

High-potential employees are increasingly disengaged

A survey by the Corporate Executive Board (CEB), a leading research and advisory services company, found that high-potential employees are increasingly disengaged and seeking new career opportunities. Some 25 per cent plan to leave their current employers in the next year compared to 10 per cent in 2006. About one in five (21 per cent) identify themselves as 'highly disengaged' a three-fold increase since 2007.

This report forms part of wider employee engagement research by the CEB's Corporate Leadership Council analyzing data from 50 000 employees on issues such as how they view their employers, how they are managed, and how they react to current economic circumstances. High-potential employees were identified as such by their respective employers. The report concludes that businesses should place greater emphasis on leadership succession planning to secure their future position.

The ongoing research also found that nearly 40 per cent of internal job moves made by 20 000 high-potential employees in more than 100 global organisations prove not to be successful. Researchers conclude that companies need to review their talent management programs to ensure the development and retention of their best employees during the economic recovery.

The report suggests six strategies by which companies can identify, re-engage, and effectively manage their most talented employees:

- Stimulate Without stimulating work, recognition and development opportunities, potential leaders can quickly become disengaged
- Test Explicitly test job candidates for ability, engagement, and aspiration to assess suitability for career progression
- Manage Manage high-potential employees at corporate level to avoid limiting access to opportunities and hoarding of talent by line managers
- Challenge Place talented employees in positions where new capabilities are demanded
- Recognize Offer higher compensation and recognition to improve engagement
- Engage Involve high-potential employees in strategic planning and emphasise their role in future success

Conrad Schmidt, executive director and chief research officer said:



"Organizations are at a real risk of losing their most talented employees as disengagement levels increase, the economy recovers, and the labor market warms up. It is paramount that companies act now, not only to re-engage and retain high potential employees, but to re-evaluate and shore up their succession plans and preserve leadership development within their organizations."

Cost of disengagement

A decade ago, a Gallup study indicated that "actively disengaged" employees - workers who are fundamentally disconnected from their jobs - were costing the U.S. economy between \$292 billion and \$355 billion a year.

These estimates were based on Gallup's "Q12" employee engagement survey of the U.S. workforce, which calculated that 24.7 million workers (19%) were actively disengaged. The survey, running since 1999 found that actively disengaged workers were absent from work 3.5 more days a year than other workers - or 86.5 million days in all.

Gallup research consistently showed a tendency for actively disengaged workers to be (in comparison with colleagues):

- significantly less productive
- report being less loyal to their companies
- less satisfied with their personal lives
- more stressed and insecure about their work

The Q12 survey took its name from 12 core questions (see below) that Gallup asked employees at its clients' work units. The results allowed Gallup clients to see and understand links between levels of employee engagement and productivity, growth and profitability. **Contd. on Page 03**

Emotional Intelligence and Job Satisfaction

September 20 2010 - Research from the University of Haifa found that employees with high levels of emotional intelligence are more dedicated and satisfied at work. The study surveyed 809 employees and managers in two public sector organisations and two private companies,

examining the influence of emotional intelligence on factors such as organizational politics, work attitudes, formal and informal behavior, feelings of justice, and burnout.

The study found that employees with high levels of emotional intelligence tended to rate the level of justice within their organizations as higher than their peers. They tended to be more satisfied with their jobs and more committed to their organizations. Factors such as burnout, intention to leave or negligent behavior were less prevalent. Employees with higher levels of emotional intelligence also perceived the impact of organizational politics as less severe and demonstrated better coping skills, using less aggressive forms of persuasion to influence supervisors.



Researcher Dr. Galit Meisler concluded:

"This study has



shown that employees with a higher level of emotional intelligence are assets to their organization. I believe it will not be long before emotional intelligence is incorporated in employee screening and training processes and in employee assessment and promotion decisions."

Job Satisfaction Survey

A 2008 survey by The Segal Company, a New York-based compensation, benefits and HR consultancy found that state and local public sector workers under age 40 focused more on career (job security, opportunities, training) than their older colleagues and were also more likely to actively look for work elsewhere.

Elliot Susseles, senior vice president of the Segal Company, said:

Both age groups had similar concerns about pay and benefits but, as has been traditional for government employees, pay remains less important than benefits for all workers, regardless of age. Nevertheless, satisfaction levels for pay and career were low for both age groups. Segal consider that these findings reflect the challenge of attracting and keeping new talent in state and local public service.

"The study found that the biggest

Integrating HR Technology

October 2 2010 - HR Technology is a major growth market with increasingly sophisticated HR information systems (HRIS), HR management systems (HRMS), applicant tracking software and other IT products become available. Web-based HRIS is fast becoming a basic element of people management. Large corporations use HRIS extensively and more and more providers are addressing the potential of web-based HRMS solutions for medium and smaller businesses.

The 13th Annual HR Technology® Conference and Expo that took place in Chicago from September 29 to October 1 2010 saw a number of new and award-winning products on show. Among this year's developments is Aquire InSight, selected by Human Resource Executive magazine as one of its 2010 Top HR Products.

Developed by workforce planning and analytics specialists Aquire, it is aimed to fill a void in the business analytics marketplace. It is claimed to improve HR planning decisions by delivering workforce analytics related to talent management initiatives and workforce trends directly to top managers. Aquire hosts a secure reporting engine enabling users to provide managers with access to workforce-performance metrics specific to their particular departments. The deal includes dedicated access to a certified workforce analyst, who can hypoth-

esis test business drivers and link workforce trends to business trends.

Aquire InSight can integrate information from HRIS and talent management systems, presenting disparate data in a comprehensive format directly to decision makers when they need it. The Talent Pipeline shows the movement of talent throughout the organization and can focus on each individual manager's staff development results. Aquire InSight also lets users match business events with workforce trends on a timeline.

Meanwhile, HumanConcepts has launched Workforce Monitor™ described as an intuitive, analytical dashboard that allows managers to analyze their organization based on measures such as organizational unit, headcount or span of control and dimensions including age, gender, tenure, salary and ethnic origin. As an example, users can look at the overall headcount of the organization and then analyze this by department to identify units which are out of alignment. The system can provide a visual representation of headcounts across departments, by ethnic origin, by salary ranges, and a host of other dimensions.

In a survey of 200 global enterprises and medium-sized businesses, SumTotal® Systems conclude that integrating 'talent functions' within one software platform can eliminate the need for separate data silos and make cross-functional reporting easier. This allows significant benefits as organizations can obtain more holistic views of workforce productivity and growth potential without time-consuming manual abstraction and collation of information. They identified the top five HR benefits of integration as:

- Reduced voluntary turnover
 - Higher workforce productivity
 - Better workforce alignment to overall business strategy
 - Improved internal talent mobility
 - Faster on-boarding (time-to-productivity)
- SumTotal also looked at fifteen possible HR process integrations and concluded that the top five were:
- Employee Development & Succession Planning: Enable employee development planning for future roles
 - Employee Development & Learning Management: Enable employee development plans to be executed via learning and training



Learning Management & Performance Management: Enable learning and training activities as a key component of goal completion

■ Reporting & Core HR: Enable a single, centralized reporting repository across all HR functions

■ Performance Management & Compensation Management: Enable merit-based pay-for-performance

Christopher Faust, vice president of global marketing at SumTotal Systems, said:

and technologies to facilitate real-time business intelligence for improved decision making is a critical priority for HR leaders today. More and more global enterprises are experiencing firsthand the business benefits that a single, complete talent platform can deliver. Our research continues to validate the top strategies that drive tangible business value which help organizations to accelerate their growth, retain their top performers, and improve overall workforce productivity."

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