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| =  Talent Leadership |
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| **Talent Summit 2018** |
| PRESENTED BY:  Brad Goskowicz, CEO at Microbiologics  Aaron Fisk, VP of HR at Microbiologics |

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| Talent Leadership |  | **Things to Consider** • • • |
| **Gap Analysis Tools**   * SWOT analysis * Porter’s Five Forces * 9 Box exercise * Employee Engagement Survey * Fishbone diagram * McKinsey 7S * Nadler-Tushman’s Congruence Model * Burke-Litwin Causal Model |
| Key Takeaways  * If you do not truly understand the organization, you will not be nearly as effective in helping it succeed * Don’t be afraid to ask question and learn the “Why” * Develop a solid understanding of the financials and what moves the needle for the organization * Learn the organization’s tolerance for risk and adjust your approach given that risk tolerance * Identify the true differentiators of your organization to know where to stretch (time, resources, talent, etc.) * It is important to identify key gaps and risks for the organization, given the broad reach and role of Human Resources * Don’t limit this gap / risk analysis to traditional HR areas, look at the entire organization * Review key metrics to verify your analysis and track to see progress * All of these factors should be the driving forces behind your talent strategy  Strategies to Implement Now  1. Pick an area of the business you need to learn more about and shadow in that area in the next three months 2. Meet individually with the members of the leadership team and get their perspective of the organization and the biggest areas for improvement 3. Conduct a Gap analysis to better understand where your organization’s largest gaps 4. Develop a talent strategy based on your knowledge of the organization and the Gap analysis to drive the allocation of time and resources 5. Select metrics that are most predictive for your organization and start establishing benchmarks to measure progress  Meaningful Metrics to Track  * Net Promoter Score (both for customers and employees) * Time to Fill * Retention * Employee Engagement (Ex. Gallop’s 12 questions) * Key Financial and Quality metrics |

