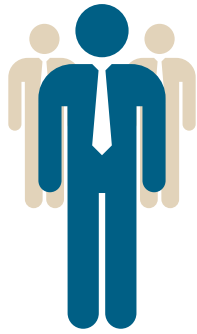


BUSINESS PERFORMANCE GUIDE

# PINPOINTING YOUR COMPANY'S KEY PLAYERS





Building a staff of well-recruited, well-trained employees is only the beginning of your company's journey. Things change – constantly. And being able to deal with that change and emerge a better organization is the goal of any business.

To do so, you need to know where your top performers are within your organization, what characteristics make them your leaders, and how to strategically position them alongside the rest of your people to get the most out of everybody.





# Start with structure

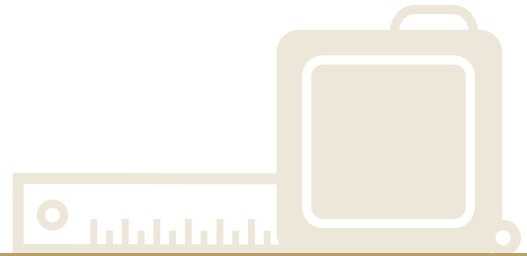
It's hard to identify strong employees without first being able to visualize your entire workforce. That's why having an organizational structure is step one. When a defined hierarchy is in place, usually in the form of an organizational chart, employees know who does what and who reports to whom. It also makes the company better prepared to make staffing decisions that improve operational efficiency and spur growth.

**“Without visualizing the company holistically, it’s difficult for leadership to make quality decisions about roles and responsibilities,” says Eric Kilponen, manager of product marketing at Insperty Performance and Organizational Management. “And having the right people in key roles is vital to a company’s success.”**

A thoroughly refined organizational structure can also provide guidance when it comes to handing out promotions, crafting development plans and managing other employee changes.



# Just the facts



No matter how hard you look at your org chart, you won't glean much from names, titles and reporting relationships alone. You need pertinent workforce metrics and lots of them. This information allows you to identify employees who are helping you achieve your goals, those who may need a gentle push in the right direction, and those who are keeping your company from achieving ideal success.

## Key workforce metrics include those dealing with:

**Performance** – Employees with higher ratings tend to be more committed to the success of the company and more aligned with its overall goals.

**Compensation** – Sometimes star players aren't being paid as such. This can cause them to start looking elsewhere for employment. On the other hand, underperformers can be accomplishing too little while making too much.

**Budget** – If a department is regularly under or over budget, it's time to consider realigning your organizational structure to more efficiently appropriate these funds.

**Turnover/retention** – Replacing employees takes a lot of time and a lot of money. If a manager has a poor turnover ratio, it might be time to give somebody else a shot. Conversely, managers who consistently retain employees may deserve consideration for a promotion and/or additional headcount.

**Age/tenure** – Are any of your more influential employees nearing retirement? Have any key players been with the company for years but have yet to be promoted?

“Business leaders and HR professionals need to be able to see any anomalies in their companies when it comes to employees and compliance metrics,” Kilponen says.

Making decisions based on solid facts and analytics is critical to your business's overall competitive strategy.



# Harnessing change

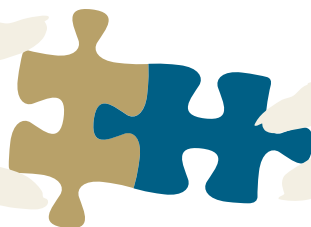
Now that you've pinpointed the cream of your company crop, you can make well-informed decisions regarding where they fit into the organizational structure. And when things inevitably get shaken up, you'll be better prepared to handle it.

Key employees exist at all levels of your organization. This means **succession planning** is a companywide endeavor, not something reserved only for executives. Don't think of it as disaster recovery; succession planning should be a part of your business's overall development strategy.

Research shows that **mergers and acquisitions** are on the rise. Companies buying or combining with other companies must consolidate their resources to maintain peak efficiency. This means identifying the elite employees within each organization and defining a new organizational structure that allows the business to hit the ground running.

**“Change management is critical for the ongoing success of any organization,”** says Kilponen. **“A business can stall or shut down if there is not adequate planning for turnover, succession, or even filling a key position.”**

Change is a constant in life and in business. Departments get shaken up, executives retire and, no matter how hard you try, good employees find greener pastures. But these are fantastic opportunities to solidify your **organizational structure** around your best people and forge ahead. You just need to know who you can count on.



# Organizational Management Tools Can Help



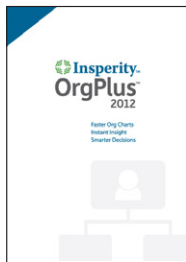
## OrgPlus™ RealTime

Visualize, strategize and optimize your workforce online

OrgPlus RealTime is a cloud-based organizational management solution that empowers businesses to strategically plan, refine and analyze their entire workforce to make more informed, collaborative decisions and better adapt to organizational change.

### Features

- Accessibility anytime, anywhere with role-based security that allows employees access to only those features they need
- The ability to track and measure key employee metrics such as performance rating, compensation, budget and headcount
- Insight into how workforce changes can affect your organization
- A way to easily and effectively manage changes under a merger or acquisition
- In-the-cloud infrastructure with no desktop hardware, a limited initial investment and online access using a variety of compatible Web browsers



## OrgPlus™ 2012

Organize, visualize and strategize your business

OrgPlus 2012 allows companies to easily view their organizational structure and make more informed decisions using dynamic, professional org charts and best-practice analytics.

### Features

- Boardroom-quality charts with insightful workforce analysis tools to reveal key metrics
- Drag-and-drop functionality to plan organizational change and optimize your workforce
- A wide variety of publication options, including Word, HTML or navigable PDF and PowerPoint documents
- Standard, Professional and Premium editions to meet the needs of any small or medium-sized business

Get more information at [insperity.com/orgplus](http://insperity.com/orgplus)  
or call us at 877-451-9324.

## About Insperity

Insperity™, a trusted advisor to America's best businesses for more than 25 years, provides an array of human resource and business solutions designed to help improve business performance. Insperity Business Performance Advisors offer the most comprehensive Workforce Optimization™ solution in the marketplace that delivers administrative relief, better benefits, reduced liabilities and a systematic way to improve productivity. Additional offerings include MidMarket Solutions™, Performance Management, Expense Management, Time and Attendance, Organizational Planning, Recruiting Services, Employment Screening, Retirement Services and Insurance Services.

To find out more or learn how Insperity can help your company, call us at **800-465-3800**.



Visit us at [insperity.com](https://insperity.com)

The information contained in this document is for general, informational purposes only and is not intended to be legal advice. This information is not a substitute for the guidance of a professional and should not be relied upon in reference to any specific situation without first seeking the advice of a qualified HR professional and/or legal counsel regarding applicable federal, state or local laws. Insperity and their respective employees make no warranties, express or implied, and make no judgments regarding the accuracy of this content and/or its applicability to a specific situation. A reference or link to another website is not an endorsement of that site or service.