

TALENT DECISION-MAKING SIMULATION

# MERCER TALENT GAME AND STRATEGIC TALENT MANAGEMENT WORKSHOP

IMPROVE PEOPLE MANAGERS' CAPABILITIES FOR TALENT DECISION-MAKING  
IN JUST ONE DAY TO REAP LONG-TERM BUSINESS VALUE



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# TALENT

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TALENT IS A KEY DRIVER  
OF ECONOMIC GROWTH AND A  
CRITICAL SOURCE OF COMPETITIVE  
ADVANTAGE — YET MAKING EFFECTIVE  
PEOPLE DECISIONS REMAINS A  
CHALLENGE FOR EMPLOYERS.

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# TALENT MANAGEMENT IS NO GAME.

Make the wrong decisions regarding critical talent — such as whom to hire, coach, develop, and award performance bonuses — and the implications will be felt for years to come. Make consistently sound choices that align with your business goals and discover the competitive advantage your talent assets can yield.

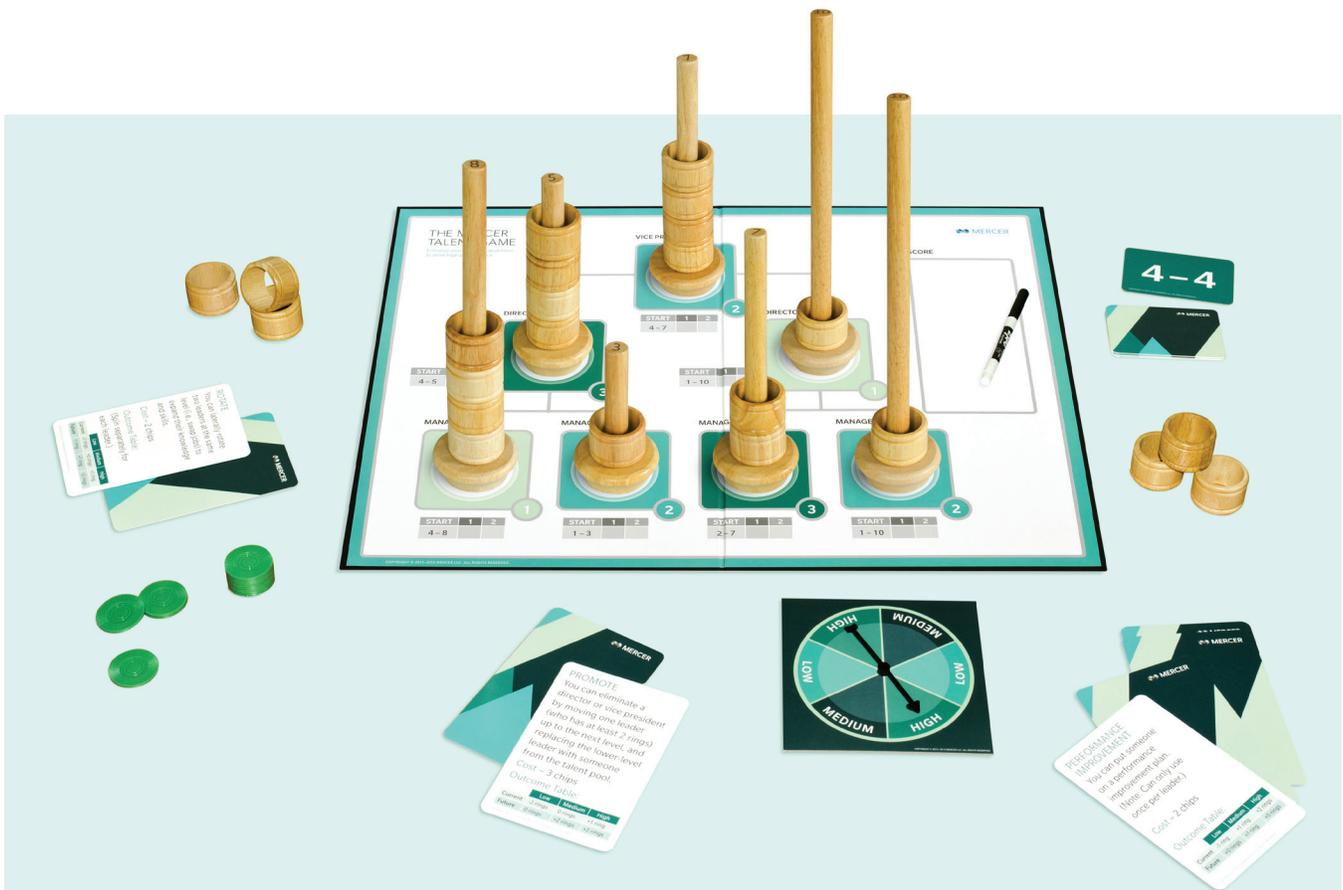
Organizations know this and have focused on developing the decision-making skills of senior leaders. But what about the people managers — those making instinctive decisions about critical talent each day? These front-line leaders, to whom a large percentage of the workforce report, are often trained on talent management *process* but rarely on effective decision-making.

# THE TALENT TO WIN

Mercer's Talent Game is a new, time-sensitive, and cost-effective program to help managers increase their skills in making effective people decisions that can enhance business success.

Mercer's Talent Game introduces a new element to talent training — fun! Small groups of people managers engage in a board game with realistic choices and consequences. HR business partners witness training rooms that come alive with fast-paced action, fun-spirited competition, teamwork, laughter, camaraderie, and, most importantly, hands-on planning and peer coaching for immediate application.

The result? People managers walk away with an understanding of the potential consequences of their talent decisions and begin to create an organizational culture in which talent is managed with the same rigor and discipline as other critical business assets.



## HOW TO PLAY: A GAME OF ASSET BUILDING

**Tools:** Each team makes talent decisions on its own board, a pictorial depiction of a company's organization chart and its critical roles. Seven fictitious executives, each with a starting spot on that board, are characterized by game pieces that depict their current capability and future potential.

**Getting Started:** Under the direction of a Mercer facilitator (or the organization's Mercer-trained facilitator), teams begin with the same fictional executives, available talent interventions, and budgets. Over the course of the game, team decisions, unforeseen variables (real-world situations), and risks result in different outcomes.

**Types of Decisions:** Team members work together to assess the criticality of each role and make decisions, such as which investments have the biggest pay-off and for whom, and whether to build or buy talent. Unexpected events, which also leave team members weighing consequences and risks, are built into the simulation, such as to what degree the team should compete for a competitor's key talent.

**Objective:** The winner is the team with the highest board score, which is based on a calculation factoring in the current level of performance of a high-potential employee in a critical role.

## STRATEGIC TALENT MANAGEMENT WORKSHOP

This fast-paced board game is followed by a facilitated workshop to develop the teams' strategic thinking about talent. Teams share their insights as a result of playing the game and participants translate learnings into their actual situations by creating a plan to enhance their real-life team's value to the organization.

Plans are shared and discussed in small groups for reinforced learning and, ultimately, lasting impact.

### WHAT PARTICIPANTS ARE SAYING

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*"This session gave me a new tool set to review my organization which I am currently in the process of doing. I intend to use what I've learned to ensure my decisions are strategic and long-term."*

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*"The board game really brought some things to light and was fun to do."*

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*"Very interesting tool to understand your team's potential and development needs better."*

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*"Good simulation exercise to help us think more about our individual teams."*

### WHAT HR IS SAYING

*"The Talent Game is a very innovative, stimulating and fun way to teach people managers about being strategic talent leaders. We were amazed by how the Talent Game helped our people managers go from intellectualizing talent strategies to truly internalizing and integrating talent decisions when we started to operationalize the Talent Game into our normal talent reviews."*

### LET THE GAMES BEGIN!

For additional information about Mercer's Talent Game and Strategic Management Workshop, please contact:

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