



## Building Strengths and Team Capabilities: A Case Study

Industry: Digital Marketing

### Company Profile

- Full-service digital marketing company; from top-of-the-funnel tactics through conversion
- Creative concepts through implementation
- Integrated technology solutions
- Values-driven
- Decisions made by management team
- 38 employees

Core values include:

- Client First, Always and Above All Else.
- Winning Together.
- Make Mom Proud.
- Do Great Work.
- Growth-Oriented.

### History and Problem

The client is in a growth mode and is devoted to assembling a team that's willing to:

- Build strengths and be more effective
- Learn the positive and negative aspects of exercising those strengths
- Create a structured assessment system using Peer and 1:1 feedback sessions
- Build individual and team competencies
- Apply those competencies to growing the business

**The following goals were outlined at the start of the project:**

- Move to a competency-based performance development system
- Implement a customized performance management solution
- Identify Key Result Areas and align with staff goals
- Enable a structure for review of results and discussion of next steps
- Formalize individual development planning
- Offer online learning opportunities for staff



**The following assumptions and guidelines were established prior to performing the talent audit:**

- A common set of competencies for 3 roles:
  - Staff
  - Senior resources
  - Directors
- Annual peer reviews, and mid-year 1:1 feedback sessions
- All associates should view this as an opportunity for growth
- Receiving peer feedback is critical to improvement
- Support from the owner and the management team

### **Solution**

The scope of work included:

- Reviewing all available competencies and selecting those appropriate for each role
- Customizing Talent Snapshot® to accommodate these roles
- Training all staff on Talent Snapshot® usage and purpose of the assessments
- Training an onsite administrator
- Assessing all staff and the CEO through a peer review
- Providing reports to managers for discussion of results and decisions on next steps
- Assisting with the creation of development plans based on the results
- Consulting with the management team for conducting the mid-year feedback sessions

Using Talent Snapshot's® platform, which includes a competency management framework, we customized a solution for our client which included assessments, development plans, online learning and coaching tips, and supplied the support for successful implementation.

### **Result**

All associates received objective, peer feedback about how they utilize their competencies, where there were opportunities for improvement, where gaps exist, along with where their strengths lie. They are in year two of implementation.

- Performance development starts the moment a team member begins work, with an Onboarding Development plan.
- Each team member receives an objective annual peer review.
- Each team member creates an Individual Development Plan, which includes Objectives, online learning and other development activities.



- Team members feel valued by the company. They appreciate seeing validated data confirming their strengths as well as areas for improvement.
- Development plans enabled managers to conduct effective reviews and accountability discussions with each individual.
- The company's Key Result Areas were aligned with employee goals.
- The performance review process is now systematized.
- Employees have unlimited access to online learning to develop competencies and improve other skills.
- The company as a whole now has a view of each team's strengths, areas in need of improvement, and skills gap from the Talent SWOT™.
- This client has been voted as a Top Work Place in 2017, 2018 and 2019, as a result of this and other steps they've taken.