



# Talent Valuation: Accelerate Market Capitalization through Your Most Important Asset

By Thomas McGuire, Linda Brenner

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## **Talent Valuation: Accelerate Market Capitalization through Your Most Important Asset** By Thomas McGuire, Linda Brenner

Master the first comprehensive, credible framework for measuring HR's value and the quality of its talent acquisition/management efforts! Reflecting their immense experience leading talent management and consulting on enterprise talent strategy, Linda Brenner and Tom McGuire introduce a powerful new metric: the Intellectual Capital Index (ICI). Built on extensive financial analysis of Fortune® 500 companies, ICI helps you rigorously identify specific areas of intellectual capital that drive the most value in your company, and refocus HR accordingly. Using it, you can:

- More effectively quantify the return on your human capital investments
- Measure the quality and value of your most important talent
- Gain a deeper understanding of the drivers of value in their organization
- Recognize the drivers of intellectual capital within their companies
- Measure and improve talent quality: your most important talent metric

Brenner and McGuire help you finally overcome long-time controversies and obstacles to valuing talent. Using accepted financial techniques, you'll walk through:

- Identifying which people and roles are producing disproportionate value
- Determining the true asset of value of talent you don't "own"
- Gaining deeper insight into the "active" and "inert" components of intellectual capital
- Organizing structures and business processes to activate your talent and liberate latent value
- Choosing and applying the most effective talent metrics
- Refocusing HR on the talent issues, skills, and competencies that matter most

Talent Valuation offers indispensable tools and insights for C-level executives, HR leaders, strategists, investors, analysts, researchers, students – and anyone concerned with measuring, optimizing, and communicating the business value of

talent.

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**Talent Valuation: Accelerate Market Capitalization through Your Most Important Asset** By Thomas McGuire, Linda Brenner **Bibliography**

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## Editorial Review

### Review

“Tom draws on his unique background spanning senior roles in operations, finance, and human resources to deliver a thoughtful and comprehensive solution to talent valuation. It stands alone in this space, because he truly understands key value drivers.”

—**Jack Stahl**, Corporate Board Member, Private Equity Advisor, and former CEO of Revlon and President of The Coca-Cola Company

“A captivating piece of work. Human resources is rapidly changing and becoming a much more data-intensive field. Tom McGuire’s work infuses the study of HR with principles from finance and analytics. A compelling and important read for HR managers and general managers alike.”

—**Mitchell Hoffman**, University of Toronto, Rotman School of Management

“Since the 1980s, whether in Finance, Marketing, or HR roles, Tom has always thought way beyond the curve—and delivered results. He collects and connects dots from all his experiences habitually. In this pioneering exposition on the value of talent, he connects them all.”

—**Cynthia McCague**, Corporate Board Member and former SVP Human Resources at The Coca-Cola Company

“Linda has an uncanny way of drawing the line from concept to reality. She’s smart and strategic and works hard to understand the challenges and goals of the business. This and her deep experience working with clients across industries makes her the ideal partner for Tom in helping link business value to talent.”

—**Scott Katz**, Director-Talent Management, Turner Broadcasting

“This is unlike any other Human Resources book you have ever read! Tom and Linda deliver a scientific, yet practical, approach to understanding how to value your people and the intellectual capital they generate for the business. If you truly believe that people are your most important asset—this is a must-read.”

—**Dave Sutton**, CEO, TopRight Partners and Coauthor, *Enterprise Marketing Management: The New Science of Marketing*

### From the Back Cover

#### **ACCURATELY MEASURE THE IMPACT OF HUMAN CAPITAL INVESTMENTS AND LINK TALENT DIRECTLY TO SHAREHOLDER VALUATION**

- The first complete framework for measuring the value of HR, talent acquisition, and talent management
- A way to refocus HR investments on the roles and talent that deliver the most business value
- A set of indispensable tools for strengthening HR’s strategic role in the business

*Talent Valuation* presents the first complete and credible framework for measuring the value and quality of HR investments in talent acquisition and talent management. Renowned talent management leaders Tom McGuire and Linda Brenner draw on extensive experience with and financial analysis of Fortune® 500 companies to help organizations drive improved talent results. They explain how you can rigorously identify specific individuals, programs, and areas of intellectual capital that drive the most value, and refocus HR

investments accordingly.

Using their Intellectual Capital Index (ICI), you can effectively direct and quantify the return on human capital investments; systematically measure and improve talent quality; and reorganize processes to liberate latent value throughout your organization.

Leveraging accepted financial analysis techniques, *Talent Valuation* helps you finally overcome longtime obstacles to valuing talent. It will help you recruit, develop, and incentivize employees far more effectively while driving powerful, measurable gains in business performance.

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Today, talent and value creation are virtually synonymous. In more and more enterprises, a soaring percentage of market capitalization reflects the direct impact of intangible human capital. But the value of talent has always been notoriously difficult to quantify and manage.

*Talent Valuation* changes this by presenting the first systematic and financially sound approach to quantifying and optimizing the business value of talent for shareholders' benefit.

Leading finance and HR executive Tom McGuire and top human capital consultant Linda Brenner show how to build a value-driven talent strategy that maximizes the bang for your recruiting, talent development, and employee engagement bucks. You'll learn how to identify the key roles and star performers most critical to your organization's success, and target scarce resources in a way that will drive the highest return.

It's time to stop treating "human capital" as a buzzword and start managing it with the same level of rigor and diligence as tangible capital. This can be done. It *must* be done. *Talent Valuation* will show you how.

- **What your company and The Beatles have in common**

*Is every role critical? Consider Paul McCartney vs. the guitar tuner*

- **Link human capital investments to your critical success factors**

*Target roles and talent that create the most intellectual capital*

- **Bring rigor to talent strategy, workforce planning, and talent management tactics**

*Answer the right questions to optimize the value of talent attraction and management*

- **Target your employment branding to your most business-critical talent**

*Master the laser-beam approach to attracting and retaining the people you need most*

## About the Author

**Thomas McGuire** leads the talent strategy practice at Designs on Talent, having served as both CFO and Global Talent Acquisition Director at top global consumer products companies. He has 35 years of business experience following his first job as a Peace Corps Volunteer.

As a CPA, he "grew up" in finance, working for Coopers & Lybrand and then The Coca-Cola Company, where he led finance in its German division after the Berlin Wall fell. He then joined Coke's marketing executive team, growing its licensed merchandise business and helping to negotiate pioneering global advertising agreements.

From 1997-1999, McGuire led talent acquisition at Coca-Cola. Later, after serving as Revlon's CFO and as President of Revlon International, he rejoined Coke as Group Director, Global Talent Acquisition. Tom is founder and owner of Human Capital Formation, LLC.

**Linda Brenner** is Managing Director and Founder of Designs on Talent, an Atlanta-based consultancy that helps business leaders improve talent results. The firm specializes in talent strategy design, talent acquisition process improvement, and skills assessment and development for HR and Talent Acquisition professionals. Designs on Talent's clients include Chick-fil-A, Coca-Cola, Turner Broadcasting, Expedia, AT&T, Cox, and L'Oréal.

Prior to founding Designs on Talent in 2004, Linda led talent acquisition and talent management teams at Gap, Pepsi, and The Home Depot.

Linda counts camp counselor, Gap store manager, Talent Acquisition leader for The Home Depot, and business owner among the most value-creating roles she's held in her career.

## Users Review

### From reader reviews:

#### **Barbara Taylor:**

This book untitled Talent Valuation: Accelerate Market Capitalization through Your Most Important Asset to be one of several books that will best seller in this year, here is because when you read this reserve you can get a lot of benefit in it. You will easily to buy this book in the book store or you can order it by using online. The publisher on this book sells the e-book too. It makes you more readily to read this book, since you can read this book in your Smart phone. So there is no reason for you to past this publication from your list.

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#### **Charlotte Cooper:**

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**John Pierre:**

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