

## What's Keeping You Up at Night?

September 21, 2010

*Insights* recently spoke with BPI group's Organization Effectiveness and Talent Management Practice to learn more about what's on the minds of business leaders and HR professionals these days.

With the addition of the ten-person strong team from the former Capital H Group in late 2009, BPI group added extensive capabilities in organizational effectiveness and learning in all of our locations. Given this deep focus, we interviewed the team, led by Courtney Mohr and Amy Dordek, to glean their perspectives on what's keeping HR leaders and CEOs up at night. What follows are themes from that conversation:

**Businesses are most concerned about leadership, team issues, engagement and getting ready to grow again.** These are, by far, at

the top of the list of companies we are talking to and working with. Many of our clients need more support for their leaders who have been managing through difficult times. Now, they are also recognizing that it's time for these leaders to get development, coaching and training. We are also hearing a lot of talk about engagement... and re-engagement. Many organizations are, correctly, concerned that their top talent will leave as soon as the market rebounds. Finally, many companies are also realizing that they need to structure for growth. For the past several years, they have been structured for retrenchment and now they must be ready to think of the structure, talent and capabilities they will need to grow again.

"For many companies, the need to take stock of where they are, organizationally speaking, needs to be priority one. Now that the recession has officially been declared over, companies need to step back and evaluate where they may need to rebuild or redefine. "

– Courtney Mohr, Managing Director,  
Organizational Effectiveness & Talent  
Management Practice

**These concerns are all justified.** Only very few - very lucky - companies did not have to cut back on spending related to talent this past year. Most did and, as a result, their people are showing the strains of (1) working in structures that have not evolved to support changes in the market and the business strategy, (2) doing more with fewer resources, and, finally, (3) putting their personal development on hold. People are burned out and disengaged and companies must act before their top talent leaves.

**For most of the companies we encounter, the first priority is to take stock of where you are – organizationally - and where you need to go.** Given that many organizations are just now able to step back and assess their situation post-recession, they need to objectively determine their priorities by asking themselves, in the broadest sense possible, “how can our organizational structure and the roles we establish for the jobs within it best drive our strategy?” For many, that will mean hitting the reset button to define new structures and/or new roles that will allow them to be successful in the new reality. Once they have determined that, they need to focus on talent management, leadership development, and executive coaching.

Interested in learning more about Organizational Effectiveness and Talent Management at BPI group?

Contact us at +1.800.323.0206 or visit [www.bpigroupus.com](http://www.bpigroupus.com).