

# Cycles of Success

A Guide to Employee Engagement,  
Trending Technology, and Talent Management



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# About the Author



As part of the “Cycles of Success: Employee Engagement, Career Development & Talent Management” series ([learn more about it at www.cpp.com/4u](http://www.cpp.com/4u)), we conducted several interviews with Nicole Trapasso, Division Director of HR and Organizational Development at CPP, Inc., the content of which was used for this ebook.

**Nicole Trapasso** has over 18 years of professional HR experience. As Divisional Director, HR/OD for CPP, Inc., the Myers-Briggs® company, she collaborates with CPP’s executive management team in strategic planning and partners with the CEO and Board of Directors on forward-thinking initiatives to ensure CPP’s strategic position in the world marketplace. Specifically, Nicole is responsible for overseeing and executing strategies for performance management, succession planning, talent acquisition, compensation, employee relations, training and development, coaching, benefits, and payroll administration.

Prior to joining CPP in 2001, Nicole was responsible for managing a full spectrum of HR functions for First World Communications. Nicole graduated from Willamette University with a Liberal Arts degree.

## THE TALENT MANAGEMENT LIFE CYCLE

# What Is the Talent Management Life Cycle?

There are various models of the talent management life cycle. Some are unique to specific company cultures or industries, while others are more general. They all start from the initial touch points a company has with potential employees and show how, once hired, those employees move through the company. Most models encompass all the phases or steps in employees' career progression.

Among the chief concerns of HR people today are:

- 1 **Matching candidates to jobs** based on their ability to handle the job-specific challenges they are likely to face
- 2 **Finding out what candidates are seeking**—such as ongoing investment in their professional development that will enable them to not only grow but also give back, and opportunities to experience a lot of different things in their career

When looking at areas for organizational improvement, it can be helpful to map these concerns onto the talent management life cycle model to get a clear picture of where programs can be implemented for employees. The graphic below depicts an example of a talent management life cycle from C2 Research.



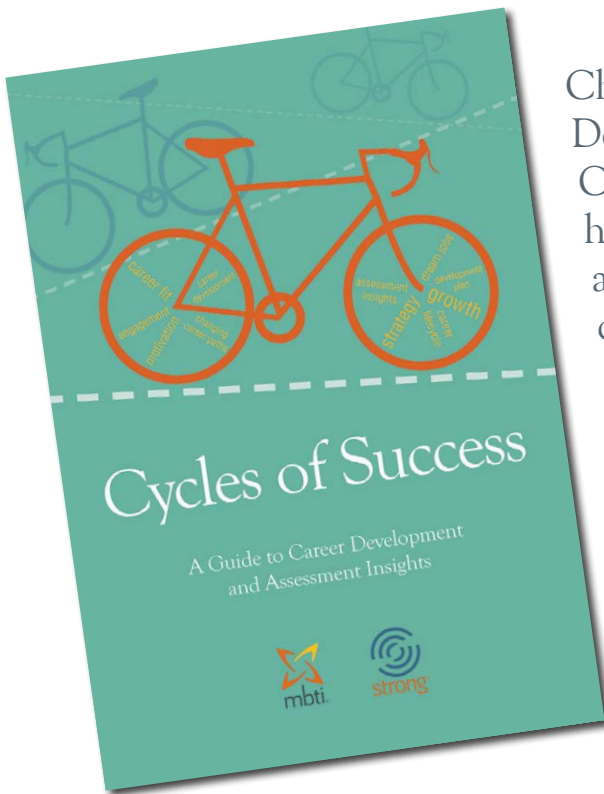
One of the most interesting challenges facing HR today is the increasing rate of change of technology and how that's affecting all parts of the talent management life cycle.

*The career path model of 30 years ago is very different from what people expect today from their employment life cycle.*

**For employees,** the new model may mean having a variety of careers that all have a common thread running through them.

**For employers,** it means looking at how they can meet and develop those people wherever they are in their own employee life cycle.

# Want More Career Development Advice Specifically for the Individual?



Check out the Career Development ebook from CPP, Inc., to learn more about how tools such as the MBTI® and Strong assessments can help individuals better understand themselves and their interests, and use this information to map out their career journey.

Download your copy at  
[www.cpp.com/4u](http://www.cpp.com/4u)

# Meaningfulness & Engagement in Your Workforce

People seek meaning throughout the various stages of their career. At CPP, we focus on helping our employees find meaningfulness in their work while identifying and harnessing the specific talents and differences that make each employee unique.

*Early in their career, employees may be looking for mentorship and the ability to work on many different, challenging projects.*

For employees who actively engage in their development, this continues but takes on different aspects as they grow and gain new skills and competencies or their roles become more complex. Some individuals have goals that extend beyond their current role in the organization and want to grow professionally. At CPP, we are fortunate to have access to and the ability to use our own assessments to help our employees increase their self-awareness and grow skills. Not all organizations have this key competitive advantage.



*The clearer employees become about their developmental needs and growth goals, and how they can get those needs and goals met (both inside the workplace and out), the better both they and their employers can keep them challenged, growing, and engaged, which is key to keeping talent committed to their organization.*

Ideally, the organization can help meet employees' needs while concurrently meeting its own business goals and talent objectives.



CPP is in a unique position: Our mission and vision—based on the goal of helping people around the globe grow—are clearly aligned with the nature of our products and services. For many employees and potential employees, this alignment helps fulfill their personal and professional goals of finding meaning for themselves through their work and giving back to others.

At other organizations, the connection to meaningful work in an employee's day-to-day job might not be as obvious. However, there are a few things you can do as a manager or trainer—in any organization—to help employees discover meaning in the workplace.

If you're working in HR in an organization that does not provide employees with such a clear line of sight into the meaningfulness of the work they do, I have some recommendations for you to consider.

**1 Identify some current employees who you feel are truly engaged** and find out what drew them to the company initially and what has kept them there. You likely will find some information that validates your assumptions as well as new information that might be eye-opening. Considering the variety of preferences and interests that employees bring to the organization, this feedback can be valuable for HR throughout the various phases of the talent management life cycle.

Something as simple as an online survey (with some type of incentive to participate) or a focus group can provide insight into increasing employee engagement and retention. By fostering discussions about meaningfulness and engagement with a cross-section of your employees, you can help them reaffirm why they joined the company in the first place.

**2 Once you have collected some trend data, you can share it with employees and managers** by opening up the discussion in the organization. Information on what current employees find meaningful in their work at your company is also extremely powerful for recruitment purposes, enabling you to clearly identify what may draw potential talent to your organization and how you can help retain current employees.

How would you characterize the relationship between the level of meaningfulness in your employees' work and employee engagement?

What do you find meaningful in your work?

How can you help your employees and organization increase the meaningfulness of the work environment?

# Assessments & Employee Development

Sherrie Haynie, Professional Services Solutions Consultant for CPP, discusses how tools such as the *Myers-Briggs Type Indicator*<sup>®</sup> (MBTI<sup>®</sup>) assessment can improve employee development within the organization. She also talks about the importance of bridging the gap between the insights gained from assessments and putting those insights into action.



<http://bit.ly/dev-assessments>

As organizations simultaneously face increasing need to develop their talent and dwindling resources from OD and HR departments, they require a more complete solutions-based approach to growth, productivity, and other challenges.

CPP's Professional Services Solutions Consultants (such as Sherrie Haynie) provide easy, practical methods of using assessments paired with services that solve specific business problems, maximizing ROI for training and development investments.

Learn more at: <https://www.cpp.com/Services/Training.aspx>

# Technology & Engagement in the Workforce

Current technology trends have created tremendous opportunity for engagement in the workplace. For example, at CPP, when we were rolling out our talent management system (TMS), we conveyed to employees and management that this wasn't just an investment in support of more efficient ways of handling performance management from an HR perspective—it was also an investment in ourselves as employees, as part of our development, as well as a performance framework to support the company's future.

I've received a lot of positive feedback from employees who are excited about using our TMS and the access they now have to a variety of tools. They can track their progress toward goals and capture and share “recognition” emails from their peers, their manager, and others in cross-functional teams across the organization. They can also track learning milestones and certifications and view not only their job description but also all job descriptions throughout the company.

*Tracking progress on company goals is one of the ways that the TMS interactive platform increases employee engagement and brings performance management to a higher level.*

The framework prompts more regular dialogue between managers and employees throughout the year, further supporting that engagement. Employees gain insight into their own progress and can take a more active role in their career at CPP.

# MBTI® & Employee Engagement

## MBTI, Motivation & Engagement

Catherine Rains, Professional Services Solutions Consultant for CPP, Inc. (publisher of the MBTI assessment), discusses the value of the MBTI personality assessment for employee engagement within the organization.



<http://bit.ly/MBTIengagement>

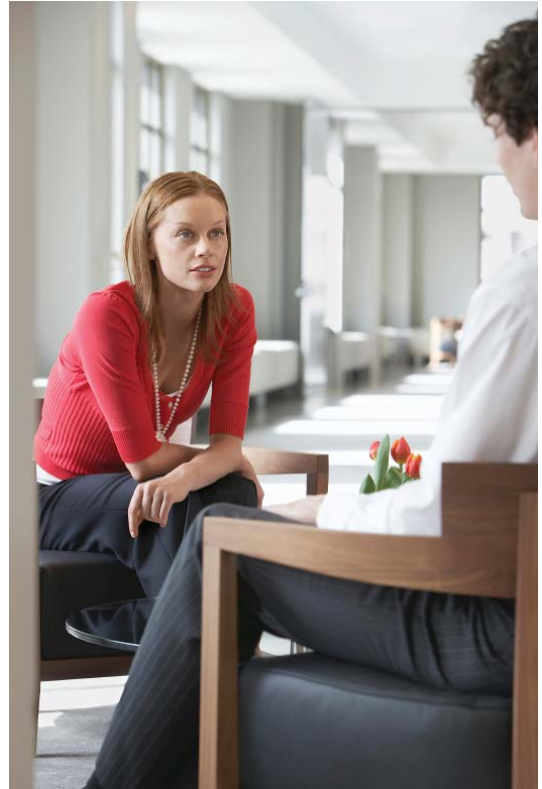
CPP is an experienced partner who will help you develop effective solutions based on CPP's People Development Model, which identifies the essential areas for improvement/change related to people, teams, and organizations. Choose from our portfolio of organizational development services:

- ◆ Career coaching
- ◆ Change management programs
- ◆ Conflict management programs
- ◆ Conflict management skills development
- ◆ Cross-cultural team development programs
- ◆ Cross-cultural training
- ◆ Customized assessment reporting
- ◆ Customized team development programs
- ◆ Executive coaching
- ◆ Facilitation and process consulting
- ◆ Leadership development programs
- ◆ Leading across cultures consulting
- ◆ MBTI team-building programs
- ◆ People analytics services
- ◆ Psychometrics testing services
- ◆ Strategic HR consulting
- ◆ Team coaching
- ◆ Team selection consulting/services
- ◆ Using the MBTI® Tool in Organizations program

# Managing Your Employees for Long-Term Engagement

*Employee engagement isn't only about meeting the day-to-day needs of employees—it's also meeting their long-term needs.*

Though the market has changed from an employer's market to an employee's market as the economy has continued to improve, employees are well aware they have a variety of career options with other potential employers. The information is easily accessible through social technology and digital professional networks, as well as the more traditional job boards.



Focusing on how you can maximize opportunities for your current and future employees is really important—especially for their long-term career goals and your organization's ability to retain its top talent. This not only helps employees feel engaged and grateful that you're investing in their future but also helps HR professionals actively assess their talent pool—and how to take proactive measures to build, engage, and retain its talent.

- ◆ What are your employee turnover rates at the 6-month, 12-month, 18-month, 36-month milestones?
- ◆ Are employees leaving for opportunities that your organization cannot offer?
- ◆ How do these rates compare to those of other companies in your industry?

It's important to have access to and track this trend data so you are able to create or realign strategies to reengage employees through creative alternatives. And it's key to be aware of potential areas of risk within your talent pool and partner with other leaders in your organization to take proactive measures to curb those risks.

I view HR's role as facilitating conversations about long-term employee engagement with managers (such as within the performance management process). These should be ongoing conversations managers have with their employees rather than annual events. Some managers may need more support than others when it comes to having these conversations.





In addition to managerial skills, personality preferences and interpersonal needs can make a significant difference in how those conversations are being facilitated.

For example, using the FIRO Business<sup>®</sup> assessment framework, if you have a manager with low expressed connection and the employee has medium or high expressed connection, the conversation that will satisfy the interpersonal needs of the manager might be much briefer and less in-depth than the one that would satisfy the needs of the employee.

When you add MBTI<sup>®</sup> personality preferences into the mix—focusing on the potential differences of how people take in information and make decisions—it can also play an important role in how the conversation flows between manager and employee.

*Differences or similarities between them will lead to different kinds of communications, yet these conversations are crucial for getting the employee to feel engaged and valued as a long-term member of the organization—and need to happen regularly to create a greater chance for successful outcomes.*



# Assessments in Talent Management: FIRO<sup>®</sup>, CPI<sup>™</sup>, & Strong

Sherrie Haynie, Professional Services Solutions Consultant for CPP, discusses how tools such as the FIRO-B<sup>®</sup>, CPI 260<sup>®</sup>, and Strong Interest Inventory<sup>®</sup> assessments can be used in talent management.



<http://bit.ly/TMassessments>

Sherrie Haynie is a coach and performance consultant with expertise in leadership development, strategic planning, and performance management. In her current role, she works with Fortune 500 companies on developing and facilitating organizational development initiatives and team-building interventions.

With a focus on organizational results, Sherrie has worked with executives and senior leadership teams in manufacturing, finance, and customer service. She uses a variety of psychological assessments to assist with the identification of developmental opportunities. When working with organizations, her ultimate goal is to transform work groups into high-performing teams while solving real-time business challenges.

Learn more at: <https://www.cpp.com/Services/Training.aspx>

# The Cost of Ignoring Employee Retention

I think the reason you see the cost of replacing an employee rising is that HR professionals are being more realistic about the amount of company knowledge that is lost when an employee leaves and the ramp-up time it takes to get someone in and productive. When you consider the investment you're making in a current employee—only to have him or her move on to another employer—and the fact that it can take six months to get someone else in and trained, that takes quite a toll on the organization. In addition, if the work that the employee was doing still must be completed, your remaining staff may become overworked while trying to cover the vacant position.

*And if your company has a high level of employee turnover, it could also start to affect your high-performing employees.* If they continually see employees leaving, they could start questioning their own commitment to the organization and what keeps them there. (A few ways to combat this are provided in the blog “Meaningfulness and Engagement in Your Workforce.”)

In addition, as cited in a recent article in *Forbes* (<http://www.forbes.com/sites/cameronkeng/2014/06/22/employees-that-stay-in-companies-longer-than-2-years-get-paid-50-less/>), when

employees leave a company, they can usually look forward to a 10%–20% increase in salary. This is another reason that employees may look to other opportunities and another reason that employee retention is so important.

If we look at what the investment in our employees really is, that figure of 150% to 200% of salary for mid-level employees (up to 400% for high-level or highly specialized employees) isn't so surprising.

That's why when we bring people in we want to make sure we have a really good fit up front—the cost of not getting those things right is extremely high and overtime can prevent the company from being able to achieve its objectives. If it happens frequently, employee turnover becomes a disruptive process. You can't expect managers to operate at the highest levels when they're supporting recruitment for a position on their team. Indeed, investing in an employee and then having that employee leave has an emotional impact on all involved.



*The bottom line is that it costs less to retain employees than it does to replace them.* True, it can feel expensive to invest in retention without a direct line to return, but the cost of losing your best employees to another company is always higher.

# Developing, Engaging & Retaining Employees

## Engaged Employees Are Successful Employees

Sherrie Haynie, Solutions Consultant at CPP, discusses her experience with employee development, employee engagement, and retention within organizations, and how important it is for leadership to understand these concepts.



<http://bit.ly/employeedev>

## Specialized Solutions Groups

Amid the tremendous change corporate, government, and education clients are seeing, and the new challenges that come along with it, CPP has aligned its talents and expertise into three solutions groups to better enable its customers to thrive:

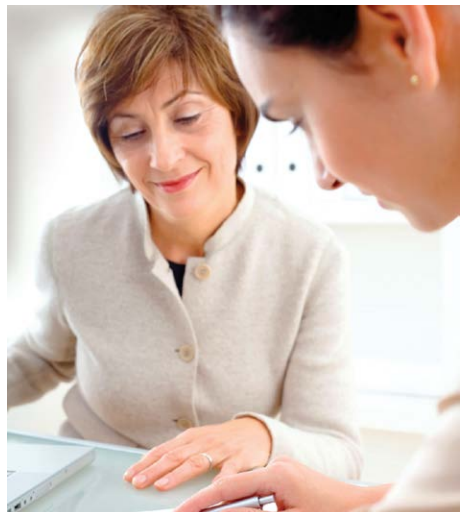
- ◆ Corporate Solutions Group
- ◆ Education Solutions Group
- ◆ Government Solutions Group

SUCCESSION PLANNING

# Technology's Role in Succession Planning

Succession planning is a key part of the talent management life cycle. It is used to identify and develop high-potential employees to fill key leadership positions in the company over time, if and when the need arises. Many organizations recognize that this process is critical.

In a 2014 succession planning survey by Human Capital Media Advisory Group, approximately 70% of organizations surveyed reported that they have some sort of succession planning process in place. Yet roughly 62% of those organizations also reported that they do not have enough candidates to meet their needs. The other *30% of organizations surveyed have no succession plan at all.*



At CPP, our philosophy of growing talent from within is part of our succession planning. As the “people development people,” we leverage a variety of learning opportunities, executive coaching, stretch assignments, assessments, and other tools.

*Technology has made a positive impact on how organizations implement and manage succession planning—especially making it more efficient for larger organizations.* For example, various talent management systems (TMSs) offer integrated modules to track succession planning, where HR and select managers can view a number of candidates at various levels of progress, integrated with performance and other key data factors. They can look at historical performance ratings as well as how many people are in which positions and departments within the organization so that they can see where they have gaps in the talent pipeline and identify potential at-risk employees.



Unfortunately, many employees leave their organization because they feel there is nowhere for them to progress to.

Depending on the approach, part of succession planning is making employees aware that opportunities do exist within the organization as the business

evolves and grows, especially if the organization promotes from within (even if there’s no formal “career ladder” within the organization). You may want to consider publishing periodically the number of staff your company promotes each year.



At CPP, we publish the full library of job descriptions in our TMS, which supports succession planning by enabling staff and managers to see at any time what other jobs are potentially available and their qualification requirements.

*Employees with an interest in growing their career can look at next-level positions and see how what's expected there might differ from what they're currently doing.* If they are interested in potentially transitioning to another department or job function, they can view those responsibilities as well. Savvy employees will use this kind of information to take steps to gain the skills they need to keep moving forward in their career progression.



Publishing all job descriptions internally enables employees to do their own research and ascertain the next steps required for their professional growth—whether as part of a formal succession planning process or general development. We've found that this relatively straightforward approach of publishing our job description library can have a powerful impact when it comes to succession planning and retention.



# Generational Spans in Talent

## Baby Boomers, Millennials, and More

*One highly interesting aspect of the expanding U.S. workforce is its generational stratification.* While, of course, not all individuals within a single generation are the same, the fact that each of these generations is a fairly distinct group of people who grew up in similar times with similar ideals, orientations to authority, technology, relationships, and other uniting factors should be taken into consideration.

For the first time in history, we're seeing as many as four different generations in the workforce at one time, and that number will rise to five very quickly as the Baby Boomer generation extends its stay in the workforce. A generation has been defined in the social sciences as "people within a delineated population who experience the same significant events within a given period of time."<sup>\*</sup>

<sup>\*</sup>Jane Pilcher, "Mannheim's Sociology of Generations: An undervalued legacy," *British Journal of Sociology*, 45, 3 [September 1994]: 481-495. doi:10.2307/591659; retrieved 10 October 10, 2012.

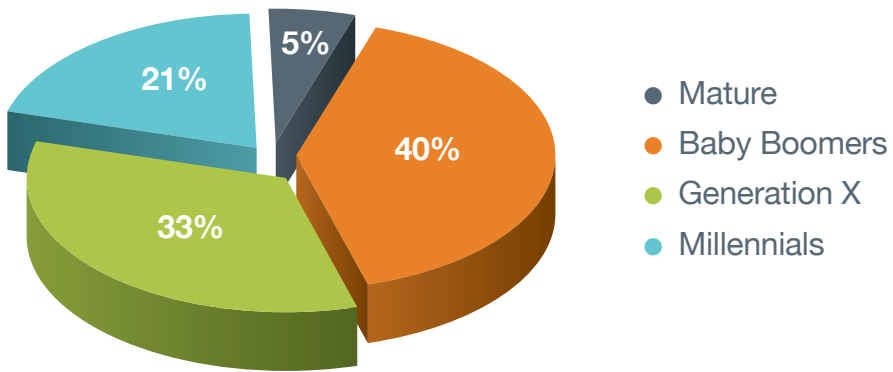
Start and end dates of each of the generations are interpreted differently by those who study these issues, but in general the dates reflect the U.S. Census birth curve. Of the six generations living today and listed below, all but the Greatest Generation are considered to be active in the U.S. workforce:



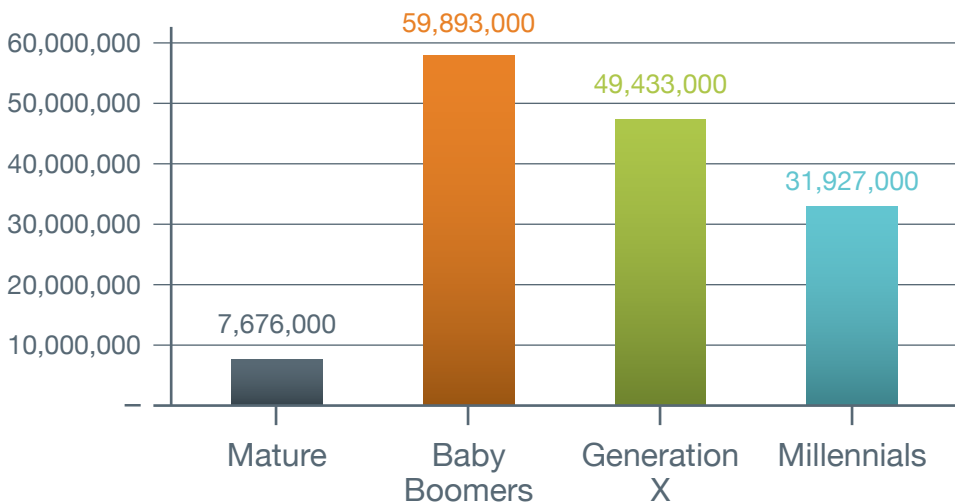
- ◆ **Greatest Generation** (aka G.I. Generation)—born between 1901 and 1924
- ◆ **Mature Generation** (aka the Silent Generation, Traditionalists or the Lucky Few)—born between 1925 and 1942
- ◆ **Baby Boomers**—born between 1942 and early 1960s
- ◆ **Generation X** (aka Gen X)—born between early 1960s and early 1980s
- ◆ **Millennials** (aka Gen Y)—born between early 1980s and early 2000s
- ◆ **Generation Z**—born after the Millennials (generally between mid- to late 1990s and the present day; no exact agreement on these dates)

A visual breakout of the generations in the U.S. labor force from the 2013 census (<http://www.bls.gov/web/empsit/cpseea13.pdf>) can be seen below:

Percent of Labor Force by Generation



Labor Force Participation by Generation



While all aspects of the descriptions for each generation below may not fit in all cases, the summaries represent common facets of generational members.

<b>Silent/Mature/ Greatest Generation</b>	<p>Members of the Mature Generations are 72 years or older. While most members have retired from the labor force, because of financial situations and increasing life expectancy, more employees are staying in the workforce than ever before from this generation. They can hold a wealth of valuable knowledge and experience, and many have moved into part-time or consultancy positions. The majority of this population tends to view work as an obligation. They are known to respect authority and take rational approaches more consistently than other generations currently in the workforce.</p>
<b>Baby Boomers</b>	<p>Baby Boomers are generally between 49 and 68 years of age. They occupy most of the senior-level management roles, though some the older employees in this generation have started to retire. Under the guidance of the previous generation, they are characterized by being extremely focused on work with a strong work ethic. Similar to the previous generation, being recognized for their efforts and contributions is very important to them. Many of this generation think of themselves as a unique cohort, having very different points of view and values than those of the previous generations.</p>
<b>Generation X</b>	<p>The members of Generation X are approximately between the ages of 34 and 48. The younger members of this generation are approaching mid-career and entering senior-level supervisory roles, while the older members are entering senior management roles. Many members of 'Gen X' have been known to especially embrace diversity and entrepreneurship in the workplace.</p>
<b>Millennial Generation</b>	<p>Also known as Generation Y, the Millennial Generation are generally between the ages of 16 and 35. The older members are in the labor force in entry-level and initial management positions, while many of the younger members of this generation are still completing formal education. They're known for being optimistic and goal oriented, and particularly for growing up and embracing many emerging technologies. They are also known to appreciate meaningful work and want to know how their work is contributing to a greater good. Millennials are also known being extremely keen on collaboration and have very different workplace behaviors than the prior generations, especially in terms of flexibility in the workplace and how they view themselves with respect to those in positions of authority.</p>
<b>Generation Z</b>	<p>Generation Z includes anyone born after the Millennial Generation to the present day, making them 16 years old and younger. This generation has not entered the workforce yet, but will begin to do so in the next few years. Their entrance into the workforce while the youngest Mature Generation members are in senior positions or consulting will mark the first time in history that five generations will make up the U.S. workforce.</p>

Talent management professionals and managers inside organizations understand the importance of supporting employees of all generations with their career development, but individual employees share responsibility for managing their own professional development.

As reflected within the current workforce, many employees will likely have careers that include multiple employers and potentially multiple areas of focus. When you take into account the potential generational influences, you would expect some differences in the way employees pursue their professional development. Generational aspects are one factor. Generally speaking, Gen Xers and the Millennials will have numerous careers over their professional lifetime, which may naturally drive their interest in owning their own career development over time and wanting their employers to support them with their career goals.

This may look very different for professionals from the Silent/Mature and Baby Boomer generations, who may have focused on working for fewer employers and developing in a single professional area. *It is important for managers to welcome those conversations with their employees from all generations to understand their professional goals and how to help support them in their career.* This is a key aspect of maintaining healthy employee engagement.

Given the growing generational span of employees, how can you gauge where their needs are at different points in their career? One of the ways you can approach employees from various generations is to foster the learning opportunities within the company. A powerful learning environment can be created by getting all the generations in your workforce to learn from each other in productive and collaborative ways—encouraging an acknowledgment from all parties that learning is possible.

If you can foster an environment in which people glean the information they want to learn from others in the organization, it creates a cohesive partnership where employees are more engaged and feel that their contributions are valued. For example, employees who have grown up using the Internet may solve a problem differently than older employees introduced to the Internet later in their career. The opportunity is that both parties can learn from each other.

Human Resources can continue to support teams and work groups to foster those natural learning paths and attempt to create some synergy between generations with common company visions, goals, and values. *It comes down to maximizing the investment you've made in your employees so that all parties are successful and engaged throughout their career.* When polling many of our long-term employees at CPP, we found that one common trend is that they have enjoyed the continued ability to learn and contribute over the course of their career at CPP and have appreciated learning from many of their colleagues as well as their manager, regardless of the generational framework.



Whatever the composition of your organization, it is helpful to keep in mind the potential impact of generational characteristics as you are creating or refining your professional development and learning programs so you can customize your approaches appropriately.

# Sign Up And Join Us Today

Like what you've read so far? Sign up for our email newsletter to get more information, such as new product announcements, relevant articles, promotions, blog postings such as the ones referenced in this ebook, and more!

Sign up now

[www.cpp.com/getsocial](http://www.cpp.com/getsocial)



# About CPP, Inc.

While we're best known for the *Myers-Briggs Type Indicator*<sup>®</sup> assessment, CPP is much more than just a company that sells products. We're also a group of people committed to improving the performance of individuals and organizations around the world.

We promise to help guide you through whatever organizational opportunities and challenges you face—from team building, leadership and coaching, and conflict management to career development, selection, and retention.

Our story began more than 50 years ago with the pairing of two psychology professors—one from Stanford and one from U.C. Berkeley—with a common goal: to use research-based psychological assessments to give people the insight and guidance they need to develop in both their personal and professional lives. Their partnership resulted in the creation of CPP, Inc., the company formerly known as Consulting Psychologists Press.

Today, CPP is a world leader in personality, career, and organizational development assessments. We are grateful to our loyal customers for making this possible.



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# How Can We Help?

Maybe you have big-picture questions about how to transform leadership and coaching, team building, or conflict management into performance results. Or maybe you'd appreciate bouncing ideas about career exploration, selection, or retention off of someone who understands your needs. Call us today. After all, our only job is to help you be a better training and development professional—and, in turn, help your employees flourish.

Leadership & Coaching

Team Building

Conflict Management

Career Exploration

Selection

Retention

We're here to make your job a little easier. **Contact us today.**



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