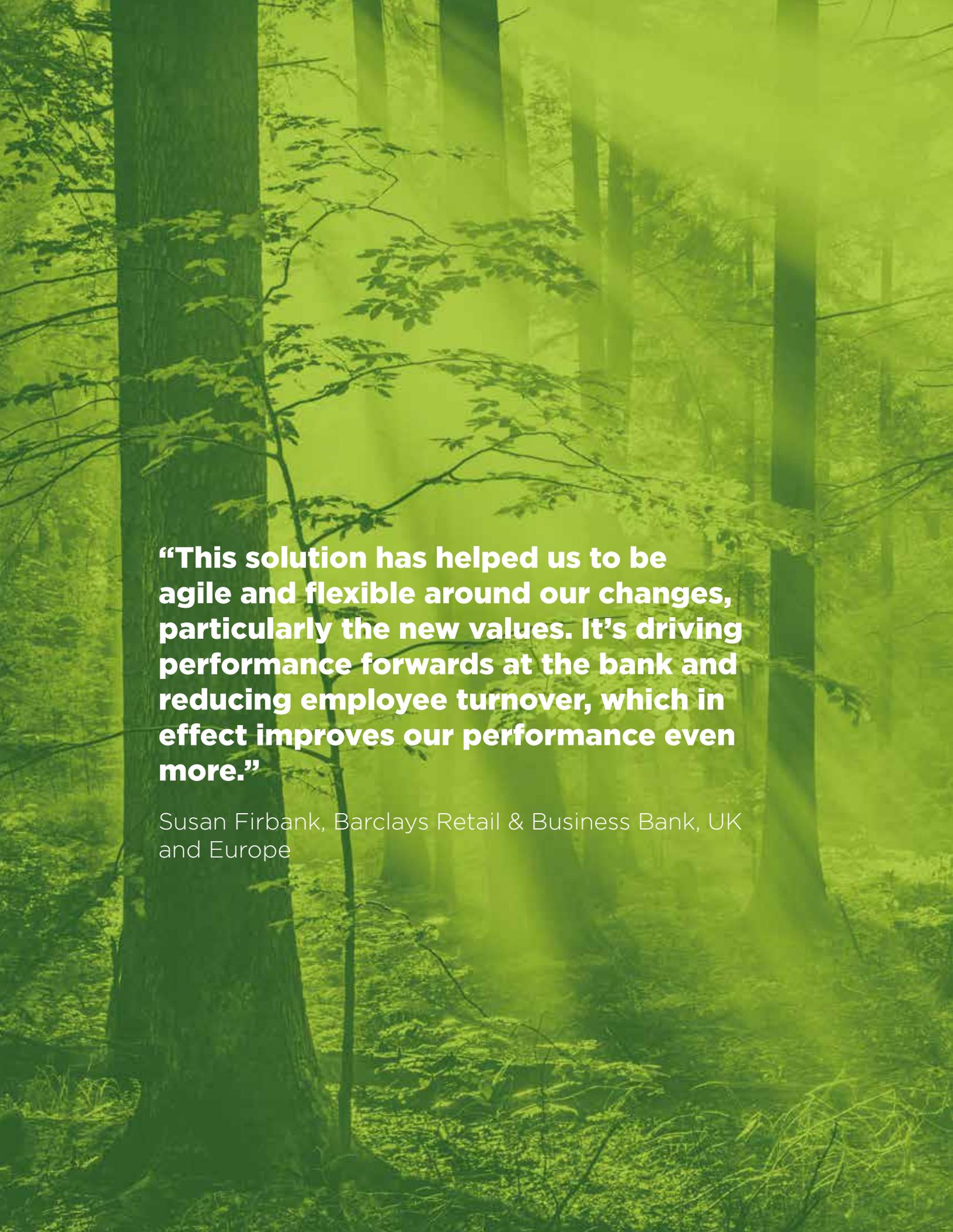


The Talent Measurement Effect

Showing 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

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Introduction

Why Measure Talent?

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

It's why organizations that have a thorough understanding of their people's strengths and weaknesses see real business benefits—the kind of benefits that boards care most about (i.e., increased sales, improved customer satisfaction, and lower costs).

And yet how many organizations have as sound an understanding of their people as they do of their finances, or of their asset portfolios? Failing to recognize and leverage your top talent can be as damaging as overlooking the appreciation of a valuable piece of real estate.

The key to maximizing the business value of talent is a closer coupling of organizations' talent and business strategies. Our research¹ shows 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 PwC² 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 organizations that are using objective assessment in decisions over hiring, promotion and succession, and aligning their talent more effectively for business success.

Our examples include a retailer that enables growth by hiring salespeople who average \$130,000 or more in annual sales, a public organization that has realigned its workforce to deliver improved public services on a budget that has been cut dramatically, and a financial services group that has unlocked 187 days per year of extra productivity, just by managing high volumes of graduate applicants more efficiently.

¹ Source: CEB 2012 Talent Management Survey

² 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 frontline services...We are delivering services to the same or a higher standard with 2,500 fewer staff.”

Dave Rippon, Head of Organizational 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.

- Accurately predict how well people will perform in a role, so you can employ salespeople who sell more, leaders who inspire, or contact center 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 organization and talent availability in the market;
- Get your recruitment and internal hiring right the first time, because every misstep in hiring 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—which directly impacts 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 organizations. 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 summarize 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 organizations to scientifically quantify the outcomes of their talent measurement programs for key stakeholders and help secure buy-in to future programs. 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 organizations, 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.

Part One: Business Value Statements

Articulating the Organizational 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-Work Time

Financial Services, UK



Results

- Cashiers ready to work 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

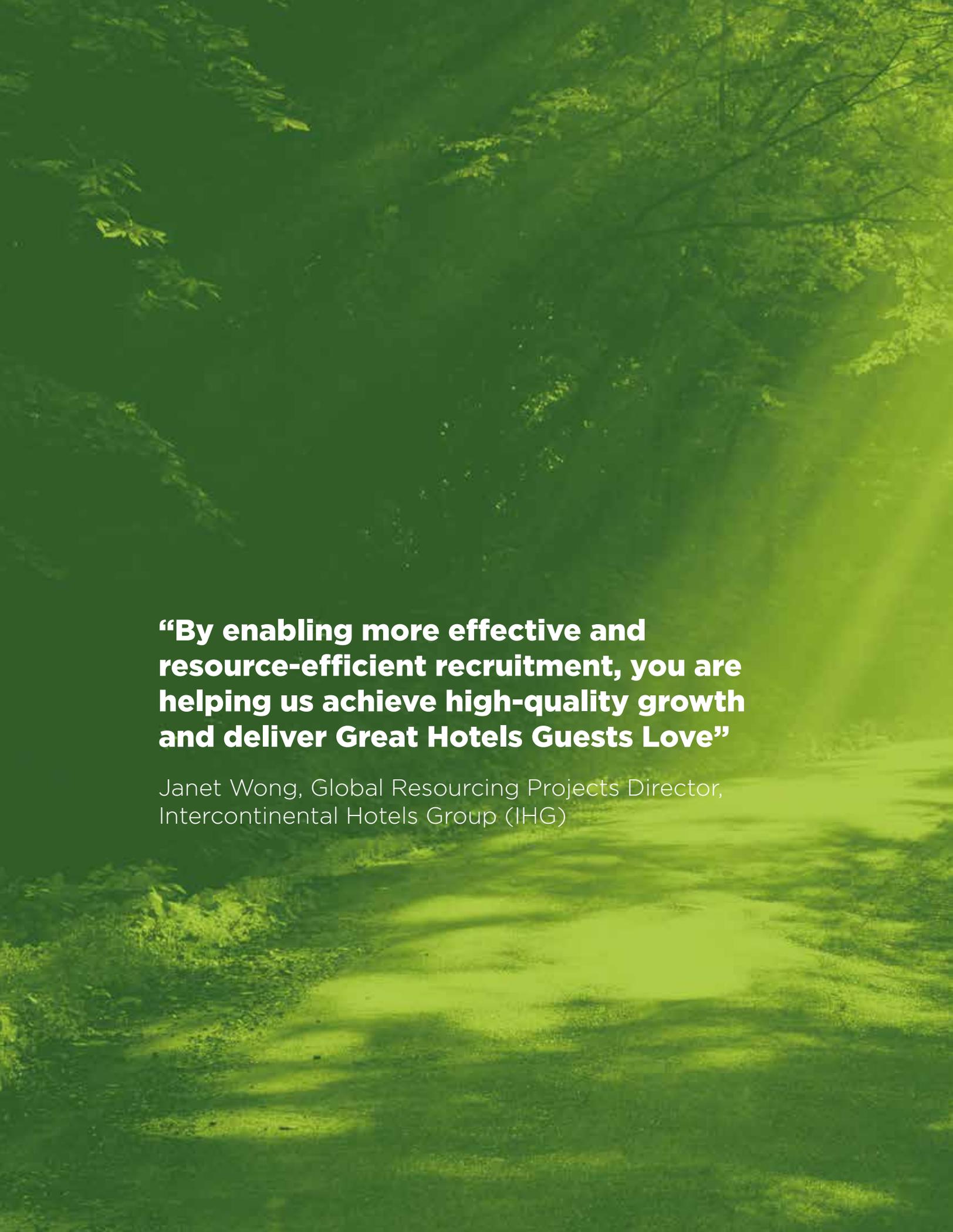
- Increase in recruitment team productivity
- Average time-to-hire reduced from 30 to 25 days

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 program, including personality assessments and verbal and numerical ability tests mapped to the Universal Competency Framework
- Benchmark candidates' results to high-tech industry

A lush green forest path with sunlight filtering through the trees. The path is a light green color, and the surrounding foliage is a darker green. The overall scene is bright and vibrant, with a strong sense of nature and growth.

“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 standardized international approach to talent management
- Foster retention of key talent

Solution

- Identify global leadership potential pools
- Global assessment centers 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 program
- Increased efficiency and reduced costs by screening out unsuitable applicants and by implementing a standardized 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 3000 applicants for 18 trainee positions per year)
- Improve consistency and efficiency of global recruitment

Solution

- standardized global selection process
- Graduate assessment via ability tests and competency-based interviews
- Online interview training for recruiters
- International Assessment Centers 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 center 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 \$162 million Over Three Years

Government and Public Sector, UK



Results

- Achieved savings of \$162 million over three years
- Reduced agency spend by 70%
- Improved employee engagement and satisfaction surveys
- 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 \$130,000 More per Year

Retail, USA

Results

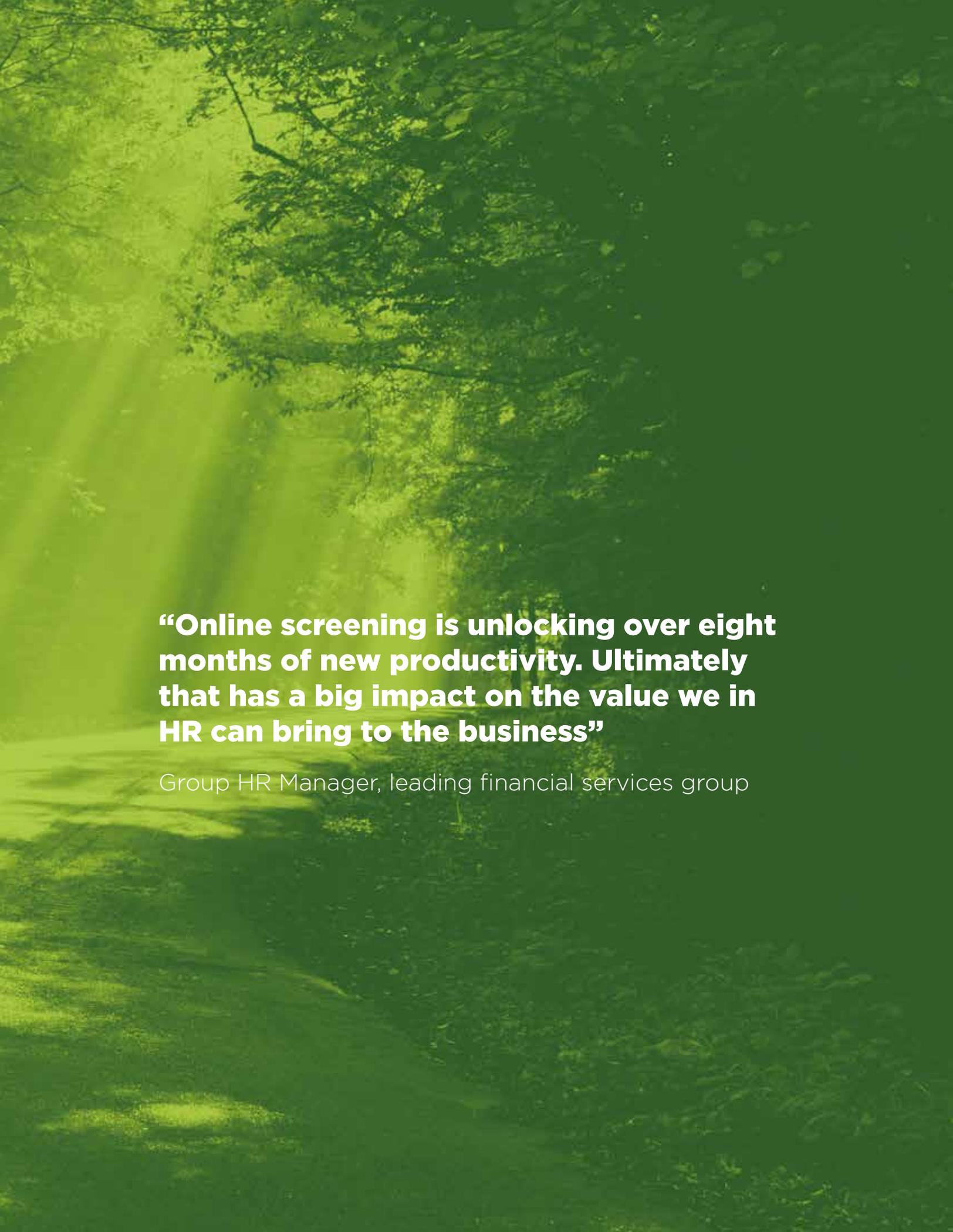
- High scoring sales professionals sell on average \$130,000 more per year than average performers
- Annual bottom-line gain of \$7M attributable to assessment program

Challenge

- Identify and select sales professionals that 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 photograph of a dirt path winding through a dense forest. Sunlight filters through the trees, creating a dappled light effect on the path and the surrounding green foliage. The overall color palette is dominated by various shades of green, from bright lime to deep forest green.

“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

StanleyBlack&Decker

Manufacturing, UK

Results

- Improved candidate quality and candidate 'fit' to the organization
- 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 centers 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 Center 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 organization 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 center agents to role requirements

Challenge

- Align recruitment with changing requirements for call center 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 organization 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

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

Part Two: Business Outcome Studies

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 programs.

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 organization. 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 employed to quantify how much 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 behavior on the job. Metrics can include individual sales figures, goal attainment, revenue growth, and other standardized 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.

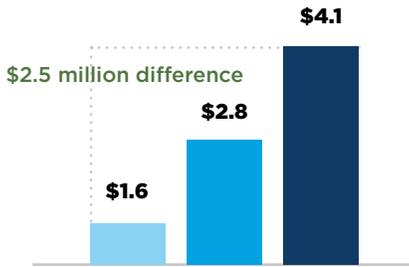
Of these studies, 78% had a favorable or very favorable outcome. This means that the assessment solution had a strong and measurable impact on most or all of the firm's performance metrics. None of the studies resulted in an unfavorable outcome, and outcomes in the remaining 22% lacked sufficient data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

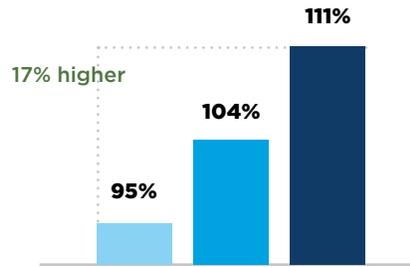
Finding Out Which Sales Reps Will Sell \$2.5 Million More per Year

Sales representatives for a major international hotel chain who scored highly in assessments achieved \$2.5 million higher sales revenue and 17% higher performance against sales targets.

Average Annual Revenue (Millions)



Percentage of Sales Target Achieved



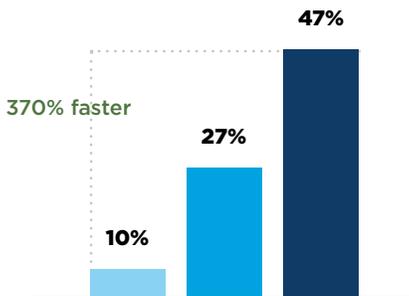
The sales representatives were also over five times as likely to be rated top performers overall.

Low scorer Moderate scorer High scorer

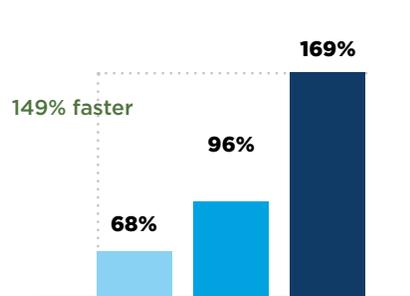
Finding Out Which General Managers Will Grow Sales Over Three Times Faster

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.

Sales Growth



Total Account Growth



The general managers also managed stores with 17% less unrecoverable debt.

Low scorer Moderate scorer High scorer



Better Candidates, Happier Managers

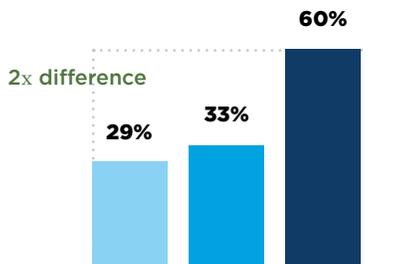
Line manager satisfaction up from 80% to 95% for CITIC Securities

That's the Talent Measurement Effect

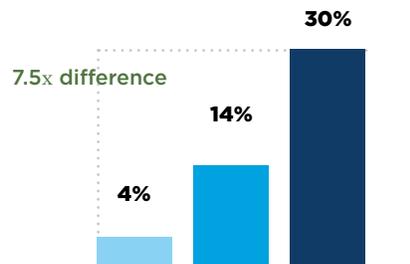
Predicting Which Care Staff Will be Over Seven Times More Effective in Dealing with Complex Patient Issues

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

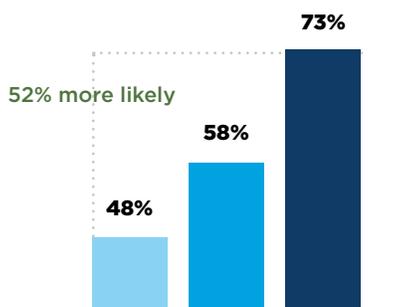


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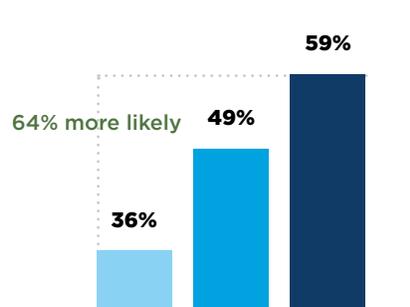
Predicting Which Technicians Are 52% More Likely to Meet Customer Expectations

Technician candidates for a major telecom 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



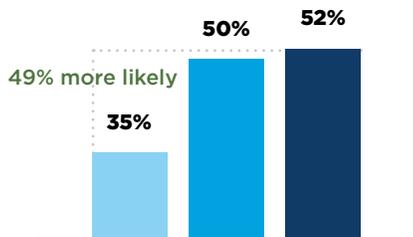
Low scorer Moderate scorer High scorer

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

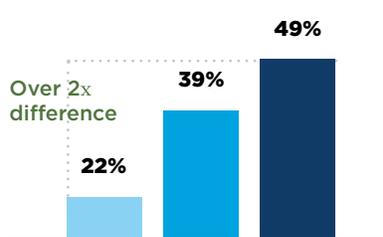
Identifying Financial Services Staff Who Are Twice as Likely to Achieve Goals

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:

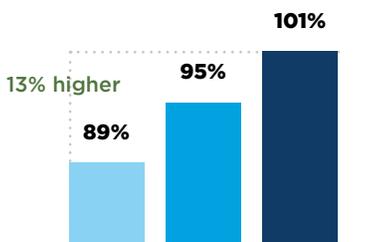
- 2.5 times more likely to be rated as a “well above average” employee
- 17% more likely to achieve a high schedule adherence
- 21% less likely to have committed a violation
- 3.4 times more likely to complete work on time

Low scorer Moderate scorer High scorer

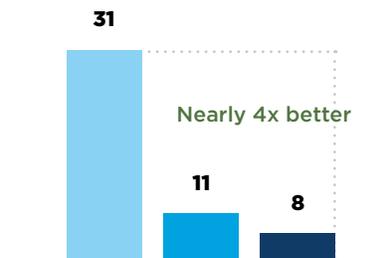
Identifying Warehouse Workers Who Are Four Times More Likely to Turn Up for Work

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

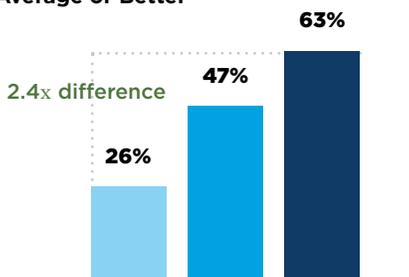
Finding salespeople who will add \$7M more to the bottom line

That's the Talent Measurement Effect

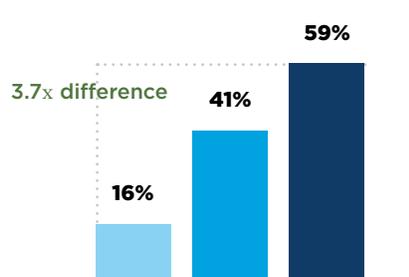
Understanding Which Collection Agents Are Twice as Likely to Be Top Performers

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



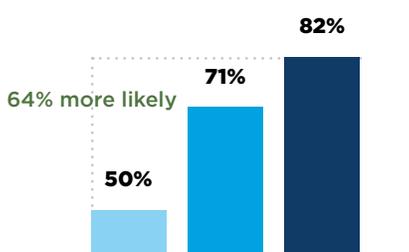
The agents were also 3x as likely to be rated well above average on relationship care performance.

Low scorer Moderate scorer High scorer

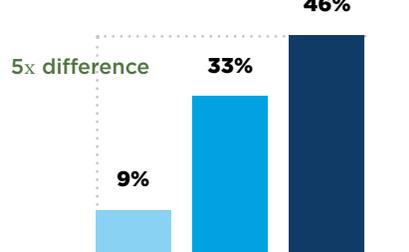
Uncovering Customer Service Reps Who Are Five Times as Likely to Deliver to Schedule

Customer service representative candidates for a US call center 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



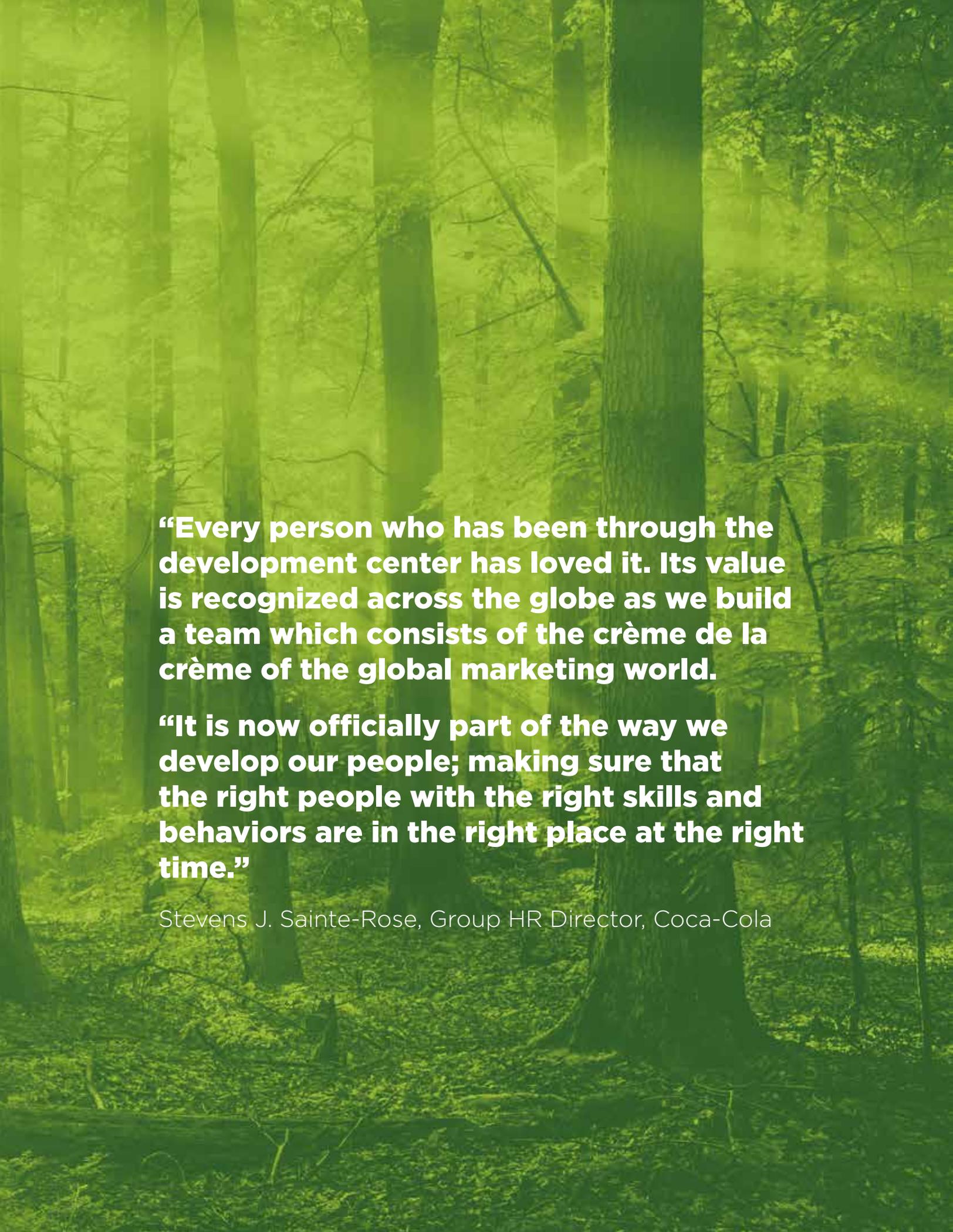
Percentage Meeting Schedule Adherence Goals



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 center has loved it. Its value is recognized across the globe as we build a team which consists of the crème de la crème of the global marketing world.

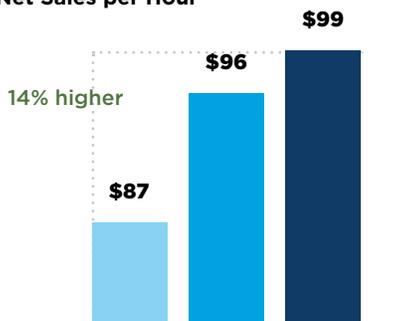
“It is now officially part of the way we develop our people; making sure that the right people with the right skills and behaviors are in the right place at the right time.”

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

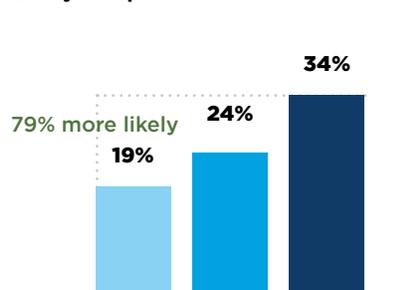
Discovering Salespeople Who Will Sell 14% More per Hour

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:

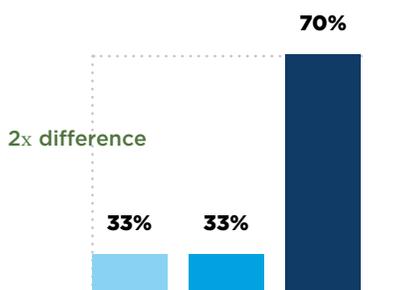
- Achieved 12% more transactions per hour and sold 14% more units per hour
- Were 76% more likely to be rated top performers on ability to persuasively explain product benefits

Low scorer Moderate scorer High scorer

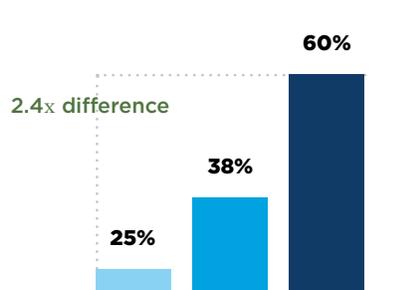
Predicting which Bank Employees Are Over Twice as Likely to Handle Money Accurately

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'



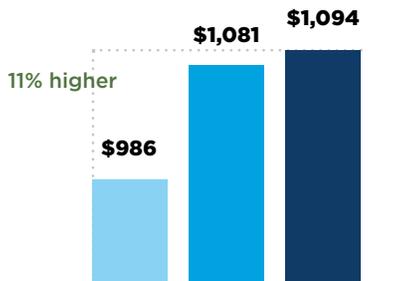
The relationship advisors were also 34% more likely to be highly effective at resolving customer requests.

Low scorer Moderate scorer High scorer

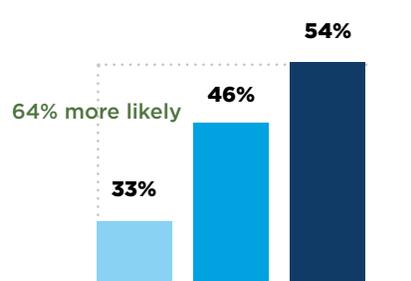
Identifying Agents Who Achieve 11% More Collections Revenue per Hour

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

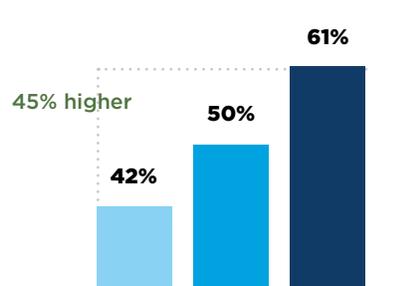
Predicting Which Account Managers Will Boost Revenues 24% per Quarter

Strategic account manager candidates for a global technology company who scored highly in assessments achieved 24% higher business-to-business quarterly revenue, translating into \$1.6 million 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

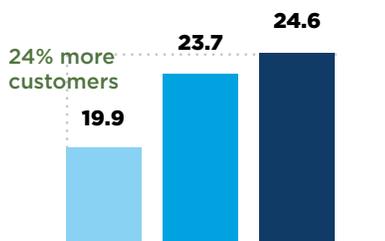
Creating 187 person days of extra productivity in one year

That's the Talent Measurement Effect

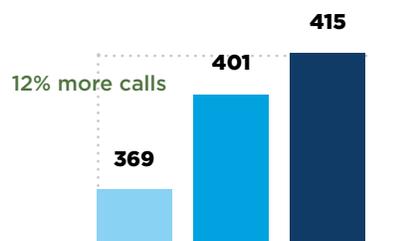
Discovering Telesales Agents Who Will Sign Up 24% More New Customers per Month

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:

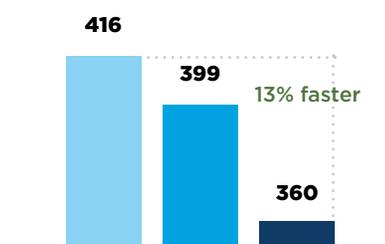
- Achieved 23% more device activations
- Were 12% more likely to achieve top customer satisfaction ratings

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

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 organizations 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 Representative | Technology Hardware | USA |
| High scorers 27% more likely to be highly effective at speed and accuracy in delivering customer orders | Driver | Retail | USA |
| High scorers handle calls 7% faster and are over twice as likely to be faster than average at closing claims | Claims Agent | Insurance | USA |
| High scorers handle customer calls 17% faster and are 52% more likely to be top performers overall | Customer Service Representative | Financial Services | USA |
| High scorers 23% more likely to pass training and 33% more likely to meet performance goals | Customer Service Representative | Telecommunications | USA |
| High scorers 42% more likely to perform highly accurate work and nearly three times as likely to meet their performance goals | Analyst | 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 Guard | 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 workers 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 Organization

| 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 organizations in this report to prove beyond doubt the value of their talent programs - to HR and to the business.

Achieve Real Business Results for Your Organization

If you would like to talk to us about how we can help you achieve similar results email us at us@shl.com, or for more information visit our client results web pages at 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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