

**EXECUTIVE INSIGHT – Jackie Messersmith**

HR ProFile, Inc. is proud to host Jackie Messersmith as the presenter in the upcoming FREE Webinar

**"What's Trending in Talent Management"**

*Wednesday, July 20, 2016 at 2:00PM EST.*

<http://ow.ly/pUgE3023vvN>

During this webinar, Jackie Messersmith will discuss how talent scarcity is still a problem, but engagement, empowerment, and environment are the real issues companies face. Therefore, implementing a talent management strategy has risen to the top of many company's agendas. Why? Because getting your talent right is essential to fulfilling your business' potential.

The best way to do this is to take a comprehensive approach that's aligned with your business strategy.

Join us to find out what others are doing to build talent strategy-driven organizations.

In preparation for the webinar, HR ProFile sat down with Jackie Messersmith to learn more about her background, personal interests, and the impact her company and career has had on the Human Resource Industry.

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**Q. Thinking about the overall Human Resource Industry and all of the changes within the past 10 years, what change or happening (such as a suit, compliance change, etc.) has had the greatest impact on the industry?**

**A.** Actually, there are a few things that have happened in the last few years that have compelled companies to pay closer attention to talent management.

First, there is a lack of skills. According to a recent article in the Cincinnati Enquirer, at any given time, there are over 25,000 unfilled jobs in the region. In fact, 50-80% of companies in a 2015 Deloitte survey indicated that the skills shortage and the inability to hire and retain talent was their top obstacle to growth.

Second, baby boomers are retiring. Many companies have not prepared well for this 'event', though it's hardly a secret. Because they have not planned for succession, career changes or leadership development ('grow your own') they are faced with retiring, seasoned executives and sales people leaving a void in their businesses. Some companies are coping with this by developing 'stay' packages for these folks so that the next generation of leaders can be mentored and coached for their next career move by these seasoned people.

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Next, with the pervasiveness of social media, managing the employer brand is more important than ever. Whoever even heard of that term 10 years ago? Now we have Facebook, Glass Door and other outlets for people to bad mouth an employer because of some real or perceived slight. In addition, you want your employees to recruit talent for you, and what better way than to have an employer brand that is easy to 'sell' to new recruits...it's about treating your employees well.

Lastly, there's ambivalence to designing and implementing what we call a performance development system and implementing a solution. I've heard numerous stories about key players leaving for another job simply because their manager didn't take the time to give them a pat on the back and reward them for their outstanding performance.

**Q. Thinking specifically about innovations in regards to hiring practices, do you think companies are doing everything they can to promote best hiring practices in order to reduce involuntary turnover? What do you recommend they change / why?**

**A.** No, I don't. There is still a heavy reliance on meaningless assessments. For example, personality tests won't tell you anything about whether or not someone will be successful in their job. Instead, there should be a shift to competency-based assessments, which through validation studies, can predict whether or not someone is suited for and can be successful in the job for which they are applying.

Also, there is a lack of interviewing skills among many managers. Interviews should focus on competence and culture fit, not whether you personally like a person or not, and many managers do not have the skills and tools they need to make a good judgment about these two things one way or another.

**Q. What do you think is the biggest challenge, the industry will face in the next year/12 months?**

**A.** Besides the recent Department of Labor ruling? I think we'll continue to see companies struggling to find, recruit, hire and retain the best talent for all of the above reasons. This is why taking time to develop a talent management strategy that is aligned with your business strategy is so important.

**Q. Do you think the government is doing enough to set proper regulations for the industry? Why/Why not?**

**A.** I believe the Department of Labor has been on steroids the past few years and are guilty of over-reach in many instances. The newest DOL rulings are an example. In my opinion, businesses will adjust compensation, rewards and benefits based on competition for talent not because the DOL or another other government entity decides to meddle.

**Q. What advice would you pass on to the younger generation looking to start a career in the HR field, or advance their career?**

**A.** Hone strategic thinking and planning skills, and define how those skills can be put in play to help your company source, hire and retain the best talent. Particularly for small to mid-size businesses, many of the traditional tactical functions like benefit planning and payroll are being

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outsourced, while CEOs are looking more and more to the HR Department to make a contribution to the bottom line. This is done when a comprehensive talent strategy has been put in place so that you hire, develop and retain top performers. As time passes, the data analytics that accompany these outcomes will become important measures of success.

**Q. Personally, what has been your most proud accomplishment over the course of your career? What impact has this had on your life, your career, your company, and the overall industry?**

**A.** I don't know if it was an accomplishment as much as it was an experience. While working as a facility manager years ago, I began to learn and understand the importance of business processes. This was long before the terms re-engineering, LEAN manufacturing and Six Sigma were common in business language. At the same time, I also understood while in that role that I had internal customers who I interacted with daily, which even today is a novel idea to some. I learned a lot just by walking around daily and talking with my customers.

All this said, it was apparent to me that a key part of any business process is the people. Many solutions over the years have focused on implementing technology and changing the way people interact and work to comply with the technology. As a result, there's a heavy reliance on technology to interact and get work done.

In my opinion, that's backwards. Why not fix how people interact and work together first, make sure they understand their roles and accountabilities, and then implement technology that enables that work to happen more efficiently?

**Q. Personally, what makes you tick? What makes you who you've become personally that has helped drive your professional success?**

**A.** I tend to look at every problem from a process perspective. It drives my husband nuts!

This thinking has manifested itself in the talent management software solution that we've developed, along with how we approach designing and implementing a talent management strategy for our customers.

As we grow, I know that I'll always be looking to design and implement process solutions for every aspect of the business, and putting the right roles, accountabilities and measures in place for successful customer interactions.

### **About Jackie Messersmith**



Jackie Messersmith, Founding Partner, co-founded Talent Management LLC in 2006. Success as a consultant and business owner has resulted from her dedicated commitment to the vision and mission of Talent Management to design comprehensive talent management solutions.

Jackie is the person who runs the business, makes sure the puzzle pieces fit together and that the train runs on time. She's effectively led many workflow improvement projects for 18 years while President of Workflow Dynamics, and as a partner has

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applied that expertise to Talent Management. Her career has been devoted to increasing profitability, productivity, workforce satisfaction and ultimately growth for clients. She developed Workflow's exclusive 5-step process improvement system IDEAS... for change®, utilizing practices from Lean, Six Sigma, Baldrige, and TQM.

Jackie is professionally affiliated with the Authentic Leadership, Greater Cincinnati Chapter of Human Resources Association, At Work on Purpose and The Circuit, and was a past board member of International Facility Manager's Association.

She has served as an examiner for the Small Business of the Year Baldrige awards, and has spoken at a NCA Higher Learning Conference in Chicago and the Association for Health Care Administrators in Columbus. Jackie conducted a one-day pre-conference workshop entitled "*Work...Force, Place and Flow*" at the Ohio Partnership for Excellence Quest for Success annual conference. She also has participated in a panel discussion of the Leadership Forum, "*The Straight & Narrow: Upholding Business Ethics in a Work-A-Day World.*"

Jackie's work has been featured in "*Total Quality: Management, Organization, and Strategy*", a text book by Dr. James Evans, University of Cincinnati. Her article entitled, "*Bringing people, processes and the workplace together for high performing work environments*" has appeared in an issue of the International Facility Management Journal and The Journal of Leadership and Management in Engineering. Additionally, The Cincinnati Business Courier has published her article entitled, "*New Wave of Thinking of Business Processes.*" Her article, "*Why Competency-Based Talent Management Matters*" was published in the May-June, 2015 issue of HRInsights magazine.

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### **About Talent Management LLC**

Talent Management LLC provides consulting services to small & mid-size businesses to put a top performing company culture and talent strategy in place. Talent Management is the developer and distributor of Talent Snapshot, an integrated, competency-based "in the cloud" talent management solution.

### **About HR ProFile, Inc.**

HR ProFile, Inc. is a full-service, trusted, industry leader with 25 years of experience in all areas of Human Capital Management and Employee Screening. We provide Background Checks, Drug Testing, Criminal & Court Checks, Reference & Education Verification to clients in all industries Nationally and Internationally. We partner with our clients to ensure best hiring practices and Fair Credit Reporting Act (FCRA) compliance to HR professionals who outsource employee screening. HR ProFile provides market leading innovations, customized and scalable solutions and pricing, as well as unparalleled personal and professional customer service.

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