

## A Benefits of Talent Management

- High potential talent can be developed to take on broader, more significant roles
- Talent can be motivated and retained through thoughtful and customized coaching, mentoring, and challenging work experiences
- Poor performing employees can be developed or potentially removed in order to raise the talent bar, invigorate the organization and open a management position to talented individuals
- When leaders have a better understanding of the strengths and weaknesses of talent throughout their organization, they can better leverage resources, share capabilities, and offer diverse assignments
- Research shows that companies with a rigorous talent management system are better performing financially and overall

## B Two Ways To Assess Talent

### Performance

- What we do throughout the year
- Base it on results and competencies from mid-year and year-end appraisals
- Think about whether the employee meets, exceeds, or doesn't meet performance expectations

### Potential

- Asks the question: Can this person move one level up (or perhaps laterally)?
- Utilizes consistent criteria including: executing, influencing, relationship building, and strategic thinking

## C Annotated Nine-Block Grid

**A**

**B**

**C**

	<p>Description: Meets/often exceeds business objectives and demonstrates potential to assume larger leadership role.</p> <p>Development: Identify barriers to top performance and continue to test potential; identify possible next roles and focus on developing/enhancing required competencies; should be ready to move into a new assignment within 2 years.</p>	<p>Description: Top performer; strong leadership capabilities tested/proven; versatile; seen as future organization leader.</p> <p>Development: Keep challenges coming to prevent boredom; identify next position as quickly as possible; should be ready for new assignment within 1 year.</p>
<p>Description: Performance level is inconsistent/unreliable; has demonstrated required competencies but does not always apply appropriately.</p> <p>Development: Design 6-month action plan to address gaps; provide continuous feedback and coaching; explore possibility of mismatch with job.</p>	<p>Description: Consistently meets/sometimes exceeds business objectives and demonstrates solid leadership capabilities; has potential to move up or expand laterally.</p> <p>Development: Leverage existing skills; build new competencies and skills through stretch assignments, task forces, increased job scope; identify a mentor/coach; expect to move from the block within 1 year.</p>	<p>Description: Consistently seen as a top performer; demonstrates functional expertise and leadership capability; has potential for some larger opportunities.</p> <p>Development: Introduce additional leadership challenges and build skills for future roles; may only have one more upward move; keep assignments interesting; identify and test for next job.</p>
<p>Description: Meets only the lowest acceptable standards and does not consistently demonstrate required competencies.</p> <p>Development: Design and implement 60 day improvement plan or initiate corrective action.</p>	<p>Description: Meets business objectives and demonstrates required competencies.</p> <p>Development: Look at history of job movement and performance; coach, train, provide feedback to promote growth in current role; motivate to be a higher performer; should move from this block within six months.</p>	<p>Description: Consistently exceeds business objectives and demonstrates strong functional expertise, valued in current role; not seen to have potential for larger roles; unique/specialized position important to the organization.</p> <p>Development: Retention is critical; continue to update skills and knowledge in current role; periodically inquire about career goals; assign role as coach/mentor to others; provide continuous positive support.</p>

**1**

**2**

**3**

## **C** Blank Nine-Block Grid

<b>A</b>			
<b>B</b>			
<b>C</b>			
	<b>1</b>	<b>2</b>	<b>3</b>

## **C** Different Strategies in Managing A, B and C Players

# A

**A Players create significant value for their companies directly and through their leadership of others. The objectives with A players are to:**

- Accelerate their development through stretch and challenging job assignments, mentoring & coaching, and highly visible roles.
- Recognize and reward their contributions through compensation & promotion.
- Offer candid feedback about their weaknesses, and praise them for their distinctive strengths.
- Do everything you can to retain them.

# B

**B Players are the solidly contributing majority of a company's managerial force. Collectively, they are critical to the success of the business. They should be:**

- Developed and affirmed so they realize more of their potential and feel valued for their unique contributions.
- Ultimately, B Players require the same types of developmental actions as A Players.

# C

**C Players are the lowest-performing managers – we're not talking about unethical or horribly destructive performers (those are usually terminated quickly) – but simply the lowest performing. These managers can block the advancement of other more talented people, impact profitability, and lowers the bar and morale for everyone. The objective for C Players is to:**

- Agree on explicit action plans for each C Performer – complete with timeframes for monitoring (often 60 to 90 day plans).
- Monitor for improvement – if none, assess whether the performer would be more effective in a different role; if not terminate.

## C Talent Assessment Plan: Moving an Employee Forward

<p>Name:</p> <p>Team &amp; Current Role:</p>	<p>Prepared By:</p> <p>Date:</p>
<p>Strengths:</p>	<p>Developmental Needs:</p>
<p>Key Accomplishments:</p>	<p>Ideas for Development:          (consider one for maximizing a strength and the other for remediating a weakness)</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> </ol>