

ASSESS360

The Five Stages of Talent Strategy Maturity

Using an Informed Strategy to Cultivate Effective and Long-Term Culture Change



The Five Stages of Talent Strategy Maturity

Where is your organization in your journey to reach effective and long-term progress on DEI talent objectives?

Consistently using a maturity model can allow you to continuously and carefully map where you are and where you need to go. Regardless of which stage you are in, knowing where you are in your DEI maturity can help you focus and streamline your plan forward. Even if you are at a more advanced stage of maturity, true DEI commitment necessitates constant reassessment as the world, your organization, and the employee experience all inevitably grow and change.

Seramount experts have developed an effective **Talent Strategy DEI Maturity Model** that we successfully leverage with partners to help them understand where they are and where and how they need to move to strategically advance their DEI talent objectives to improve their employees' experiences. We have identified five stages of maturity that rest under two strategic approaches: selective strategy and informed strategy.

Seramount's Talent Strategy DEI Maturity Model

Selective Strategy

Reactively offering DEI programs and initiatives without developing an informed strategy to drive meaningful change

- · Stage 1: Risk-Driven
- Stage 2: Initiative-Driven

Informed Strategy

Proactively targeting efforts to meaningfully enhance employees' experience and well-being through known drivers

- Stage 3: Strategic Objectives-Led
- · Stage 4: Leadership-Led
- · Stage 5: Culturally Embedded

Client Success Story

A Multi-Billion Dollar Finance Company Moves From Selective to Informed Strategy

- Challenge: The company hired a new CDO, and in preliminary strategy conversations with senior leadership, it became clear that the organization was operating under the use of a selective strategy. Initiatives were reactionary and senior leadership believed that the firm should focus solely on increasing representation of historically excluded talent. The CDO was deeply concerned this was not the right strategic path forward based on previous experience as well as preliminary conversations with HET groups where they shared disengagement and low levels of satisfaction.
- Solution: Our Assess360 strategy included 31 stakeholder interviews, followed by 14 Employee Voice SessionsSM (EVS) with more than 260 participants. The EVS allowed for employees to communicate the drivers behind their low levels of engagement and satisfaction in a safe space. The information gathered painted a detailed picture of the company culture for senior leaders and led to the launch of a formal, Seramount-run sponsorship program to ensure that all top talent was nurtured and developed.
- Impact: With guidance from Seramount, a new DEI strategy was created that was championed by senior leadership. One key pillar in the strategic results achieved was through a targeted sponsorship program that resulted in a 30% increase in retention. One hundred percent of the cohorts reported that they had more clarity and positivity about career development leading to the identification and development of people of color and women for leadership positions.

The Five Stages of Talent Strategy Maturity

Most organizations do not have the data needed to make it past stage two

STAGE OF MATURITY

SELECTIVE STRATEGY

1. Risk-Driver

Efforts meet the minimal requirements to be legally compliant.

What You Experience: Legal has a heavy hand in all DEI initiatives, as all efforts are driven by (a) resolving existing complaints, (b) fear of future complains, and/or (c) public disclosure requirements.

2. Initiative-Driven

Programmatic solutions or initiatives rise from immediate or perceived need either among leaders or employee groups.

What You Experience: DEI initiatives occur ad hoc reacting to (a) requests from senior leaders with passion projects, (b) demands from a collection of employees, and/or (c) impact from an external sociopolitical demand or movement

INFORMED STRATEGY

3. Strategic Objectives-Led

DEI programs and solutions are strategically focused on making progress on a defined set of known drivers of employee success.

What You Do: Formally listen to your employees, analyze employee listening data to learn their employee experience, choose which employee metrics you want to action on, and create your evidence-based action plan.

What You Observe: Employees feel heard and like valuable stakeholders, DEI programming has impact on the employee experience, and DEI council has metric-driven goals.

4. Leadership-Led

Aligned leaders drive progress on a defined set of known drivers of employee success in coordination with DEI programming.

What You Do: Strategically distribute your evidence-based action plan to all *organizational leaders* and engage them in strategy activation for them to (a) understand the leading indicators for change and (b) understand their unique role in creating and sustaining progress.

What You Observe: All leaders are aligned in solving the same problem and following the same evidence-based action plan; the CDO and corresponding team no longer own 100% of DEI talent strategy work but rather advise on all leaders' DEI work.

5. Culturally Embedded

The organization's systems and culture (values, attitudes, and beliefs) create an inclusive and equitable work environment for all.

What You Do: Strategically distribute your evidence-based action plan to the *entire organization* and engage them in strategy activation for them to (a) understand the leading indicators for change, (b) understand their unique role in creating and sustaining progress, and (c) understand the accountability mechanisms for sustaining progress. Strategically engage in continual year-over-year employee listening to inform evidence-based plans

What You Observe: Role of the CDO and corresponding team shifts dramatically to exclusively provide strategic guidance to doers across the entire organization and support continual, progressive year-over-year listening efforts

How Seramount Can Help

Solutions to Help You Create an Inclusive and Engaging Employee Experience

Capture unparalleled and unfiltered insight into the perceptions of your workforce to identify levers for building a culture of trust and transparency.

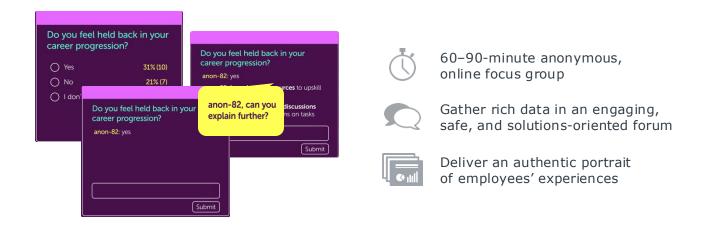
Translating Employee Data Into an Action Plan

Assess360 is a three-part solution to sustain culture change. An expert consultant focuses on tactical logistics and data analysis, extending the capabilities of HR and Talent teams throughout a multi-year journey.



What is an Employee Voice Session?

To Uncover Frequently Missed Talent Intelligence—Listen Differently



"Holding one Employee Voice Session is **like conducting sixty one-on-one interviews at once**. I've never seen another tool that can gather employee insights in such an engaging way."

-Chief Culture Officer, Global Insurance Company



Learn more

about how Seramount can help your organization seramount.com/contact-us

About Seramount

Seramount is a strategic professional services and research firm dedicated to supporting high-performing, inclusive workplaces. Over four decades, we've established a strong, data-driven understanding of the employee experience, which lays the groundwork for everything we do. Seramount partners with over 600 of the world's most influential companies, large and small, to offer pragmatic solutions including best practice DEI research, workplace assessment, employee learning and development, and talent sourcing. These offerings empower organizations to navigate a dynamic corporate environment and to cultivate a resilient, connected workforce that achieves extraordinary outcomes.

