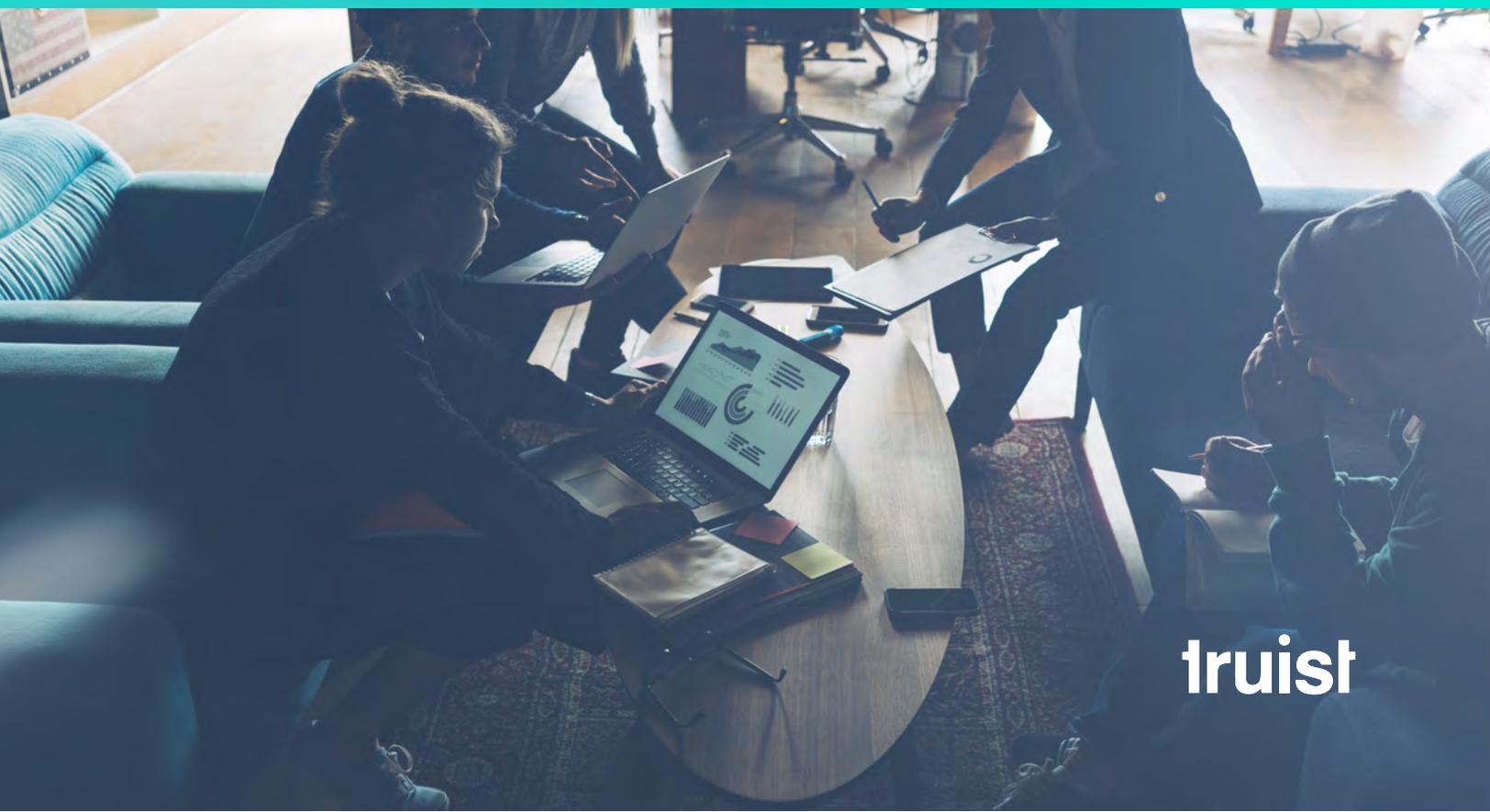


**Talent Brand & Marketing Capability**  
Assessment Workbook

# Are you DOING WORK or HAVING IMPACT?



**truist**

There is a difference between deliverables and results, and between random tactics and self-reinforcing strategies when it comes to building a world-class Talent Brand. You must delight the right people, dissuade the wrong ones and keep everyone growing forward.

At Truist, we've tried MANY things over the better part of two decades and we've noticed that the difference between creating meaningful results and just being busy, comes down to three things:

01 Resourcing for Success	02 Ecosystem Approach	03 Strategy-led Infrastructure
<p>You have a sustainable Talent Brand &amp; Marketing capability, consisting of at least one full-time resource with the right combination of skills, a defined operating model to execute against, and an intentional strategy where work gets done in-house vs. outsourced. You also have direct involvement and support from the executive level to fund and make decisions based on the acknowledgment of talent as a strategic investment towards competitive advantage vs. a necessary cost center. The days of running short-term “projects” with half a recruiter headcount are over if you want to truly make a sustainable impact in today’s challenging labor market. And if you don’t have access to a person who can change policy, approve investment and champion talent as one of the top 3 company priorities, your opportunity for impact is substantially limited.</p>	<p>You are managing this work as a program, with a clear strategy that accounts for all the interconnections and dependencies that happen within the ecosystem. If you’re only managing fragmented pieces based on whichever stakeholder yells the loudest, you’ll find difficulty creating progressive results over time to reach your brand’s full potential.</p>	<p>You have current or prospective access to the tools, technologies, and operational support items that are needed to deliver on your ecosystem-based strategy at scale. Among other possibilities, this should include the means to quickly produce brand assets and employee-generated content (EGC), communicate with candidates on an ongoing basis (CRM), track all of your activities in a seamless, integrated way (data &amp; analytics) and represent your brand in a compelling way on a central hub (career site).</p>

This free workbook offers you the chance to do a quick self-assessment of where you are relative to these critical areas. Once complete, we'll use your answers as the basis for a FREE collaboration session with a Truist expert to review your current state and co-create a clear, efficient (and fun) roadmap towards your ideal future state.

*Mindset check: As you can imagine, there are no right or wrong answers. There is also no shame. No one is really doing all of these things well (among other systemic reasons, this work isn't generally funded well enough yet to do so.) So, own your honest answers and know they are simply the first true next steps towards a more impactful future state.*

# Resourcing for Success

Building and managing an effective Talent Brand isn't a part-time job, and it's not a short-term job either. It is a full-time, hands-on job that is constantly evolving to balance today's crises with an achievement of long-term strategic goals. It is also a discipline that requires a niche skill set for execution – one that is grounded in Brand & Marketing fundamentals but practically applied to the intricacies of complex humans who are making high investments, often some of the most stressful decisions of their lives. Before you dive into the journey, it is important to have the resources and the right level of executive sponsorship to be successful.

To that point...successful outcomes in sections 2 - 3 are highly dependent on the degree of executive involvement. For example, if you know you are losing talent due to inflexible working policies but you don't have the ear of someone who can change it, you're likely going to be on a frustrating hamster wheel until that changes. Likewise, if you don't have the commitment to fund this work under the same guiding principles that other strategic investment areas get funded by, you'll be hard-pressed to build something that is ultimately greater than the sum of its individual tactics. The most successful organizations have C-suite level leaders who acknowledge that this work is one of the top 3 most critical initiatives for the organization and put both their time and money into action against that belief.

Answer the questions below to see if you are truly resourced for success, or if you need to get your “ducks in a row” so to speak, before kicking off any new Talent Brand related projects or programs.

EVALUATION DIMENSION	YES	NO	UNSURE OR N/A
We have at least one person dedicated to managing this work full-time.			
I am, or have a contact, at the C-level or C-1 level that can prioritize time for supportive discussions and decision-making on this topic.			
We have a clearly defined Operating Model once all parts of this work is complete, and how the users should interact with the expert/owner.			
We have intentionally defined which work gets done in-house and which work gets outsourced to a third party partner.			
We have an adequate pipeline of talent in our network in case we need to add or replace team member(s) quickly.			
Our budget is appropriate for the size and number of defined Talent Brand & Marketing goals.			
The highest level sponsor has the ability to procure additional funding for this work if a sound business rationale indicates it is needed			

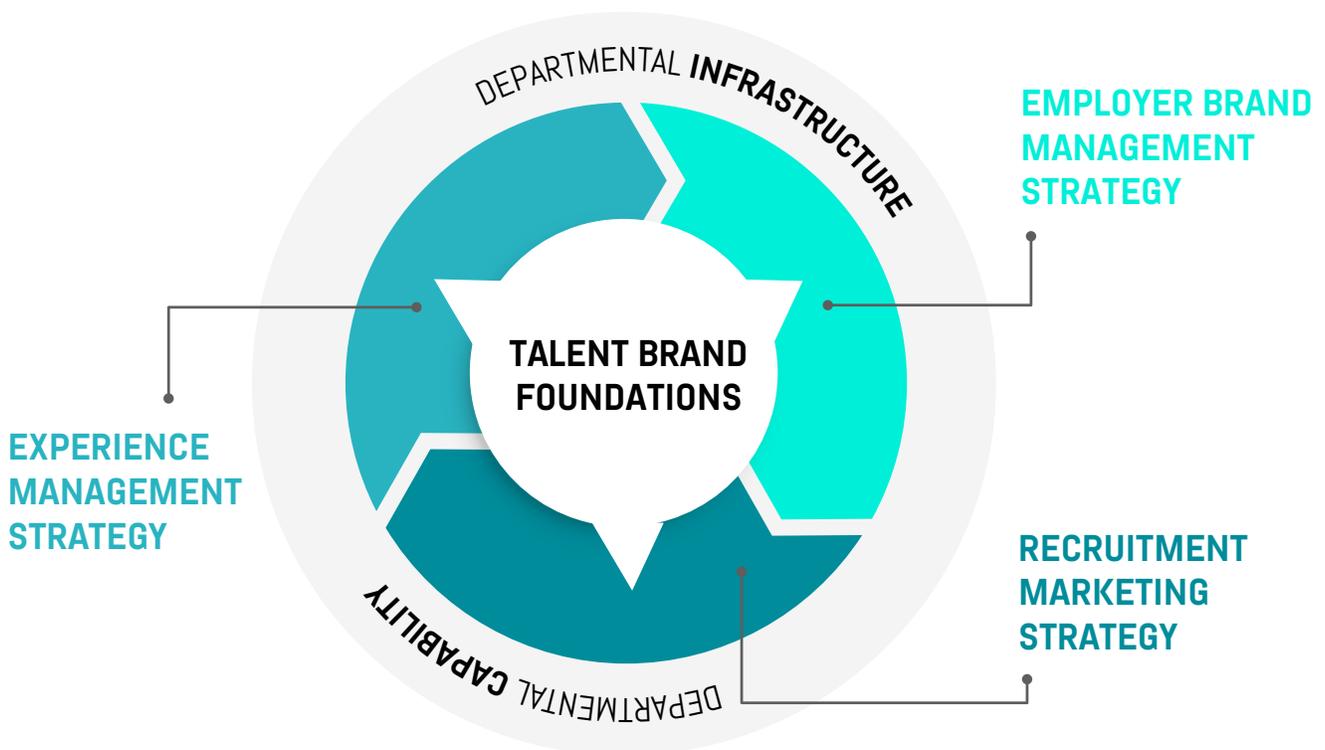
Additional Comments about *Resourcing for Success*:

Section 02

# Eco-System Approach

At Truist, we believe that when company and worker truths are defined, aligned and expressed consistently across every Brand, Marketing and Experience touchpoint in the talent lifecycle, both sides enjoy the journey and reach their maximum potential. Hence, our solutions for the company side of the equation focus on building a holistic Talent Magnet ECOSYSTEM™ to ensure all parts of the picture consistently and strategically reinforce and build upon each other to yield results that are greater than the sum of your individual tactics or parts.

The visual framework and subsequent questions below reflect the most important elements of our holistic Talent Magnet Ecosystem™.



Put an “x” in the column that best represents your current state. Let’s see how many you’ve got a solid handle on and which ones could be part of your future roadmap!

EVALUATION DIMENSION	NO/POOR	SOME/OKAY	YES/GREAT	NOT SURE
<b>TALENT BRAND FOUNDATIONS</b>				
<p><b>Talent Insights / Intelligence</b></p> <p>I have access to high quality Talent Insights / Research to understand key competitors, target audiences and market dynamics.</p>				
<p><b>Candidate Experience Strategy</b></p> <p>I have a clear understanding of the strengths, weaknesses and opportunities of the experiences candidates have during the recruiting process.</p>				
<p><b>Candidate Journey Maps</b></p> <p>I have a clear understanding of the Candidate Decision Journey and all brand touchpoints within it for our key audience segments.</p>				
<p><b>Holistic EVP (People Deal™)</b></p> <p>I have an employer value proposition that is clearly defined, competitively differentiated, and has been directly informed by talent insights.</p>				
<p><b>Talent Brand Messaging Architecture</b></p> <p>We have translated our People Deal™/ EVP into a compelling message framework that drives flexible consistency.</p>				
<p><b>Creative Platform</b></p> <p>We have a distinct visual identity that governs the expression of our EVP across multiple communication formats.</p>				
<p><b>Talent Brand Comms Style Guide</b></p> <p>We have documented how to translate our Master brand into relevant, audience-centric talent communications consistently. (This includes things like a distinct campaign concept, visual expression elements, approved images and icons, etc.)</p>				

EVALUATION DIMENSION	NO/POOR	SOME/OKAY	YES/GREAT	NOT SURE
<b>BRAND MANAGEMENT STRATEGY</b>				
<p><b>Presence on Key Career Channels</b></p> <p>We have identified our key career channels in all key markets and are programmatically managing our brand presence.</p>				
<p><b>Social Response Management</b></p> <p>We have assigned resources and equipped them with training documentation on how to properly engage with social media comments and influence brand sentiment on social channels.</p>				
<p><b>Programmatic Content Development</b></p> <p>We have identified the highest impact content for our audiences and have an “engine” in place to continuously build and distribute high value career content across our key channels.</p>				
<p><b>Employer Awards</b></p> <p>We have identified the most strategically aligned employer awards for our organization and are effectively completing submissions for them and/or promoting wins.</p>				
<p><b>Employee Advocacy/Ambassadorship</b></p> <p>We have access to and willingness from an adequate pool of employees to represent and positively advocate for jobs at our company. We also have the right tools/technology in place to enable easy distribution of employee content.</p>				
<p><b>Reputation Management*</b></p> <p>We have PR resources identified and a defined crisis response plan to leverage in the event our brand is unexpectedly in a damaging or negative spotlight.</p>				

*\*Indicates this line item is an important part of a comprehensive Talent Brand & Marketing Ecosystem, but not a service that Truist directly provides at this time. If important to your holistic strategy, we can refer you to one of our strategic partners with expertise in that area, and potentially oversee execution.*

EVALUATION DIMENSION	NO/POOR	SOME/OKAY	YES/GREAT	NOT SURE
<b>RECRUITMENT MARKETING MANAGEMENT STRATEGY</b>				
<p><b>Target Personas</b></p> <p>We have identified our most business critical talent profiles and built out insight-driven personas for each, which allow us to effectively understand, communicate with and influence across the talent lifecycle.</p>				
<p><b>Campaign / Media Planning*</b></p> <p>We had a media agency develop the best possible marketing campaign and have defined our achievable goals, while considering all target personas, relevant channels and assets available as needed.</p>				
<p><b>Creative Asset Production</b></p> <p>We have developed audience-centric, on-brand creative assets to enable execution of all defined programmatic, event and campaign plans (both paid &amp; organic).</p>				
<p><b>Campaign Management*</b></p> <p>We have a well-defined process and governance in place to launch and manage Talent Marketing campaigns toward our priority brand &amp; recruitment goals.</p>				

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EVALUATION DIMENSION	NO/POOR	SOME/OKAY	YES/GREAT	NOT SURE
<b>TALENT EXPERIENCE STRATEGY (Candidates + Employees)</b>				
<p><b>Onboarding Experience Design</b></p> <p>We have intentionally designed our Onboarding experience around our new employees biggest wants + needs, aligned all touchpoints to our EVP and have adequate feedback channels in place for continuous improvement.</p>				
<p><b>Employee Involvement Programs</b></p> <p>We have identified programs that best engage our people toward our brand + recruiting goals and execute them with high levels of success. (i.e. Employee Referral Programs, Employee Advocacy Programs, Employee Resource Groups, Buddy/ Mentor programs, etc.)</p>				
<p><b>Policy &amp; Benefits Redesign</b></p> <p>We are defining policies and applying our benefit investments to areas that bring our EVP to life in practice and are seen as most valuable to our employees.</p>				
<p><b>Executive / Leader Workshops</b></p> <p>We currently have (or know where to book) collaboration workshops that educate executives on the reality of current labor market dynamics and unify leadership teams against priority People goals.</p>				
<p><b>Internal Communications</b></p> <p>We are leveraging our Talent Brand Foundations for People communications and experiences, which help guide and reflect our desired internal culture.</p>				
<p><b>Custom Team Events</b></p> <p>We offer our people unique experiences that enhance connection, heighten collaboration and enrich their lives.</p>				

*\*Indicates this line item is an important part of a comprehensive Talent Brand & Marketing Ecosystem, but not a service that Truist directly provides at this time. If important to your holistic strategy, we can refer you to one of our strategic partners with expertise in that area, and potentially oversee execution.*

# Strategy-led Infrastructure

Last, we look at infrastructure. Do you already have, or have the means to procure tools, technologies and operational resources to deliver on your ideal strategy? Or are there gaps that need to be resolved before successful outcomes can be expected?

This section is intentionally last, because even the best technologies will only be as valuable as the strategy they support and the content that gets delivered through them. It's important that the tools, technologies and operational resources you pursue are not just “the next shiny object” you learned about on a webinar, but rather something that fundamentally enables the execution of your strategy at or above target levels.

While HR technology still generally lags behind other industries in many cases, there are great tools out there that help Talent Marketers deliver more with less. Answer the questions below to see if you have the right infrastructure in place to run your function like a business and be successful, or if you need to continue working towards a more sustainable, scalable operation.

EVALUATION DIMENSION	YES	NO	UNSURE OR N/A
<p><b>Data / Insights</b></p> <p>We have a defined Listening Strategy &amp; Tooling to collect anytime feedback / insights from our key talent audience.</p>			
<p><b>Measurement</b></p> <p>We have defined key metrics and have implemented a “best possible” data collection and analysis process to continuously track and optimize against them.</p>			
<p><b>Tools / Technologies</b></p> <p>We have the tools / technology platforms needed to efficiently meet our key objectives at scale (i.e. integrated data across the full talent journey, career website, talent CRM, EGC content generation, Brand Management, Employee Advocacy platform, etc.)</p>			
<p><b>Process Definition</b></p> <p>We have documented processes and have SOPs in place for all shared tools and repetitive activities.</p>			

Additional Comments about *Infrastructure*:

We hope the time you've taken to assess the current state of your Talent Brand & Marketing Ecosystem has been insightful for you! If you've downloaded this assessment from our website, a member of the Truist team will be in touch with you shortly to discuss your results and help you take confident steps forward. If you prefer to proactively request a consult, please do so [here](#).



**P.S. If you are looking for support without long-term commitments or expensive contracts, check out our affordable, high-value Monthly Consulting Membership. After signing up, you'll get access to an industry expert for a couple hours each month to problem solve or collaborate together on your specific needs, receive on-demand email guidance from them\*, have the ability to access breakthrough industry research + frameworks to stay ahead of the curve, awesome project + eProduct discounts and more.**

**[Sign up today](#) or [contact us](#) to learn more!**

*\*Unlimited email guidance available only in the "Extra Support" package*

# truist

Helping Companies Become More Human, and Humans Become More.