



## Define Your People Strategy

November 2011

Dear Michelle,

Great leaders understand the importance of talent to effectively execute their business strategy. In a recent survey of 1200 CEOs worldwide, 83 percent plan to change their firm's talent management strategy over the next 12 months naming talent as their top strategic priority in response to changes in the global business environment (PwC, 2011). As we move out of the economic downturn, forward-thinking leaders at all levels, not just CEOs, are focusing on their people as a strategic advantage.

### An Integrated Approach Aligned to Business Objectives

A successful people strategy starts, first and foremost, with your business strategy. The most effective approach integrates all aspects of your people strategy into a unified plan that works together to achieve the desired business results. The best people strategies begin with a clear foundation of leadership competencies and organizational values that together define what is valued, what is expected, and what is rewarded. Each component of your people strategy should leverage and reinforce that same foundation:

- **Talent Acquisition** - employment brand, recruiting process & technology, assessment, behavioral interviewing, diversity, onboarding
- **Talent Management** - performance management, 360 degree feedback, talent review, succession planning, career pathing
- **Learning & Development** - leadership development, classroom, e-learning and blended programs, action learning, just-in-time learning & job aids
- **Culture and Engagement** - clearly defined and communicated organizational values and behaviors, employee engagement survey and meaningful action planning, linked rewards & recognition



Have you integrated all the elements of your people strategy to accomplish your core business objectives?

Whether you are an HR professional seeking a thought partner to help you build out your overall integrated people strategy, or an HR specialist in talent management, leadership development or learning focused on defining your strategic plan, or a line leader seeking assistance to elevate the thinking of your organization, Crosby Consulting can help. Seeing the big picture and connecting the dots to ensure your people strategy supports your business strategy is our sweet spot.

People make the difference. Ensure your people strategy is aligned to achieve your business objectives.  
Best regards,

Michelle M. Crosby, Ph.D.

Principal

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***Because People Make the Difference***