

# Johnson Financial Group drives employee value with Infor Talent Science

Behavioral science platform bridges skills gaps, boosts productivity, and drives talent selection efficiency for leading regional bank



## Overview

### About Johnson Financial Group

Founded in 1970, Johnson Financial Group has grown from a single bank holding company to a \$7 billion US full-service financial organization providing a full range of financial service to businesses and individuals.

Led by Chief Executive Officer (CEO) Jim Popp, Johnson Financial Group offers personal, commercial, and mortgage banking and wealth management advisory services with more than \$14 billion in assets under administration and employing more than 950 employees.

## Challenge



To improve talent selection, retention, and development through deployment of a modern, intelligent data science-based platform. Johnson Financial Group's remit was focused on bringing consistency to geographically dispersed candidate selection and supporting longer-term skills and talent strategies.

## Infor solution



Infor Talent Science weaves behavioral science and powerful analytics into patented algorithms and artificial intelligence (AI) tools that dramatically improve the selection process.

## Outcome



Through its dedicated Predictive Talent Analytics™ and talent assessment tools, Infor Talent Science developed benchmarking models to map behavioral differentiations and identify the right candidates for respective roles. This enabled more efficient, robust recruitment decisions, which in turn led to higher retention levels and greater scope for staff development.

## Challenge



### Applying rigor, consistency, and science to recruitment

Johnson Financial Group needed to bring rigor, efficiency, and consistency to its recruitment processes.

Recruiting the best people for a given role to support skills acquisition, retention, and development isn't straightforward and is often made all the more complex by the presence of bias, whether conscious or unconscious.

One of the biggest challenges facing the banking group was the volume of curriculum vitae (CVs) and applications the group had to manually process in order to shortlist candidates for roles. And with the widening skills gap, improving retention through greater rigor and subsequent career development were emerging as business imperatives.

#### Specific pain points included:

- Manual processes and inefficiencies across talent selection
- Inconsistent approaches across different departments and branches as individual managers had their own approaches
- Lack of transparency at the group level
- High employee turnover

“Because branch managers were responsible for interviewing at a local level, there was little in the way of standardization,” comments Denise Domian, Chief Human Resources Manager at Johnson Financial Group. “The process was lengthy; therefore, inevitable inconsistencies and bias—conscious or unconscious—existed at the selection stage. This, in turn, meant that our retention rates held potential for improvement.”

## Infor solution



### Carving out a USP with data science and intelligence

Johnson Financial Group selected Infor Talent Science™ to address its pain points. Having reviewed the market, the platform was the best fit for Johnson Financial Group, as Domian explains:

“I'd used Infor Talent Science in a previous role and was incredibly impressed by its potential to transform recruitment and retention. Not only are the team extremely skilled and diligent in creating models aligned to the remit, but the availability of an industrial-organizational (I-O) psychologist or data scientist at any point is so valuable. For most companies, this capability wouldn't be feasible, so with Infor Talent Science, you effectively get the best of both worlds.”

Johnson Financial Group values the robustness and granularity of the platform. The organization uses the tools within Infor Talent Science to build customized models that compare candidate profiles and develop benchmarks to assess their likely fit and development path. By using incumbent data to inform and refine the models on a continuous basis, processes are entrenched in rigor and best practice.

## Outcome

### Bringing intelligence and consistency to talent selection, retention, and development



In summary, Infor Talent Science has delivered:

- A standardized approach and benchmark that bring consistency and alignment to both selection and development, resulting in a more efficient and effective process.
- Because the right people are being recruited for the right roles the first time, Johnson Financial Group is seeing enhanced employee satisfaction, which in turn is leading to more productive employees, exceeding industry standards for engagement.
- The levels of empowerment, confidence, and satisfaction are defining an improved culture focused on continuous improvement. This not only secures talent but establishes a robust baseline for future growth.

Infor Talent Science has helped to identify, select, and develop the right people for the right roles across Johnson Financial Group. Substantial amounts of time have been saved in candidate selection, while the benchmarking and mapping enhancements ensure that a much higher proportion of individuals are a good fit for the roles they apply for. As such, they are typically a better fit and more productive, while limiting the associated costs for selection.

“In the wake of its ongoing success, we’re looking to expand the platform to enhance coaching and talent development,” Domian adds. “Using the behavioral differentiations, we are able to look at an employee and map their profile against the scope of a particular role internally, and potentially in a completely different area. This really allows us to identify and home in on successful skills in their current position and potentially transferable skills to promote the best career paths within the organization. Not only does this help to bridge skills gaps through identifying talent which isn’t necessarily a fit from a pure CV standpoint, but it gives us huge confidence that the new role will fit over the long haul.”

It also means that in reviews or interviews, Johnson Financial Group’s managers have a science-based benchmark to inform discussions. This not only acts as an ice breaker but removes subjectivity, unconscious bias, and emotion from the process.

A more recent application of the platform for Johnson Financial Group is in reviewing team dynamics. Infor Talent Science has allowed the financial leader to evaluate how well behavioral attributes fit together and the types of roles, from strategist and managerial traits to creatives and team builders, where individuals might work to their best potential.





### Investing in people

“We are continuously working with the Infor™ team to look at how we can leverage Infor Talent Science in new ways across the organization,” Domian concludes. “We recently faced a challenge in one of our divisions whereby cultural markers were at odds with those in the wider group. With the Infor team’s support and guidance, we were able to understand the nuances and bottlenecks contributing to this anomaly and could then take remedial action to bring about better alignment.

“Because the system has proved itself beyond doubt, our people trust it and there is a culture which embodies the consistency and confidence it brings. Managers who were previously finding talent selection a challenge are now empowered and love the way Infor Talent Science supports them.

“Infor Talent Science really is unique and has brought enhanced value to Johnson Financial Group. The support from the team brings flexibility to refine models and drive innovation in new areas, and the robustness of the data means it is fully validated, and we’re looking forward to working with it going forward as we continuously invest in our people strategy.”



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**Denise Domian**

Chief Human Resources Manager, Johnson Financial Group

## About Infor

Infor is a global leader in business cloud software products for companies in industry-specific markets. Infor builds complete industry suites in the cloud and efficiently deploys technology that puts the user experience first, leverages data science, and integrates easily into existing systems. Over 67,000 organizations worldwide rely on Infor to help overcome market disruptions and achieve business-wide digital transformation.

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