INDEX

Accounts payable clerk, 44 Annual merit increase, 24 Assets	Dow Jones Industrial Average (DJIA), 1–6
future cash flow, 2 human capital, 6 intangible, 2–3, 5	Employment branding, 67 Employment value proposition (EVP),
tangible, 2–3 types of, 3	science behind employment branding, 29
Book value, 5	strategic goals, 30–31 work phases, 34–35
Borrow decision tree, 42, 45	Enterprise value, 5
Brand equities, 32	Equivalent equities, 33
Budgeting, 81–82 Build decision tree, 42, 45	Exponential performance curve, 59
Business development manager, 44	False advertising, 29
Business value	Fixed cost, 80–86
business combination accounting, 2	Flexible hiring organization, 66
definition, 1	Full Life Cycle Recruiter, 20–21
Dow Jones Industrial Average (DJIA), 1–2	Future cash flows, 2
future cash flows, 2 goodwill, 5	Goodwill, 5
	Lline indexing 55
intellectual capital (IC), 1 talent, 3	Hire indexing, 55
Buy decision tree, 42, 45	Human capitalist investors, 26–27, 29 Human Resources (HR)
buy decision tree, 42, 43	
Capital growth, 27	operating metrics, 47–49 operating model, 47
CHRO, 1, 40, 63–64, 68, 87	results metrics, 48–49
Clinical research organization (CRO),	talent quality, 50–60
64	Human Resources (HR) operating model
Compensation, 27	budgeting, 81–82
Consulting team, troubleshooting tips,	clinical research organization (CRO),
87–88, 99	64
Consumer Marketing, 41	costs, 80–86
Corporate Executive Board (CEB),	critical vs. supporting roles
50–51, 54, 56–57	designations, 62
	demand planning, 86
Debt-free shareholder, 5	external factors, 62–68
Demand planning, 86	flexible hiring organization, 66
Director International Taxation, 44	foundation fixing, competencies,
Dividend payout, 27	72–73
Documented process management,	indexing variable costs, 82
66–67	internal factors, 61

104 Index

operating metrics deep analysis, 83–86	Net debt, 5
organization, 85	Oil gauge, 50
people, 70–75	Operating metrics, 47–49
process, 75, 78, 86	deep analysis, 83–86
process design, 78–79	Organizations, 52, 85
recruitment process outsourcing	
(RPO), 66–68	Persona attributes, 36
talent advisor, 73–75	Persona key traits, 36
technology, 78–80	Persona target segment, 36
zero-based planning, 81–82	Potential strengths, 33
Human Resources (HR), talent for	Potential vulnerabilities, 32–33
acquisition, 19–21	Process design, 78–79
capability, 37	Process management, 67
development, 21–22	Projected variable hiring plan, 65
employee compensation, 24	Promotion, 52–53
employment branding project, 26,	110111011011, 32 33
34, 37–38	Recruitment marketing, 67
function mindset, 37–38	Recruitment process outsourcing (RPO),
human capitalist investor, 26–29	66–68
identification, 19–21	documented process management,
performance management, 22–24	66–67
reward, 24	employment branding, 67
salary bands, 25–26	flexible hiring organization, 66
science behind employment branding,	process management, 67
29–34	recruitment marketing, 67
strategy matrix, 17–18	results metrics, 67
talent management activities, 14	socialized process management,
workforce planning (WFP), 14–18	66–67
workforce planning (W11), 11 10	streamlined process management,
Indexing variable costs, 82	66–67
Intellectual capital (IC), 1	Results metrics, 48–49
algorithm, 9–11	Retention, 53
Archer-Daniels-Midland (ADM), 10	Retention, 33
companies within industries, 10–11	Science behind employment branding,
components, 41	29–34
correlation, 9	Short-term incentives, 24
high levels, 6	Socialized process management, 66–67
human capital, 3	Speedometer, 50
individual companies over time, 11	Step cost, 80–86
industry characteristics, 10	Streamlined process management, 66–67
intellectual properties, 4–5	Streammed process management, 66–67
Intellectual Capital Index (ICI), 3–4	Talent acquisition (TA), 19, 21, 68
book value, 6	Talent Advisor, 73–75
debt-free market value, 5	Talent process
enterprise value, 4–6	acquisition researcher, 20
intellectual capital, 6	acquisition researcher, 20
intenectual capital, 0	business value, 3
Knowledge workers, 1–3	identification, 19–21
Knowledge workers, 1-3	management activities, 14
Market cap growth, 1–2	operational excellence in, 84
market cap growth, 1-2	operational executive iii, 07

Index 105

performance, 52 potential, 52 promotion, 52–53 quality, 50–60 retention, 53 strategy matrix, 42 Troubleshooting tips, 87–88, 99

Value-driven talent strategy, 61 business value, 40

critical roles, 39–40 implications, 39 intellectual capital, 39–40 Variable cost, 80–86

Weighted quality index (WQI), 54, 56–58

Zero-based planning, 81-82