

# Talent Management System Stories

*Talent Management System has provoked a much-needed change in the organization making it easier to fill vacant positions with the appropriate person. The tool is used for selection, and for promotion, as well as, to identify people for our talent development program. Using the Managerial Effectiveness Diagnosis, we very valuable information about who should focus on developing and specifically in which areas it should be done. This has facilitated the work for the planning of training programs. The Organizational and Climate index has been used to address the issues highlighted.*

*A culture has been created within American Standard, as a result of working with Reddin Consultants, that stresses effectiveness and managerial awareness which has led us to be much more results orientated than before we began working with Reddin Consultants.*

**Claudia Gutierrez, Manager, Talent Development, American Standard**

*Talent Management System provides us with very valuable information for recruitment and for promotions; it validates our people-decisions with certainty. The system diagnostics are very complete and the chart for management capabilities offers insight to quite a bit of information on the impact of work teams. One of the most significant benefits is the profiles for management styles and how that information can tell you if the person will be suitable for the position or not. It helps us go into detail during the interview process because it accurately describes the person and his managerial styles. We use the Managerial Effectiveness Diagnosis as a complementary tool for our accelerated development program, to evaluate their strengths in stretch assignments, and to further develop the talents within the organization.*

**Raul Caballero, Manager, Human Resources, Deloitte**



*Ever since we started using Talent Management System, our dealership network has changed substantially with how we are making decisions in the hiring and promoting of people. Through this Tool we have had extremely effective results, providing us with vital information that allows us to really get to know the person that is being interviewed, and, help us understand if the candidate will provide the results required by the position. We have over 300 examples of people we have hired through Talent Management System, who have delivered excellent results.*

**Rodrigo Ponce de Leon, Manager, Talent Attraction, Volkswagen**

*Talent Management System offers us guidelines for the selection and recruitment processes and to make decisions on promotions based on results. We have had excellent results most recently in a project involving designing positions and improving the position-to- person alignment.*

**Mercedes Perez, Manager, Recruitment and Selection, ING**

*One of the pillars of the work culture of this organization is the focus on results, based on effectiveness, which we use as a starting point to understand the person's abilities and their development in the position. In the operations area we use Talent Management System to primarily to understand employee potential and to select key people for future promotions. One of the greatest advantages of the tool is the online accessibility, the speed in which information and reports are generated, and, the ability to review the results of team-work.*

*We use Talent Management System constantly to determine the right role and position for people where the person can make their best contribution, as well as, give us insight to their strengths and their development areas. Talent Management System has worked very well for us in the commercial functions, for developing succession planning, when searching for a candidate for a strategic position, and, for designing development plans. It offers us an objective viewpoint into the work styles of people and the effectiveness of their team.*

**Francisco Monterrubio, Manager, Organizational Development, Boehringer Ingelheim**

*Talent Management System has helped us a great deal in the recruitment and selection process helping us validate the position-person-alignment, with good results.*

**Raymundo Juarez, Director, Human Resources, Gemalto**



*Ever since we started using Talent Management System, our recruitment process has been expedited. We are now able to more accurately identify the profile of candidate we need for each open position and design filters for more accurate candidate-interview selection. The information generated through the tool gives us a guidance to make the right hiring decision, which has resulted in significantly decreasing employee turnover of new hires.*

**Maribel Viejo, Director, Human Resources, Unifoods**

*Talent Management System has become indispensable to establish parameters and standards during the recruiting and selection process, and in promotions and optimization of human resources.*

**Alejandro Guillen, Manager, Human Resources, Corporativo Arancia**

*Talent Management System offers us a more objective recruitment process and it helps us to identify areas of opportunity and strengths of the employees. Furthermore, when we have to make a decision regarding a promotion, the Managerial Effectiveness Diagnosis has given us the confidence that we are making the right people-decision. In the plant we have started focusing on the position-design process with the purpose of improving person-position-alignment. This has been especially helpful using the Managerial Requirements Profile Diagnosis for development planning. Within the organization we brought in the Organizational Climate Diagnostic Index with very good results. The reports gave us very important insight into the current situation in different functional areas. With this information we have been able to start designing HR strategies in people development, organizational planning, and, address challenges and conflict areas.*

**Martha Elizondo, Manager, Training and Development, Casa Pedro Domeq**

*Talent Management System has helped us with recruiting external candidates and promoting internal people because the information is based on the needs of our organization by providing us with guidelines to identify talent specific to us.*

**Fernando Ganarillas, Manager, Human Resources, Ganarillas**



*One of the most important benefits Talent Management System offers us is the ease of its unlimited use, the tool's accessibility, and the quality of the information.*

**Alejandro Diaz, Director, Human Resources, Continental Temic**

*The use of the Talent Management System has effectively changed our candidate recruitment and selection process, and helped us become much more accurate in selecting candidates for both internal and external positions. It has provided hiring managers clarity in the role and functions of each position and helped them become more aware about their own capabilities and how to use them to obtain better results.*

**Margarita Bulle Goyri, Manager, Talent Attraction, Monte Pio Luz Savinon**

*Talent Management System has been a part of the change we have been driving in how we bring new people into the company and develop our talent. We have been using it with the Managerial Effectiveness Diagnosis and the Sales Effectiveness Diagnosis to identify managerial styles and patterns of behavior. This has allowed us to improve alignment with expectations of the position and the person in the role. The impact has been excellent. We have better defined the profile of what we need in people as agents for change, and developed a culture of results orientation.*

**Betzabe Sapien, Manager, Talent Management, 3M**

*Talent Management System has served us very well in the decision making process for top level management candidate selection. It effectively helped us to identify people with the right commercial experiences and skills for top commercial roles, with amazing results. This been an important contribution to our business plans for growth in our division. It has helped me in guiding others in how to identify managerial styles, and how and when to flex ones' managerial style. This has served as the basis to use coaching to help managers realize their potential. As a result, we have improved how we approach development plans for management, and have learned the impact of effectiveness vs management ability.*

**Rodrigo Yoblano, General Director, Gasco Colombia**



*Talent Management System has helped us make better decisions aligned to our business needs. The tool has had a strong impact in candidate profile selection. This has been especially true for critical positions within the business at a management level, and it has helped us to determine that the candidates are based on the results that we expect from that role. We also brought the Organizational Climate Diagnosis in evaluating the organizational climate. This diagnosis has given us visibility to issues and challenges and where additional attention needs to be paid, with red lights appearing in those areas. For example, there is one case where we saw a leader using an aggressive and commanding behavior, and, with the help of OCD and the Managerial Effectiveness Diagnosis, we were able to give timely feedback. The result: a significant improvement in the climate of the team.*

*One of the most relevant benefits of Talent Management System is the clarity it provides in understanding candidate-potential: recognizing the different managerial profiles and the ability to evaluate the style an individual would use in their role. This is also true at the senior management level. It has helped us determine the management style that Sanofi should have, with a focus on the commercial areas and on customer service.*

**Viviana Cervantes, Manager, Organizational Development, Sanofi Aventis**

*Talent Management System has changed the way we evaluate and select candidates for open positions. We are better able to ascertain their ability and skill for the role we need to fill. It has served to guide us in employee development. It has given us better insight into an employee's effectiveness and impact in their role. This has also assisted us in the coaching process when you already have people placed within the organization. It provides guidelines as to what they need to do to improve, with surveys that validate the Managerial Effectiveness Diagnosis results. This has generated a heightened self and situational awareness among people.*

*We have cases of supervisors whose leadership capabilities and skills have been evaluated allowing us to understand clearly development opportunities and help us with career planning, having excellent results. We frequently use the Climate and Organizational Culture tool in the organization. The survey has helped us detect and evaluate critical situations. On this basis we can address and improve the situation. We have noticed with the COC that managers sometimes have made promises they could not fulfill and this has bothered employees. The survey too helped us unearth this issue.*

*The Managerial Requirements Profile has helped us out as well, most recently in the office of the comptroller with a vacancy. We were able to analyze the current internal candidate pool using the Managerial Requirements Profile, and realized that we needed to recruit someone externally to fill this role.*

**Bertha Diaz, Manager, Human Resources, Avis Rent a Car**



*Talent Management System gives us certainty in the decision making process for hiring and for internal promotions. It has also helped us to formulate professional development and growth plans.*

**Leopoldo Arenas, Manager, Human Resources Development, CP Ingredients**

*Ever since we started using the Talent Management System, it has facilitated the selection process because it provides information that complements candidate evaluation. The evaluations are basically used for the selection; it's a source of information that's very conclusive and close to reality, which is extremely useful to us. The Managerial Effectiveness Diagnostic is used at promotion and for recruiting at external levels for mid-level positions, with excellent results. A benefit that the tool provides for us is specificity when planning the development of our managers, because the diagnosis results clearly show the areas for improvement.*

**Pilar Fortes, Manager, Human Resources, Sodexo, Spain**

*Talent Management System has helped us to become more perceptive and better at evaluating the potential of a candidate during the hiring or promotional process. It allows us to design specific career plans, because it provides us with more accurate information for talent development. It also facilitates coaching with executives, providing information that our organization requires, based on needs, competencies, roles and responsibilities.*

**Fernando Ruiz, Manager, Organizational Development and Training, FoxConn Group**