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## The Questions You Need to Ask to Have a Successful Talent Acquisition and Management Program

With Jeanne MacDonald, President of Global RPO Solutions

Ultimately, talent acquisition professionals have one clear goal: to get the right talent in the right place at the right time to achieve business needs. Unfortunately, many companies take a “whack-a-mole” approach by working to fill one open position and then jumping right to another, neglecting to see how the hires fit into the company’s long-term strategy.

There is a better way.

Korn Ferry’s President of Global RPO Solutions, Jeanne MacDonald, talks about the three questions talent acquisition professionals must ask themselves to construct a strategy for finding and keeping the right talent.

### **Q:** What is the talent you need?

**A:** Organizations need talented employees to drive strategy and achieve current and future goals. However, finding and hiring those who are right for today’s challenges and tomorrow’s changing business landscape is proving to be ever more challenging. In fact, in a recent Korn Ferry survey, 77 percent of recruiters said they are hiring for roles that didn’t even exist one year ago. Now more than ever, employers need to identify the skills sets these roles require, determine key attributes that will make a candidate successful, and then assess them scientifically to determine whether they are the right “fit”.

We recommend starting with what “good” looks like. For example, we use Success Profiles to provide clear predictions of a person’s fit to a role, then we assess them using our scientifically robust assessment solution.

Success Profiles provide the benchmark for assessing fit and have multiple applications including development, succession, deployment and selection. There are a couple of ways to approach the use of Success Profiles, including working with clients in a high-touch

way where we create bespoke profiles explicitly linked to the business strategy and culture. Or organizations can choose a high-tech solution where they can select from our library of more than 4,000 best-in-class role Success Profiles. Our research shows that employees who closely fit a Success Profile are 13 times more engaged, which leads to a more productive and happier workforce.

The profiles can be found in our Talent Hub, a single, integrated solution that removes the inefficiency of siloed HR activities. The Talent Hub provides job descriptions based on the Success Profiles, plus interview guides, market insights - such as supply, demand and pay data - development guides and a content library.

### **Q:** What is the talent you have?

**A:** Once we know what kind of talent organizations need, we work with them to understand how their current workforce stacks up against this profile. All our assessment and development work is based on our proprietary assessment models, which assess the whole person. We always use multiple approaches to assess people including business simulations, multi-rater feedback, market-based interviews,

behavioral leadership interviews and psychometric self-assessments.

We have high-touch solutions where we provide in-depth and personalized assessment options, leveraging our Korn Ferry consultants’ deep knowledge and experience, which is particularly suitable for complex projects that need deeper interpretation and personalized feedback. And we provide high-tech solutions through Korn Ferry Assess, where clients can access the best of our knowledge, data and self-assessment tools online via The Talent Hub so they can be self-sufficient or deal with high volumes of assessments.

### **Q:** How do you close the gaps?

**A:** Using the insights derived from the assessment process, we build action plans and work with our clients to close the talent gaps and future-proof the organization. This could include build vs buy strategies, role design, career pathing, development, succession planning, reviewing rewards, or looking at engagement strategies and employee experience.

This end-to-end talent approach is a proven way to ensure our clients have the talent they need now and into the future.