



COMMUNICATING BIG IDEAS IN SMALL MESSAGES

SCENARIO 2 – TALENT MANAGEMENT

Your organisation's annual performance review cycle has just been completed. The Senior Leadership team are keen to understand how the workforce has performed, especially at a departmental level and are looking for an analysis that compares the different departments within the business. In addition, you have been tasked with recommending where you believe a target-based bonus system may have the greatest impact. You have collated the following data:

Department	FTE	Exceeds	Maintains	Under
Sales	15	4	11	1
Cust. Services	8	1	3	4
Marketing	2	0	2	0
Manufacturing	35	2	23	10

FTE: Full-time employees

Exceeds – Exceeds expectations is highest rating for those who are high performers

Maintains – Regularly hits set targets

Under – Under-performing employees, who do not reach set targets.

Each department has different targets that the employees are judged against in within the annual review cycle.

The basis of these targets are:

Sales – Total value of sales per week.

Customer services – Average call handling times and value of upselling completed

Marketing – Customer retention and repetition and increasing website traffic.

Manufacturing – Number of completed on time builds per month and less than 1 manufacturing defect per month.

ADDITIONAL CONSIDERATIONS

- Customer services agents only take incoming calls from customers.
- Sales agents are in control of their workflow and gain an uncapped 2% commission from each sale they complete.
- Manufacturing is a 'just-in-time' process, meaning products are built to order.
- The Leadership Team constantly praise the Sales team for

You are required to present your findings and recommendations to your organisation's board who have given you a 5-minute slot at their next meeting. The board members have a notorious reputation for disliking presentations purely based on numbers and charts.