



OrangeGrove
Consulting

Talent management expertise &
specialty leadership development

Organizational Assessment Case Study

How our client leveraged our data-based recommendations to improve processes



Orange Grove Consulting organizational assessments measure the current state of talent management & culture and identify key challenges areas and corresponding actionable recommendations to strategically address the challenge areas and support overall organizational objectives.

Professional Services Company

Our client, a mid-sized professional services company, had experienced record growth and planned to expand regionally.

OGC found that while retention was strong, many employees perceived the invitation-only stock ownership program as unclear, with “potential” in some employees being prioritized over proven outcomes for other employees.

Through an in-depth statistical analysis of quantitative data, OGC identified that employee perception was in fact reality. Removing factors such as performance metrics and leave of absences, one demographic group was invited to the stock ownership program over a year sooner than the other group.

OGC recommended the program criteria and process be modified to create transparency and a more equitable evaluation process, as well as reduce the potential and/or perception of biased decisions.

Outcome Highlight



Within 3 months of our final report, our client announced a new process for selection to the program, to include:

- The criteria for consideration was explicitly listed, with examples of different functional tracks so employees could work towards clear objectives
- An application was created, which would allow employees to highlight their accomplishments, whereas previously there was no set way for employees to share this information – it was left up to leaders to be familiar with their contributions
- Employees not chosen for the program are now given feedback as to what they needed to work on in the future to be considered, whereas previously there was no feedback offered, and employees weren't even sure they were under formal consideration unless a leader disclosed that information

Assessment Components



OGC assessments are comprised of 2 or more components:

All-employee survey:

Mixed-method survey with questions based on validated research

HR Data Analysis:

Statistical analysis of quantitative data from human resource information system

Talent management process:

Performance management and acquisition processes mapped through interviews and artifacts

Detailed Employee Experiences:

Qualitative themes explored in depth through 1:1 interviews and/or focus groups with select employees across a range of functional areas, levels, and demographics

Leader Meetings:

Organizational vision and goals discovered and leadership readiness for change provides insights to with determine targeted recommendations for overcoming key challenges and aligning to overall strategy



Summary

To thoroughly assess current state, we utilized an all-employee survey, 1:1 interviews with a range of employees across levels and functional areas, 1:1 key leader meetings, a review of the talent management process, and HR data.

Through a quantitative and qualitative analysis of data gathered, we identified four key challenges, that when addressed, will support overall organizational goals.

We prioritized actionable recommendations for each key challenge, with clear steps on how to move forward.

Additionally, we highlighted five strengths, which we suggest leveraging when addressing the four key challenges.



Orange Grove Consulting

We specialize in helping organizations improve culture, engagement, inclusion & belonging through a set of consulting tools and training programs.

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