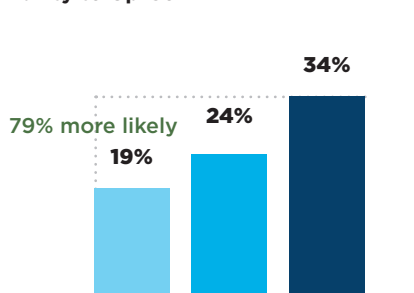
### Discovering Sales People Who Will Sell 14% More per Hour

Retail sales associates at a US automotive parts company who scored highly in assessments were 79% more likely to be rated top performers at 'up-selling' and averaged 14% more in sales per hour.

Net Sales per Hour



Percentage Rated Top Performers on 'Ability to Up-Sell'



The sales associates also:

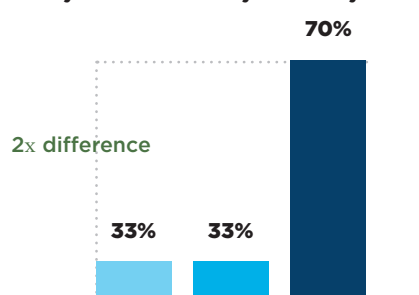
- Achieved 12% more transactions per hour and sold 14% more units per hour
- Were 76% more likely to be rated top performers on ability to persuasively explain product benefits

Low scorer Moderate scorer High scorer

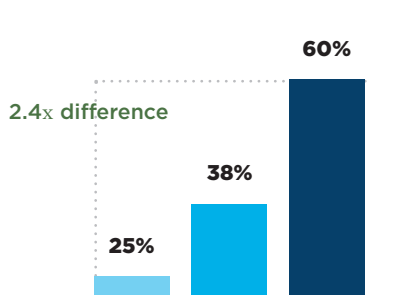
### Predicting Which Bank Employees Are Over Twice as Likely to Handle Money Accurately

Applicants for customer relationship advisors for a UK high street bank who scored highly in assessments were over twice as likely to count money accurately and 2.4 times as likely to be highly effective at teamwork.

Percentage Rated Highly Effective on 'Ability to Count Money Correctly'



Percentage Rated Highly Effective on 'Teamwork'



The relationship advisors were also 34% more likely to be highly effective at resolving customer requests.

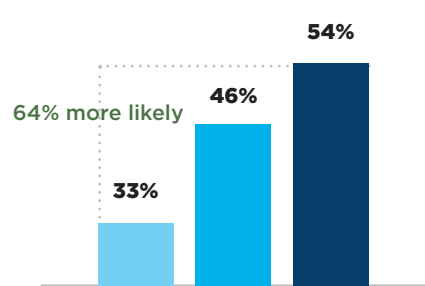
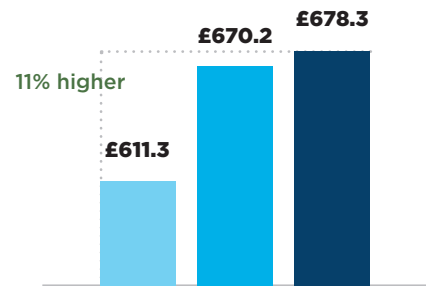
Low scorer Moderate scorer High scorer

Identifying Agents Who Achieve 11% More Collections Revenue per Hour

Collections agent candidates for a US telecoms company who scored highly in assessments achieved 11% higher collections revenue and were 64% more likely to be rated as ‘definite re-hires’.

Dollars Collected (per Hour)

Percentage Rated ‘Definite Re-Hire’



The collection agents also:

- Were 61% more likely to be rated high performers overall
- Achieved 8% higher quality scores

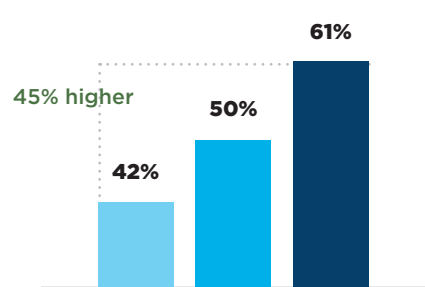
Low scorer Moderate scorer High scorer

Predicting Which Account Managers Will Boost Revenues 24% per Quarter

Strategic account manager candidates for a global technology company who scored highly in assessments achieved 24% higher business-to-business quarterly revenue, translating into £960,000 more annual sales per employee.

Average Quarterly Revenue (Millions)

Percentage Rated Above Average Overall



The account managers were also 45% more likely to be rated high performers overall.

Low scorer Moderate scorer High scorer





## Unlocking Productivity

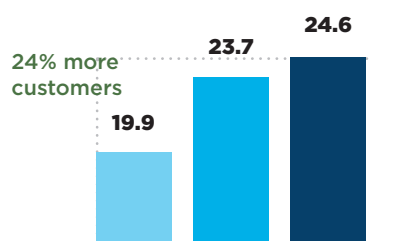
Creating 187 person days of extra productivity in one year

That's the Talent Measurement Effect

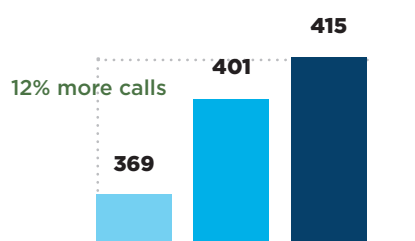
### Discovering Telesales Agents Who Will Sign Up 24% More New Customers per Month

Telesales agents for a telecoms company who scored highly in assessments signed up 24% more new customers and handled 12% more customer calls per month.

New Customers per Month



Calls Handled per Month



The agents also:

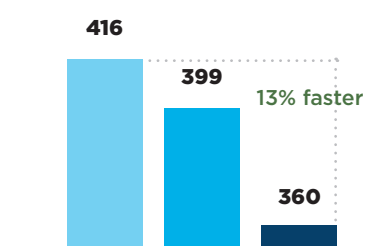
- Achieved 23% more device activations
- Were 12% more likely to achieve top customer satisfaction ratings

Low scorer Moderate scorer High scorer

### Identifying Customer Service Reps Who Will Resolve Calls 13% Faster

Customer service representatives for an international wireless carrier who scored highly in assessments achieved 34% higher sales and resolved customer calls 13% faster.

Call Resolution Time (Seconds)



Sales per Hour



The service representatives also:

- Were over twice as likely to have become fully productive by their third month on-the-job
- Achieved 29% more customer renewals
- Were 51% less likely to turn over in the first six months

Low scorer Moderate scorer High scorer

## Business Outcome Tables

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Since 2007, we have documented over 350 business outcomes from clients using SHL Talent Measurement solutions.

With experience in assessing most jobs across most industries, we are able to demonstrate the value of talent measurement across a range of different business outcomes identified as most important to our customers.

In addition to the outcomes already featured, the following tables provide a wider sample of the results that have been achieved by client organisations in the past year.

## Enabling Growth

Outcome	Job	Industry	Country
High scorers 44% more likely to be outstanding performers overall and achieve 26% higher sales production	Sales Representatives	Insurance	USA
High scorers 55% more likely to be outstanding performers overall and achieve 29% higher sales production	Sales Representatives	Insurance	USA
High scorers achieve 82% higher sales revenues and 23% higher percentages of sales targets	Sales Representatives	Technology Hardware	USA
High scorers nearly three times as likely to be rated top performers	Professional/Individual Contributors	Energy	Italy
High scorers 41% more likely to achieve sales targets and 35% more likely to be rated top performers overall	Sales Representatives	Manufacturing	USA
High scorers achieve 11% higher percentages of sales targets and are 50% more likely to be rated top performers overall	Sales Agents	Financial Services	Global
High scorers achieve 10% higher percentages of sales targets and are 90% more likely to be rated top performers overall	Account Executives	Financial Services	Global
High scorers average 67% more referred claims and are over twice as likely to be rated top performers overall	Claims Processors	Insurance	USA
High scorers generate 7% more revenue per hour and are over 2.5 times as likely to be rated top performers overall	Collections Agents	Telecommunications	USA
High scorers 42% more likely to be top performers overall and nearly twice as likely to be identified as having high potential	Individual Contributors	Transportation	USA
High scorers 47% more likely to be top performers overall and 36% more likely to receive referrals from parents	School Staff	Education	USA
High scorers generate 17% more sales	Customer Service Representatives	Financial Services	Canada
High scorers generate over twice as much sales	Insurance Sales Agents	Insurance	USA
High scorers achieve 38% more referrals and are 33% more likely to be highly effective at resolving claims	Claims Processors	Insurance	USA

## Increasing Efficiency

Outcome	Job	Industry	Country
High scorers maintain 8% shorter average call handle times and are 2.5 times as likely to be top performers overall	Customer Service Representatives	Technology Hardware	USA
High scorers 27% more likely to be highly effective at speed and accuracy in delivering customer orders	Drivers	Retail	USA
High scorers handle calls 7% faster and are over twice as likely to be faster than average at closing claims	Claims Agents	Insurance	USA
High scorers handle customer calls 17% faster and are 52% more likely to be top performers overall	Customer Service Representatives	Financial Services	USA
High scorers 23% more likely to pass training and 33% more likely to meet performance goals	Customer Service Representatives	Telecommunications	USA
High scorers 42% more likely to perform highly accurate work and nearly three times as likely to meet their performance goals	Analysts	Financial Services	Singapore
High scorers had 11% fewer errors on service installations and were 76% more likely to be high performers overall	Broadband Technicians	Media	USA
High scorers 36% more likely to be rated top performers overall	Security Guards	Professional Services	USA
High scorers handle customer calls 16% faster, are 8% more likely to achieve top customer service ratings, and achieve 8% higher first call resolution	Customer Service Representatives	Telecommunications	USA
High scorers handle customer calls 6% faster	Customer Service Representatives	Financial Services	Canada
High scorers 80% more likely to be effective at communicating complex loan information and 79% more likely to be top performers overall	Loan Processors	Insurance	USA
High scorers 24% more likely to achieve top customer satisfaction ratings and 49% more likely to be top performers on the number of transactions completed	Financial Advisors	Insurance	USA





## Aiming Higher

Identifying the candidates who are twice as likely as others to exceed their annual targets

That's the Talent Measurement Effect

## Reducing Risk

Outcome	Job	Industry	Country
High scorers have 75% fewer worker's compensation claims	Driver	Retail	USA
High scorers 57% less likely to have had a worker's compensation claim	Security Guard	Professional Services	USA

## Transforming the Organisation

Outcome	Job	Industry	Country
High scorers over 2.5 times as likely to have strong long-term career potential	Frontline Supervisor	Telecommunications	USA
High scorers 70% more likely to be effective at managing and developing teams and twice as likely to be effective working with virtual teams	Sales Managers	Financial Services	Global

## Talent Measurement, Measured

Boards are putting increasing pressure on HR leaders to quantify the value of their talent, and it's easy to see why. In a CEB survey from 2013\*, 60% of top-performing companies reported a strong understanding of talent issues by their Boards, compared to just 30% of bottom-performing companies.

### The Answers You Need to Satisfy Your Board

That's why 95% of HR leaders are planning to increase their investment in analytics. They know they need to be ready to answer questions such as:

- What are the talent qualities we need for better performance, or to meet our strategic priorities?
- How do our people measure up against best-in-class talent, or our competitor's talent?
- How should we recruit, develop or redeploy to close talent gaps?

It's insights like these that are enabling the organisations in this report to prove beyond doubt the value of their talent programmes – to HR and to the business.

## Achieve Real Business Results for Your Organisation

If you would like to talk to us about how we can help you achieve similar results email us at [uk@shl.com](mailto:uk@shl.com), or for more information visit our client results web pages at [ceb.shl.com/results](http://ceb.shl.com/results).



CEB is the leading member-based advisory company. By combining the best practices of thousands of member companies with our advanced research methodologies and human capital analytics, we equip senior leaders and their teams with insight and actionable solutions to transform operations. This distinctive approach, pioneered by CEB, enables executives to harness peer perspectives and tap into breakthrough innovation without costly consulting or reinvention. The CEB member network includes more than 16,000 executives and the majority of top companies globally.

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