

Distribution Human Capital Development

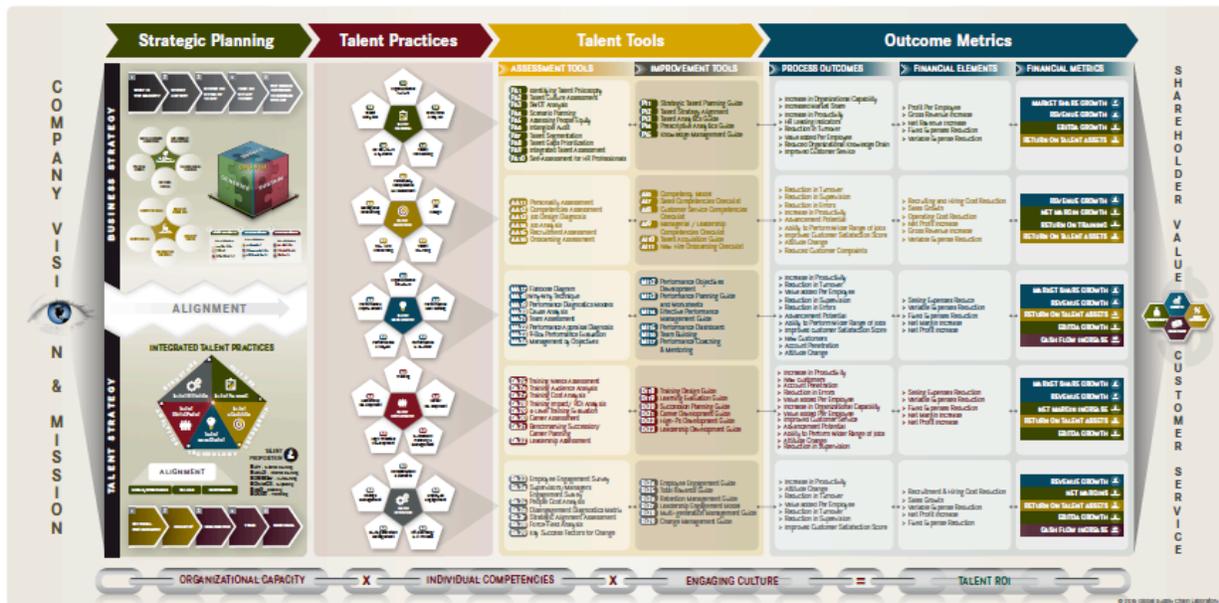
A Pathway to Excellence in Distribution

Course Overview

This program is designed to help distributors develop a competitive advantage through human capital development. Making human capital a competitive advantage for organizations is a long-term process that requires a clear vision, holistic thinking, strategic planning, carefully crafted strategies and multi-party collaborations. The course is based on the Optimizing Human Capital Framework produced as a result of a two-year applied research and extensive fieldwork as a part of the Human Capital Development Consortium, one of the 11 research consortia led by Texas A&M University Global Supply Chain Laboratory. It incorporates results of our collaboration with 18 leading wholesale distribution companies in the United States. The research efforts generated a diverse set of best practices that focus on five key Talent Practices. The results are distilled and packaged into 1.5-day sessions with Talent Assessment and Talent Development tools.

OPTIMIZING HUMAN CAPITAL DEVELOPMENT

A Process Map for Distributors



Who Should Attend

- Senior management responsible for sales, operations and growth.
- Human resource leaders, managers and professionals
- Organization development, training managers and professionals
- Profit center and business development managers

What can you do immediately after the course?

- Create a holistic talent strategy that aligns with your business strategy.
- Evaluate your talent planning and acquisition practices.
- Explore competency based development methods.
- Evaluate proven assessment tools to access your employees.
- Learn best practices in training needs analysis, development and assessment.
- Learn the use and application of Talent Improvement and Development tools
- Understand the connection between talent investments to financial metrics.

Developing talent is business' most important task—the sine qua non of competition in a knowledge economy. – Peter Drucker

Course Outline

The course mainly consists of four key components: Strategic Planning, Talent Practices, Talent Tools, and Outcome Metrics.

Strategic Planning

Strategic Planning addresses multiple ‘*where*’ questions. Where do you want to go as a company? Where do you stand in the marketplace? Where should you start in the talent development process? To answer these three questions requires **Strategic Planning** in two areas: (1) planning for business strategy and then (2) planning for talent strategy. **Talent strategy** defines the ways in which an organization allocates its human resources to accomplish its mission. If the business strategy is a map for a company’s journey, then the talent strategy can be considered the vehicle to take the company from the start to the destination. Therefore, talent strategy must be **aligned** with the business strategy.

Talent Practices

The second core component of the course focuses on **Talent Practices**. It addresses the ‘*what*’ question: what does it take to develop the talent you need? We categorize Talent Practices into five core areas: **Talent Planning, Talent Acquisition, Talent Management, Talent Development, and Talent Retention**, each representing one phase of the talent process.

Within each core area, there are five key sub-areas, which leads to a total of twenty-five talent practices for consideration.

Talent Planning is about assessing your organization's current talent capacity and forecasting future needs. To ensure the effectiveness of talent planning, organizations must engage in five key activities. They are (1) Cultural Assessment, (2) Talent Gap Analysis, (3) Talent Forecasting, (4) HR Structuring & Skilling, and (5) Talent Analytics.

Talent Acquisition is about adding human resources to the organization based on the needs identified through Talent Planning. The five key activities related to talent acquisition are (1) Personality/Competence Assessment, (2) Job Design, (3) Talent Sourcing, (4) New Hire Onboarding, and (5) Managerial Onboarding.

Talent Management is about managing individual performance to achieve optimal business results. This process involves five key activities: (1) Organizational Design, (2) Performance Planning, (3) Performance Analysis, (4) Performance Evaluation, and (5) Performance Improvement.

Talent Development is about bringing out individual potential through learning and development (Figure 6). To accomplish this goal, five key activities need to be implemented: (1) Job Training, (2) Career Development, (3) Succession Planning & Management, (4) High-Potential Development, and (5) Leadership Development.

Talent Retention is engaging and retaining individuals for the organization's long-term sustainability. To do so, you must motivate and incentive employees by (1) providing competitive compensations and benefits programs, (2) adopting effective engagement strategies, (3) having a meaningful off-boarding/exit process in place, (4) managing multi-generational workforce, and (5) managing change.

Talent Tools

The third component of the course addresses the '*how*' question. How are you doing with your talent practices? And, how can you improve your talent practices? To help you answer these two questions, we have identified or developed a number of **Talent Tools** for purposes of assessment and improvement. **Assessment Tools** (39 in total) can be used to examine your company's current status, and to benchmark your talent practices off the 'best practices' we identified from real-life organizations, as well as academic and practitioner literature.

Improvement Tools (29 in total) are our recommendations for strategies that you may use to close the gaps revealed by your assessment results.

Outcome Metrics

The final component of the framework is **Outcome Metrics**. It addresses the ‘*why*’ question: Why do you capitalize on the talent you have? As an old saying goes, what gets measured, gets done. While distributors utilized many metrics to gauge their level of success in sales and operations for a long time, they have rarely used financial metrics to measure their employee development investments. This is largely because talent initiatives are often difficult to quantify due to the nature of the intervention, variability in talent improvements, difficulty of linking employees’ performance improvements to business process improvements (directly or indirectly), and the lack of visible immediate effect on profitability. To help address this issue, our framework included a number of outcome metrics, which we classified into three groups: **Process Outcomes, Financial Elements, and Financial Metrics**.

Course Packet – Tools and materials

What will you receive at the program?	What do you need to bring?
Slides as a course booklet	List of key growth challenges
Talent Toolbox and Action Workbook	List of key Human Resource challenges
Human Capital Development Map	HR metrics that you track at your firm
Certificate	

Course Instructors

Dr. Jia Wang, Dr. Norm Clark and Dr. Bharani Nagarathnam

Course Timings

Day 1: 8:30 am-5:00 pm
Day 2: 8:30 am-12:00 pm