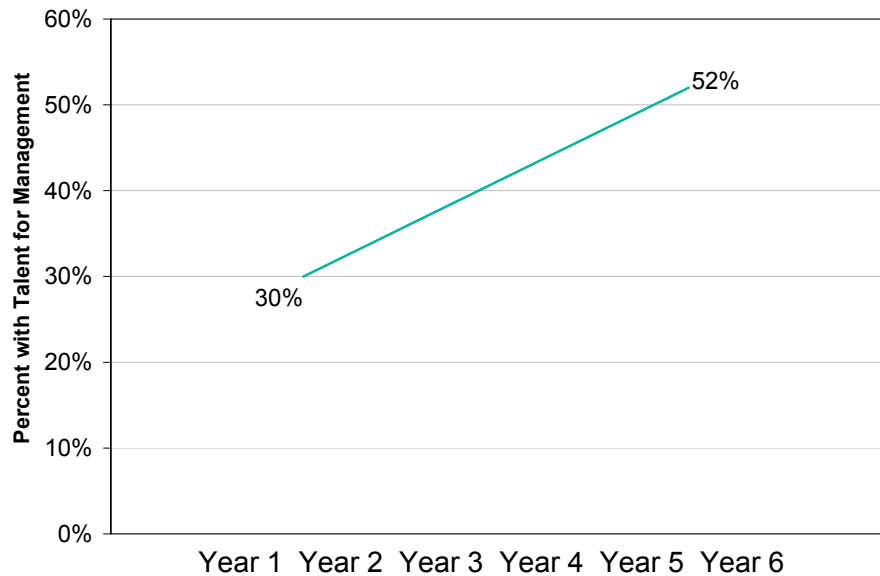


A hospitality client wanted to increase its pipeline of talent for future management positions. This client realized that having an understanding of a company's culture and environment enables an employee to advance more quickly within an organization.

Advancing talented employees from within, as opposed to looking outside an organization for management talent, also conserves training and recruitment dollars. In his book "Good to Great," Jim Collins tells the story of former Wells Fargo CEO Dick Cooley and his understanding of succession planning: *"Cooley foresaw that the banking industry would eventually undergo wrenching change, but he did not pretend to know what form that change would take. So instead of mapping out a strategy for change, he and chairman Ernie Arbuckle focused on 'injecting an endless stream of talent' directly into the veins of the company. They hired outstanding people whenever and wherever they found them, often without any specific job in mind. 'That's how you build the future,' he said. 'If I'm not smart enough to see the changes that are coming, they will. And they'll be flexible enough to deal with them.'"*

INCREASING THE TALENT POOL

When Talent Plus began working with this hospitality client, less than 30 percent of their service employees demonstrated talent that would enable them to be considered for management. In using Talent Plus' Quality Selection Process[®] (QSP[®]) over six years, their talent pool has increased. Today, among their service staff, 52 percent demonstrate an aptitude for management.



Being able to promote talent from within decreases the time and money a company spends in training and recruiting. Moreover, the morale this promotion from within provides is positive for any culture. Finally, the increase in ROI this represents is immeasurable.