



# MOBILIZATION: One of the keys to retaining talent and enhancing your company's performance

## Retaining and mobilising talent A business priority

Nowadays, mobilizing and retaining talent is one of the highest corporate priorities.

### Retaining... a demographic issue

**D**emographic issues, the fight for good talent and the lack of high-potential candidates, mean that companies are paying particular attention not just to recruiting but to retaining talent as well. Mobilization represents a major challenge in talent retention.

Most companies have become aware of these issues and have implemented action plans and tools that take the expectations of talent into account and ensure their loyalty: integration programs, performance review, succession plans, work-climate, satisfaction and compensation surveys are all indispensable management tools and levers of course, but they do not guarantee mobilization, the key factor in talent retention.

### Mobilization... a performance catalyst

**I**n an ever-increasing race to higher performance, and in a world of continually rising competitive pressures, resource mobilization is still an underexploited lever because it is poorly understood.

A mobilized company is able to capture its collaborators' positive energy and generate superior performance.

The correlation between mobilization and organizational performance has been amply proven. Mobilization has an immediate effect on a company's revenue growth, cost optimization and profit increase.

## CORRELATION BETWEEN MOBILIZATION & PERFORMANCE

2004 - CLC	Mobilized employees perform 20% above demobilized ones. The only issue: Mobilized employees represent only 28% of the personnel!
2004 - Bates (Study on Sales Forces)	Performance gap is 25% between mobilized and demobilized employees and 98% between very mobilized and very demobilized ones!
2005 - SECOR (Study on retailers)	The most mobilized 12 stores have also the strongest sales growth rate and the best margin per square foot!

*You can determine your internal mobilization index and identify the conditions needed to mobilize your talent by using the OMI (Organizational Mobilization Index)*

## SECOR is convinced that there is no such thing as mobilization by decree

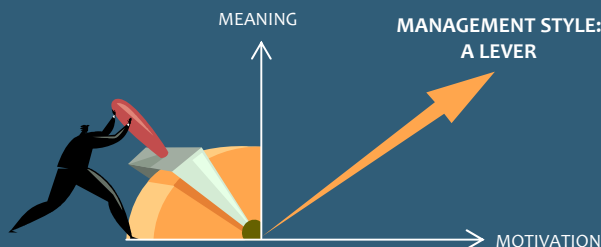
**F**or SECOR, mobilization is not established by decree ... it develops when conditions are right:

- > The meaning that people find in their work based on their knowledge of the strategy, the alignment of the objectives and the feeling of giving priority to the client, the client being the company's source of revenue,
- > The creation of a motivating work climate by empowering and recognizing employees,
- > A management style that provides meaning and creates a climate favourable to motivation.

That is why SECOR developed the OMI tool that it has been using for several years: this is a tool and a methodology that helps companies measure the mobilization levels and determine what conditions are needed to develop mobilization within the company.

The OMI enables companies to implement action plans specifically designed to foster the emergence of conditions lacking yet needed to improve mobilization levels among the personnel.

## THE MOBILIZATION EQUATION



# MOBILIZATION

# Since 1998, thanks to the OMI tool, SECOR has been measuring mobilization and coaching its clients on their action plans

## What is the OMI?

**S**ECOR developed both the tool and the methodology based on research on mobilization.

It has been established that mobilization is a function of meaning, motivation and managerial capacities. The OMI looks at these elements and measures them along four dimensions: Strategic alignment, Client vision, Empowerment and Regard, each of which breaks down into two or three components (see figure below).

The OMI is a management tool that serves to:

- > Identify the level of mobilization throughout the four dimensions
- > Measure this level of mobilization for different personnel categories: employees, professionals, technicians, etc.
- > Measure how the relationship with external clients influences the level of mobilization
- > Identify the constraints and the opportunities that influence personnel mobilization
- > Compare your organization with a benchmark group
- > Act

## The OMI is a proven tool that guarantees reliable, quality results

**T**he tool is statistically proven and has been administered to many companies and to more than 100,000 respondents.

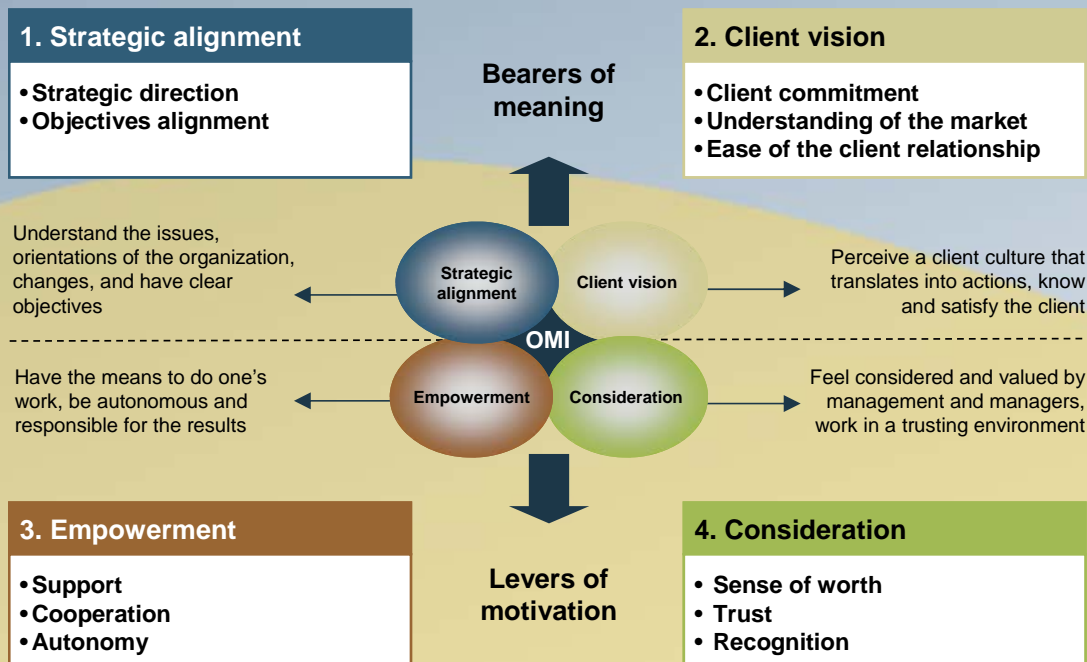
Questions:

- > Articulating the question: make it clear and concise
- > Standardize terminology (e.g. "my unit", "top management")
- > Customized questionnaire (e.g. "L'Oréal", instead of "my company")
- > Two questionnaires, each with its own wording:  
*Manager: what I think the personnel thinks*  
*The personnel: what I think*

The results are interpreted as a mirror effect: are the managers really aware of the situation?

Presentation and assembly:

- > Clear instructions on the first page
- > Randomly placed questions to avoid a "halo" effect (questions are not grouped by theme)
- > Each component has 3 questions or more to guarantee a valid statistical analysis
- > The questionnaire is short and has a maximum of 60 questions

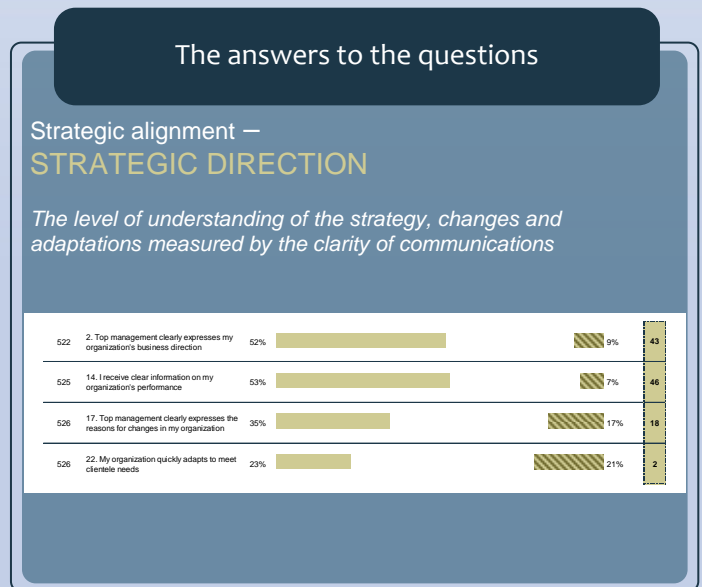
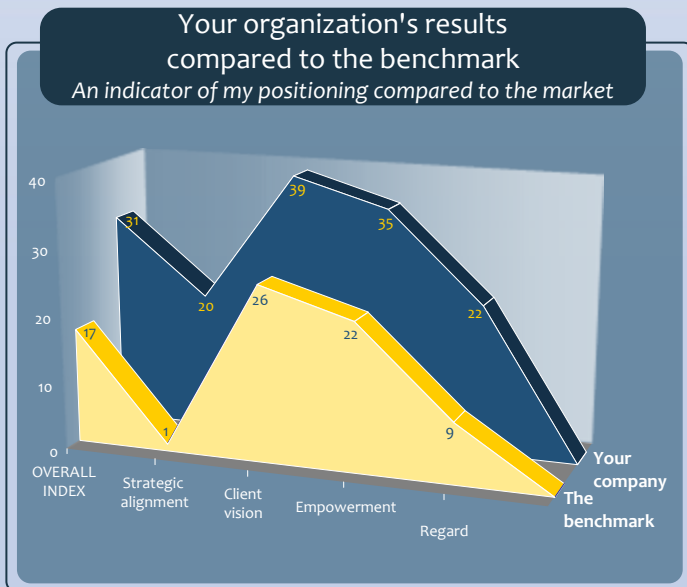
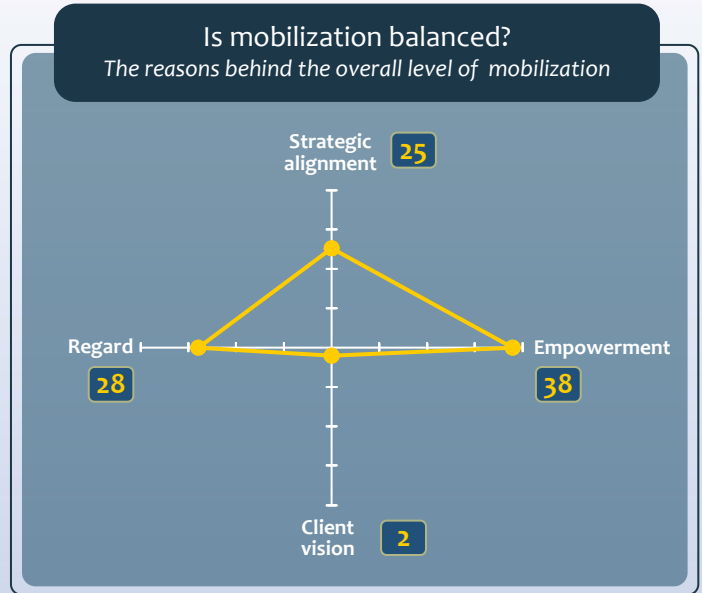
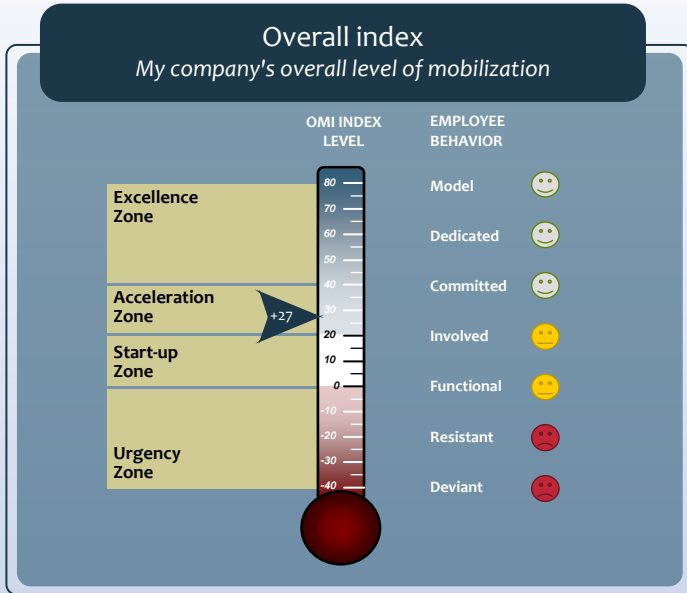


As participants, you have access to reports allowing you to see your overall level of mobilization, the reasons behind it, how you are positioned with respect to the market, etc.

## The deliverables

- > A customized summary report
- > A presentation of the overall results
- > Your positioning with respect to the market
- > Each organization receives a detailed report. Complementary analyses of the results can be provided upon request

## Excerpts from the report provided to participating organizations

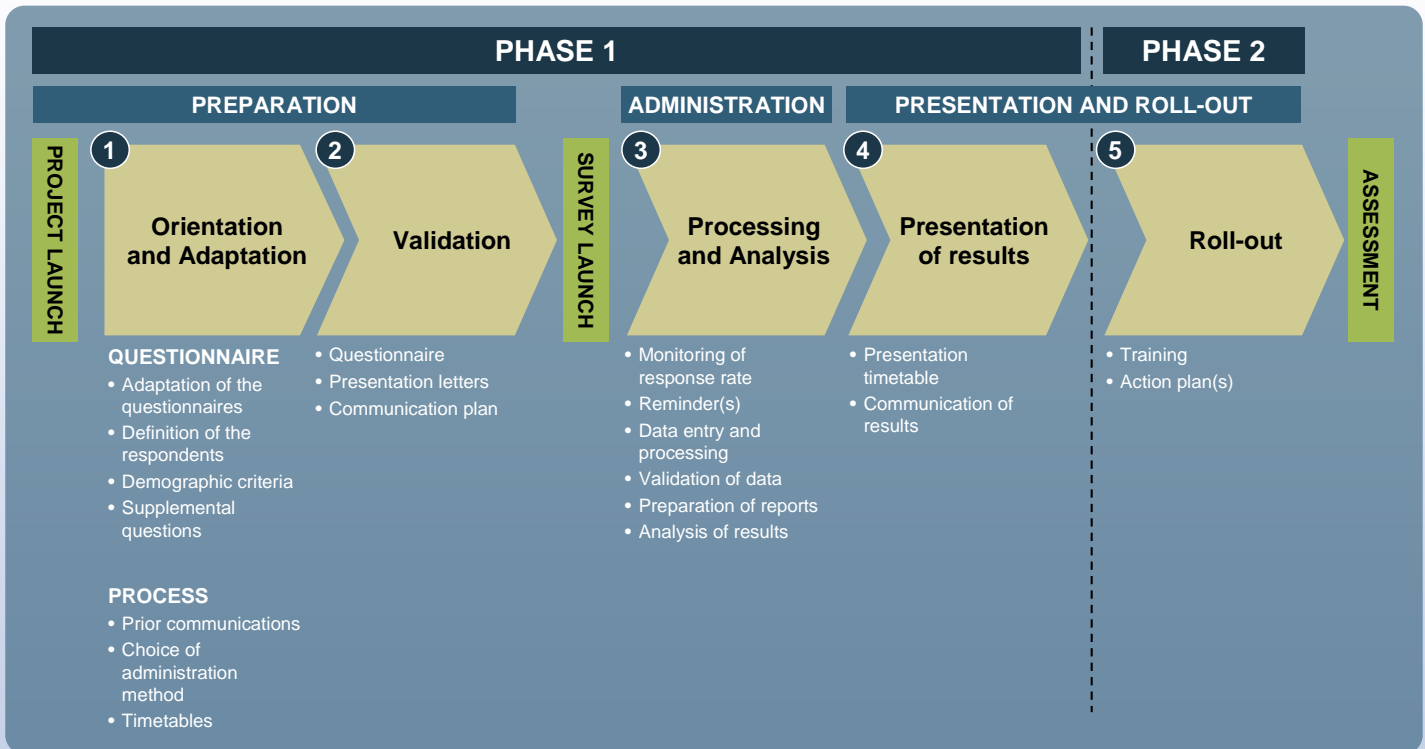


## Other data found in the report

- > The barometer, an advanced indicator of the climate
- > The results by component (Strategic direction, Objectives alignment, Client vision, etc.)
- > A recap leading to an initial diagnosis
- > Results by category (managers, employees, etc.)
- > Results by group
- > Results by age
- > Results by seniority
- > Results by gender
- > Results by component by department

# Multiple benefits both in terms of organizational performance and talent retention: measure and compare to understand and act

## A structured process Continuous coaching



### Benefits to you

- > Measure your capacity to mobilize your personnel
- > Identify priorities and actions to implement to create conditions conducive to high mobilization levels
- > Compare your practices to other companies of your size and/or that are established in your market
- > Have a tool that can improve your performance and your capacity to retain talent
- > Use the survey to get your HR network focused on your issues

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SECOR, with more than 100 consultants, and offices in Montreal, Quebec, Paris, New York and Toronto is the largest independent consulting firm in Canada. Founded in 1975, SECOR has more than 30 years of experience in providing strategic and managerial support to large corporations.



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