

A black and white photograph of a woman in a dark blazer standing by a window, talking on a mobile phone.

CRITICAL TALENT

Creating Sustainable Advantage in
the Competition for Critical Talent



Building on its twenty-five years helping organizations meet their talent challenges, WFD Consulting is bringing the methods and techniques of modern competitive business strategy to identifying, attracting, engaging, and retaining the talent that is critical to business success. Even though organizations may have several segments of critical talent that demand

unique responses—like executives, mid-level high potentials, biomedical engineers, or sales representatives, they typically compete with an undifferentiated, one-size-fits-all talent strategy. WFD helps clients identify their critical talent segments and craft a unique talent strategy that differentiates them from their competitors in each segment.

How WFD Works with Its Clients

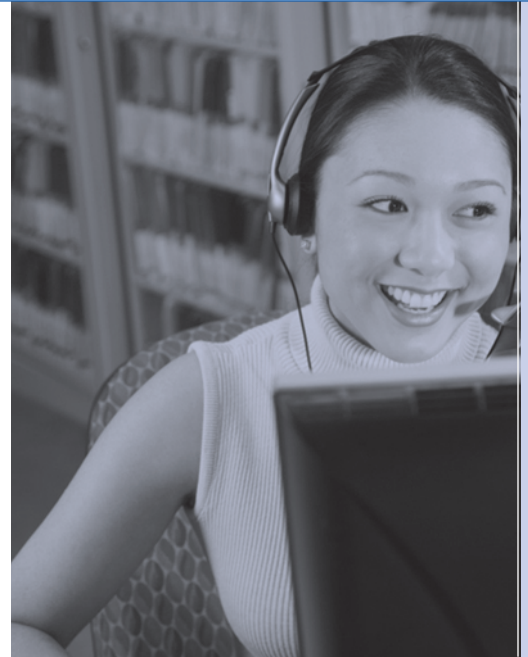
WFD works collaboratively with its clients to guide them through a six-step process to win the competition for talent. Or we can meet our clients at any step they are on.

Step 1	Identify the Talent Segments Critical to Business Success	In collaboration with our client's key business leaders, we review business strategies, goals, and plans to identify and build alignment on segments of its workforce that are and will be critical to business success.
Step 2	Determine Which Critical Talent Segments Are at Risk	To determine the talent segments that are at risk, WFD identifies which critical talent segments have recruiting and turnover challenges, areas of low job satisfaction and poor employee engagement, and other indicators of workforce shortages and underperformance.
Step 3	Understand the Unique Requirements of Each Critical Talent Segment	Gather data on the job requirements and needs of each at risk critical talent segment and benchmark them against WFD's extensive database to understand how our client compares with its talent competitors. Deepen understanding through a carefully facilitated review of the data with our client.
Step 4	Develop a Strategy to Attract, Engage, and Retain Critical Talent in Each Segment	Determine the differentiators that give our client a competitive edge. Reaching across the full repertoire of solutions—whether we offer them or not—WFD builds a talent strategy that differentiates our clients from the competition. All strategies include action plans, metrics, and goals and such elements as: compensation and benefits; diversity, flexibility, work-life, and dependent care policies and programs; branding and communications; training; infrastructure; and systems and process improvements; everything that will help make our clients the employer of choice in their critical talent segments.
Step 5	Implement and Integrate Segment Strategies	WFD implements in the areas in which it possesses exceptional expertise and assists our clients to find world class partners where it doesn't. We can also guide our clients to implement on their own. We then integrate all the critical talent segment strategies into a seamless whole to ensure smooth, efficient business and human resources operations.
Step 6	Review and Improve Talent Strategy and Implementation	WFD designs and guides our clients through a fully-integrated review process to assess progress against plans and goals. Where results are not being achieved, WFD assists its clients to determine root causes and develop corrective action plans.

WHY SELECT WFD?

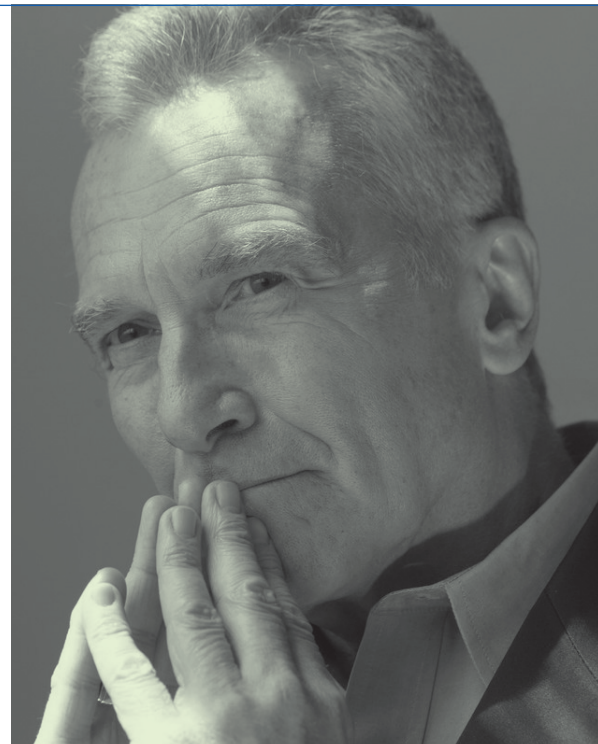
Data Driven Differentiation

- WFD has a long and distinguished history in action-oriented workforce and workplace measurement, including initiative reviews, needs assessments, job satisfaction and employee engagement surveys, benchmarking, evaluation and outcome measurement, and scorecards.
- WFD's comprehensive research on critical talent for the American Business Collaboration gives us the capability to create precise differentiators in each critical talent segment by comparing employee needs and requirements in your organization with employees in competitive organizations.
- Our extensive database allows us to view differentiation by occupation, gender, race, age, education, industry, company size, compensation, flexible work arrangement, and other categories that matter in your workplace.



Sustainability Focus

- We create sustainable competitive advantage for our clients by building unique differentiators that are extremely difficult for competitors to copy.
- We recognize that compensation is typically not sustainable—it is easy to match dollar-for-dollar and ultimately is a continuously escalating game—so we look for other differentiators that are as powerful as money but cost our clients less.
- In survey after survey, work-life integration is identified as a key factor, often the key factor, in recruitment and retention. WFD's leading, innovative solutions in work-life offer a hard-to-imitate challenge to talent competitors.



WFD's DISTINGUISHED CLIENTS (A PARTIAL LIST)

Aetna

Abbott Laboratories

Allstate

American Express

AT&T

Baylor University

BP Amoco

Bristol-Myers Squibb

Citigroup

Corning

Deloitte

Dow Corning

DuPont

Kodak

Eli Lilly

ExxonMobil

Federal Express

Ford

General Electric

GlaxoSmithKline

Hewlett-Packard

IBM

Johnson & Johnson

JPMorgan Chase

Massachusetts
Institute of Technology

Merck

Merrill Lynch

Ohio State University

PricewaterhouseCoopers

Prudential

The St. Paul Companies

Texas Instruments

USAA

Xerox

