



Industry Case Studies

Retail Industry Leadership Development

Challenge: A worldwide leader in sportswear manufacturing contacted Hogan to design a talent management program. They did not have a system in place to quantitatively and qualitatively identify and evaluate potential leaders. With five regional divisions managed locally through a centralized reporting structure, the client sought to implement a global talent-management system capable of identifying suitable internal candidates for leadership openings across the company. They needed a system to assess internal talent, compare results against position opening requirements, and facilitate leadership development programs.

Solution: Hogan designed, developed, and implemented a global talent management process and system to meet the needs of the client.

First, Hogan used the HPI to create “benchmarks” of successful leaders across each operational division. Specifically, benchmarks were created for the Head of Function and the Head of Division for Sales, Marketing, Operations, Finance, and Human Resources.

Next, Hogan created a training and experience questionnaire (TREX) to collect bio-data items such as tenure, number of direct reports, willingness to re-locate, and language capabilities.

Finally, Hogan solicited input, across the enterprise, from key leaders as to the qualities and experiences needed for progressing to the next level in the organization.

This resulted in a cumulative fit rating based on assessment, job performance, and experiential data, delivered in 14 languages worldwide. They could filter through their talent pool and identify individuals, regardless of their current location, that match the benchmark for any given leadership role.

The ratings provided on each individual include, “Ready Now,” “Ready With Development,” and “Ready But Challenging.” The system sends tailored developmental reports to the participant, their current manager and an Organizational Development (OD) consultant. Hogan certified numerous internal OD consultants who work with program participants to increase not only their strategic self-awareness, but also to create and manage an individual development plan.

Result: After 2 years, the client continues to use the new talent management system and recently expanded the benchmarks to include additional job families within each business unit. Qualitative reports for senior leaders indicate that the assessment, experience, and subsequent interview process is meeting the goals outlined by the initiative. Further, the program helped increase the retention rate of identified talent.