

# ROI OF TALENT MANAGEMENT



bonner consulting

Growing organizations, teams, and leaders<sup>sm</sup>



**Only 11% of disengaged employees say they are happy at work.**

Gallup

**Actively disengaged employees erode an organization's bottom line while breaking the spirits of colleagues in the process. Within the U.S. workforce, Gallup estimates this cost to be more than \$300 billion in lost productivity alone.**

**90%** of leaders say that employee engagement has an impact on their business success

Accor

**75%** of leaders have no employee engagement plan or business strategy

Accor

**Research investigating the economic value added from HR programs found that superior workers are 148% more productive than average workers. Put another way, a superior worker with a \$100,000 salary produces about \$148,000 of work while a poor performer has a production value of only \$52,000.**

**39%** of employees feel senior management does not exhibit attitudes and behaviors that reflect that they care about their employees

Towers Watson

**75% of employees do not quit their job, they quit their bosses**

Roger Herman

**Research involving participation from over 300 separate firms has shown that organizations that have strategically aligned talent management, succession planning, and executive development systems have significantly higher financial performance than those firms that do not.**



**The higher up in an organization  
you are, the more engaged you are**

Step 360

**66% of managers who reported  
they were motivated also claimed  
90% higher productivity levels.**

**Highly engaged organizations  
improved operating income by  
19.2% over a period of 12 months**

**While disengaged organizations  
saw a decline in income of 33.7%**

Towers Watson

**Disengaged managers  
are 3 times more likely to  
have disengaged  
employees**

**Sirota Intelligence Study**

**Engaged employees stay  
for what they give,  
disengaged employees  
stay for what they get**

**Blessing White Research**

**We found that companies rated high by employees in terms of openness of communication have delivered 7.9% shareholder return compared with 2.1% at other companies. They also had materially lower levels of fraud and misconduct.**

Conference Board

**The key indicator that is most strongly correlated with total shareholder return is employee comfort of speaking up which equals lack of fear of retaliation.**

Conference Board

# 5 Aspects of Employee Engagement

- **Knowing what outcomes are expected**
- **Having a positive mutually supportive relationship with one's manager**
- **Feeling one's talents are well utilized**
- **See the value of one's contributions**
- **Continuing to grow and develop**

**Chris Coffman**