

Identifying and Developing a Broad Spectrum of Leadership Talent at Ricoh UK

Discovering hidden talent and widening access to career development

The Challenge

As a leading provider of printing technology and digital solutions, Ricoh UK is undergoing significant change and transformation, accelerated by the recent global pandemic.



Talent retention and mobility within divisions is core to Ricoh UK's organizational transformation. This is combined with a growing desire for colleagues to find increased fulfilment via the work they are doing - a desire that Ricoh UK was keen to help facilitate.

Ricoh UK hoped to unearth hidden talent within the organization, and identify more top female talent in particular. As an organization, they also recognized the wealth of cross-functional knowledge held by colleagues across the business. They hoped to break down silos so that more parts of the business can benefit from this expertise.



The Solution

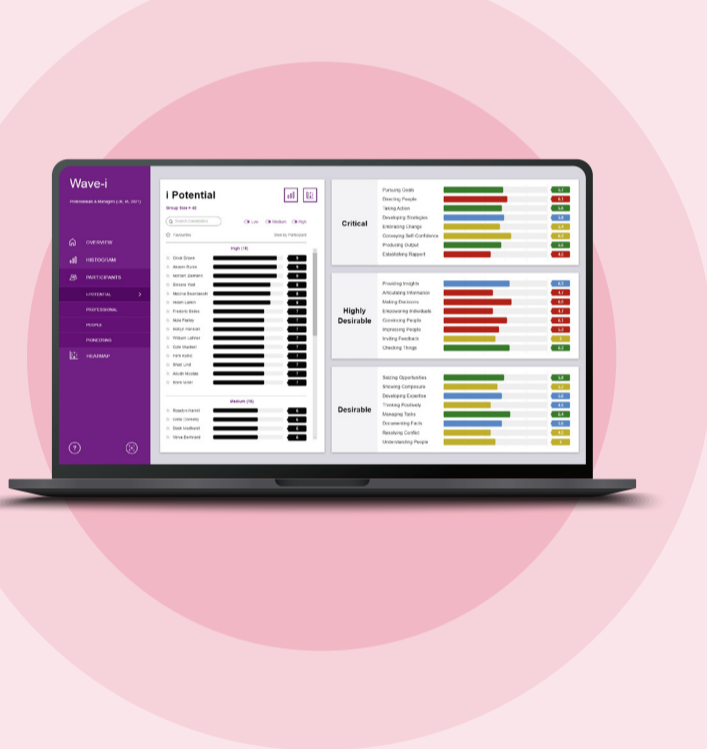
With the belief that 'everyone is talent, and everyone has a place', Ricoh UK introduced its Career Development Program to identify those with leadership potential, or those whose skills would be equally suited to other areas of the business.

Focused on supporting them with leadership potential identification, we partnered with Ricoh UK to embed the Wave-i Solution within their Career Development Program.

The program was split into two cohorts. Cohort 1 consisted of Senior People Managers across the business and the second cohort were their direct reports.

All participants completed the Wave Professional Styles questionnaire, which powers the Wave-i solution. Results were then provided to a range of audiences to suit multiple objectives of the program.

Extensively researched and backed by data, Wave-i is an assessment solution for identifying and developing a broad spectrum of leadership talent. It offers an innovative and robust way of measuring potential to accurately reveal the types of career or leadership roles individuals will thrive in.



Ricoh UK stakeholders were fed back the data using our innovative Wave-i dashboard, which showed overall leadership potential as well as potential for the three career streams: Professional, People and Pioneering. The results were used to reveal suitable progression and alternative career development pathways for participants.

As well as a whole company picture, the functionality of the dashboard allowed Ricoh UK to create cohort views, meaning they could drill down into divisional pictures of potential, compare talent by gender, isolate low-core potential talent to identify strength themes – all of which ultimately ensure that Ricoh UK's centrally-driven development programs are evidence based.

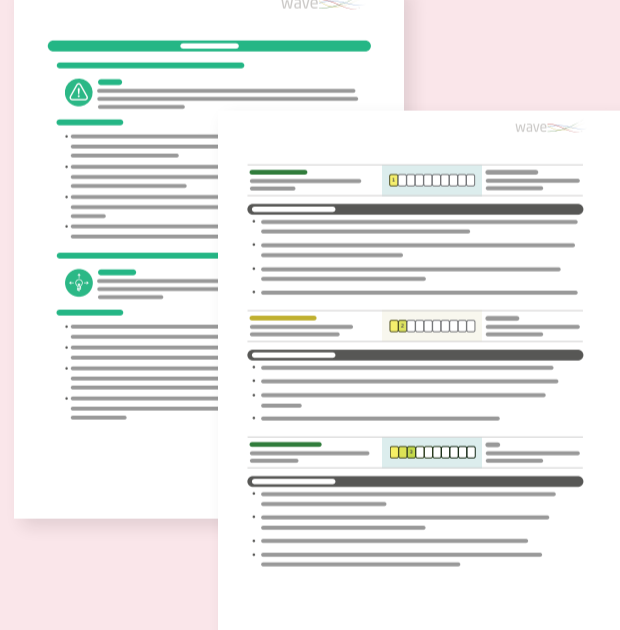
For participants, those identified as high potential were offered secondment opportunities and job swaps to other areas of the business that aligned with the career streams for which they have shown potential.

The remaining participants received their individual Career Development Report, which provided targeted development tips and actionable suggestions, encouraging them to reflect on their own development and reiterating the message that everyone has potential for something. This group of participants were provided with guidance on how to make the most of the results.



"The process was not about Ricoh telling people what they are going to be, rather about facilitating change and instigating conversations about potential with individuals and what leadership development would look like for them."

Rebecca Rodger - Apprentice & Talent Development Manager at Ricoh UK

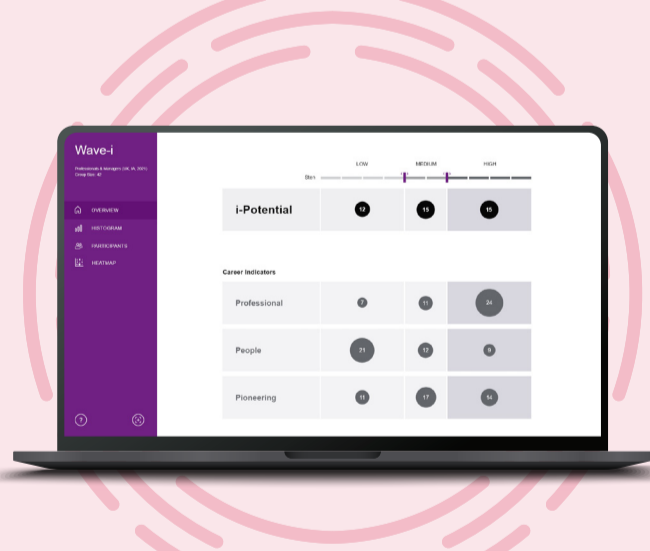


This then fed into their End-of-Year Performance Review conversations and setting of Development Plans for the year ahead. Where individuals were unsure what to focus on in terms of development, Ricoh UK posed the questions – 'Does it matter to your current role? Does it matter to your anticipated future role? Does it matter to who you hope to be as a person?' Focusing on both the role and the individual supported Ricoh UK's desire to encourage everyone to 'bring their whole, authentic selves to work'.

Individuals with difficulty in defining their development actions were given guidance to reflect on critical behaviors so they can better focus and accelerate increased potential.

At the organizational level, data insights from the Wave-i dashboard also informed nominations for mentoring, sponsorship relationships, as well as participants for a new female leadership program.

The data also informed the specific behaviors to target in local leadership development initiatives – particularly those behaviors that are impacting participants showing lower potential, and how the organization can facilitate collective improvement.



Benefits to the Organization

QUALITY



The robustness of the tool moved Ricoh UK away from traditional methodologies that are more prone to bias. Ricoh UK very much welcomed both the validation and challenges that the Wave-i data brought to pre-existing views of individual's potential. This highly-predictive nature of the tool meant they could more accurately identify leadership potential and progress those with the greatest likelihood of success.

COST



Ricoh UK were keen to invest in their people and get the full picture of their talent. The outcomes of the project greatly promoted internal talent mobility and cross-functional progression, which directly addresses a previous finding that identified a lack of progression as the key reason for voluntary attrition. This outcome significantly reduces the time, resourcing and financial requirement to hire external talent or retire those who has left.

ENGAGEMENT



47 out of 48 managers invited to take part in the process in Cohort 1 completed the assessments. Participants across the board appreciated the organization's investment in their career development and the insight they gained.

EFFICIENCY



The data-driven approach removed requirements for lengthy manual scoring and calibration. The assessment project was conducted on the Saville Oasys platform which offers efficiency in assessment setup and results generation. From assessment completion to reporting, Cohort 1 was complete within three weeks.

DIVERSITY, EQUITY & INCLUSION



The process was fair and objective, and designed to minimize differences between groups, with an emphasis on 'surfacing female talent'.



"I'm so pleased that we've partnered with Saville Assessment, as an early adopter of their brand new Wave-i solution. It seeks to transform how organizations identify, measure, benchmark and develop talent in a fair and unbiased way. We now have the data to identify, champion and develop that potential."

Marco Pezzani – National Customer Service Director at Ricoh UK