

Culture of organization significantly impacted by integration of gender diverse leadership bench.

REDESIGNING THE GENDER DIVERSITY SCALE

CLIENT SNAPSHOT

Global Technology Services Organization

CHALLENGE SNAPSHOT

- Extremely unbalanced leadership gender diversity
- Organization-wide resistance to external leadership hiring
- Hiring Manager education of attracting passive candidates
- Lack of distinct leadership onboarding program

RESULTS SNAPSHOT

- Increased gender diverse candidates presented from 15% to 32%, globally
- Increased gender diverse candidates presented from under 15% to 53%
- Client maintained ownership of all data and research for future pipeline needs
- Decreased Cost of Hire by over \$7,000 from Phase 1 to the conclusion of Phase 3
- Candidates spent on average of 51 days in process
- On average, 4 candidates were interviewed for each role before hiring decision made
- Increased buy-in from 3 business units to 7 participating and increased roles open per year by 30%+

In the Spring of 2010, a multinational technology services organization conducted a company-wide assessment on the diversity and gender breakdowns throughout their sales organization. The results of this survey brought to light glaring inefficiencies within the corporate culture and the lack of diversity in promoted leadership. Past aggressive “hire to fill” efforts had left the leadership bench significantly unbalanced with gender diverse employees. After determining the talent needed could not be found within the organization, the company came to Webber Kerr with the need to create an Executive Talent Sourcing program to integrate an external gender leadership talent pipeline and candidate pool across the US and Canada.

SOLUTIONS

Webber Kerr inherently changed the way this company hires sales leadership talent. A deep understanding of the culture and style of the sales organization was required in order to refocus past efforts. One of the first and most challenging portions of the proposed model was gaining full buy-in and support with multi-tiered hiring teams across all business units. For many years, the company had fully engaged a “promote leadership from within” model in an extremely male dominated industry. The proposed executive sourcing prototype would require all hiring managers to be wholly committed in order to attract the high level, high potential gender diverse talent needed. Through a series of strategy and discovery meetings with the client’s internal HR and Staffing teams, an education model was launched organization wide. And with a high-touch model within the hiring, staffing, and HR teams and true trial and error, the process was streamlined, optimized, and continuously improved upon week after week.

- Complied deep research on competitors and “like-minded” organization as target companies
- Data analysis on gender diverse sourcing methods and candidate pipelining
- Developed extensive onboarding process for new hires into the program
- Created hiring team “passive candidate” education and launch programs
- Established internal WK sourcing model and data organization
- Established transparent, on-demand strategy and process review with client HR and Staffing
- Built organization-wide confidence and buy-in of program and sourcing model
- Created candidate and hiring manager satisfaction surveys

RESULTS

After concluding the 3rd Phase (year) of the program, Webber Kerr has distinctly impacted the diversity of this sales organization from the leadership level and beyond. Through 3 successful phases and implementation of the sourcing model, the executive sourcing program has gone from strong resistance to a highly sought after program and model by hiring teams. After the placement of over 35 external leaders in 3 years, Webber Kerr has increased organizational buy-in from 3 business units to 7 participating in the program and increased the roles open per year by over 30%. Confidence in the executive talent model and WK’s ability to fully immerse themselves in the culture of the organization has led to a strong partnership, a decrease in cost of hire by over \$7,000 and has remarkably changed the methods in which this client acquires leadership talent.

“Webber Kerr has been instrumental in opening up the perspective and vision of our sales leadership program. Blending the talent sourcing model and guidance provided by WK in a partnership with our own internal leadership programs, has significantly impacted the culture of our business”
– VP, Human Resources