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BUS665: Entrepreneurial Thinking and Managing Human Talent

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Week 4 Assignment: Talent Strategies and Planned Action

of the requirements for the degree

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William A. Schiemann identifies three key elements of people equity known as the ACE factors. These three factors are known as alignment, capabilities, and engagement. These three factors enables organization to create strategies to manage human talent. The primary focus area that Apple has demonstrated is innovation. At Apple the focus is on the quality of their product and services that are used to change people's lives. Their mission is to enrich lives by helping dreamers become doers, and to help passion expand human potential.

Apple is known for being innovative since the launch of the revolutionary iPhone in 2007. They have created products and service that caters to customers' needs and work alongside their daily activities. Apple makes sure their values align with their customers in mind. Their drive is to transform the way technology is used by assisting the world by making it better then how they found it. The talent they have is one of the most diverse groups of people that is also integrated into their management team which allows for the ACE factors to be implemented throughout the organization.

### **Alignment**

Alignment is very important at Apple and there are multiple strategies in place to maintain the team alignment with the organization. One of the strategies Apple has to enforce alignment within the staff is offering market core training before starting inshore training. The market core training provides Apple to introduce the company vision, mission, and values. The company offers a discussion to understand the Apple Credo and how it involves the role each staff will perform. They allow the staff to understand the roles based on the credo and how they are there to enrich lives with the products and services. Another alignment strategy that Apple offers is having managers meet with their team every quarter and for their annual review. This strategy allows management to go over performance metrics and ways to develop their growth

within the organization. Exchange journal is a tool of communication built to communicate and document anything that the employee or manager believes is needed to help with their annual review or promotion.

All store meetings assist the management team by inform the staff of changes being made to align the new strategies within the company. Apple has about two all store meetings to provide more informations on internal and store policies, but also allows the team to ask managers questions. During Covid-19 shutdown Apple created a colander schedule to have all team members interact with training, host trivia and a couch party. This helped the team remain aligned with the eh company products and services while having fun interacting with each other. Because the calendar was successful Apple decided to use it when the stores reopened to continue to have the experience without having to compromise safety.

### **Capability**

One of the strategies Apple has implemented to support the capabilities factor is by having the best resource to find solutions to assist a customer's needs. The Genius Bar has an internal system known as Mobile Genius to understand the device that the customer has presented. The system provides information such as location of purchase, IMEI number, carrier, policy's, warranty status, and support articles to determine any issue the customer may be experiencing. Apple provides many resources to better understand and find solutions that will resolve the issue. This strategy allows the technician to find the answer without having to call different departments, team member, or manager. The resources are there to eliminate quick interactions that may be resolved with a simple repair, troubleshooting, or full unit replacement. Apple offers a store wide system of communication from when the customer walks through the doors and what department they are heading so that the other department anticipates their arrival

with the issues they are experiencing. This system makes communication between floors and department easier to manage and offers ease of use for the staff.

## **Engagement**

Engagement is very important because it speaks volume on how the organization operates. Apple takes care of their employees by offering higher salaries than the national average which allows employees to feel they are valued. The company offers many competitive benefits such as free metro card, tuition reimbursement, health insurance, fitness reimbursement, product discounts, and much more. These benefits make working at Apple great, but it goes beyond that. Apple compared to past employers goes above and beyond based on culture and overall responsibility to help their customers. Many organizations only care about sales metrics above all things, but Apple cares about the experience which results in excellent metric performance. The management team looks for ways to help and assist their employees and it showed during the global pandemic. Apple's engagement towards their employees is the reason why many would recommend Apple to their friends and family.