



Talent Management Overview

Design Philosophy

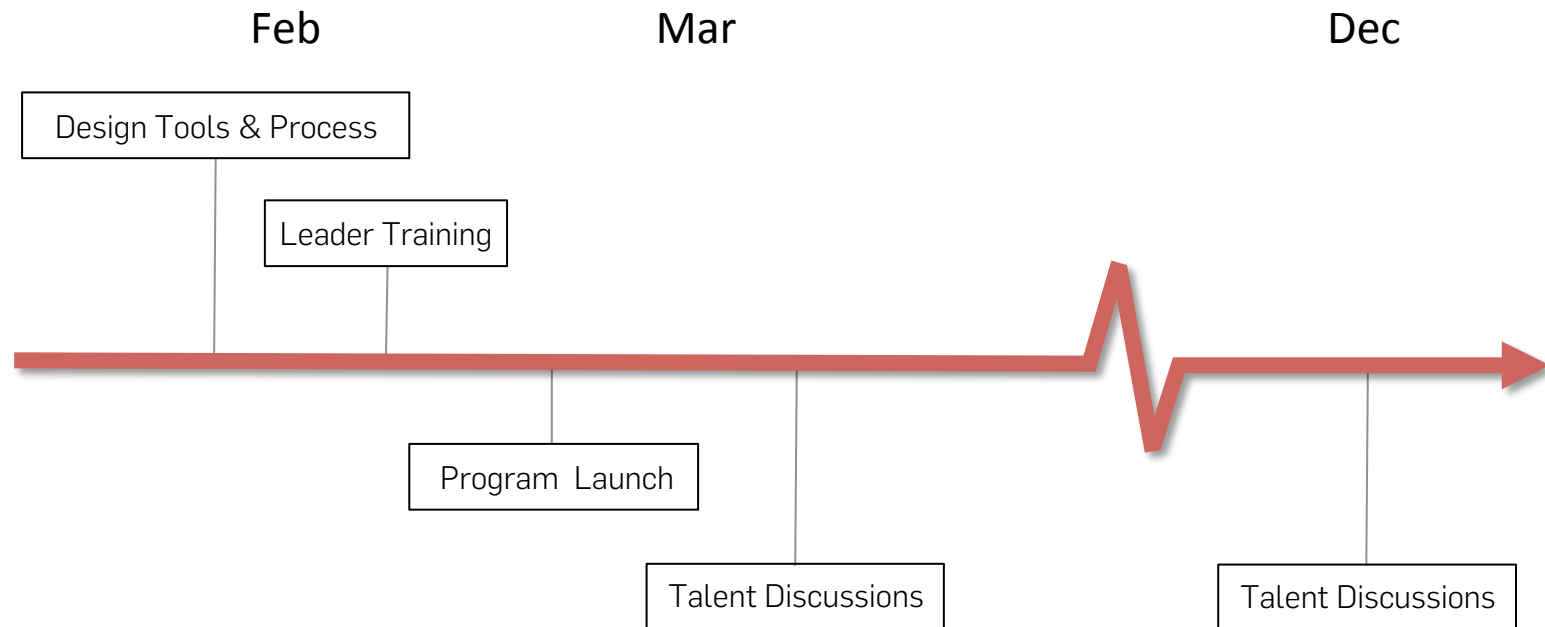
Navigation is about finding your way when the circumstances are unclear or ambiguous.

Some destinations are well established and it's easy to find directions.

Others are new to the world and require serious exploration.

Explorers use navigational tools to increase their chances of getting where they want to go.

Implementation Timeline



Key Concepts

STORYTELLING

Career navigation is driven by stories and questions.

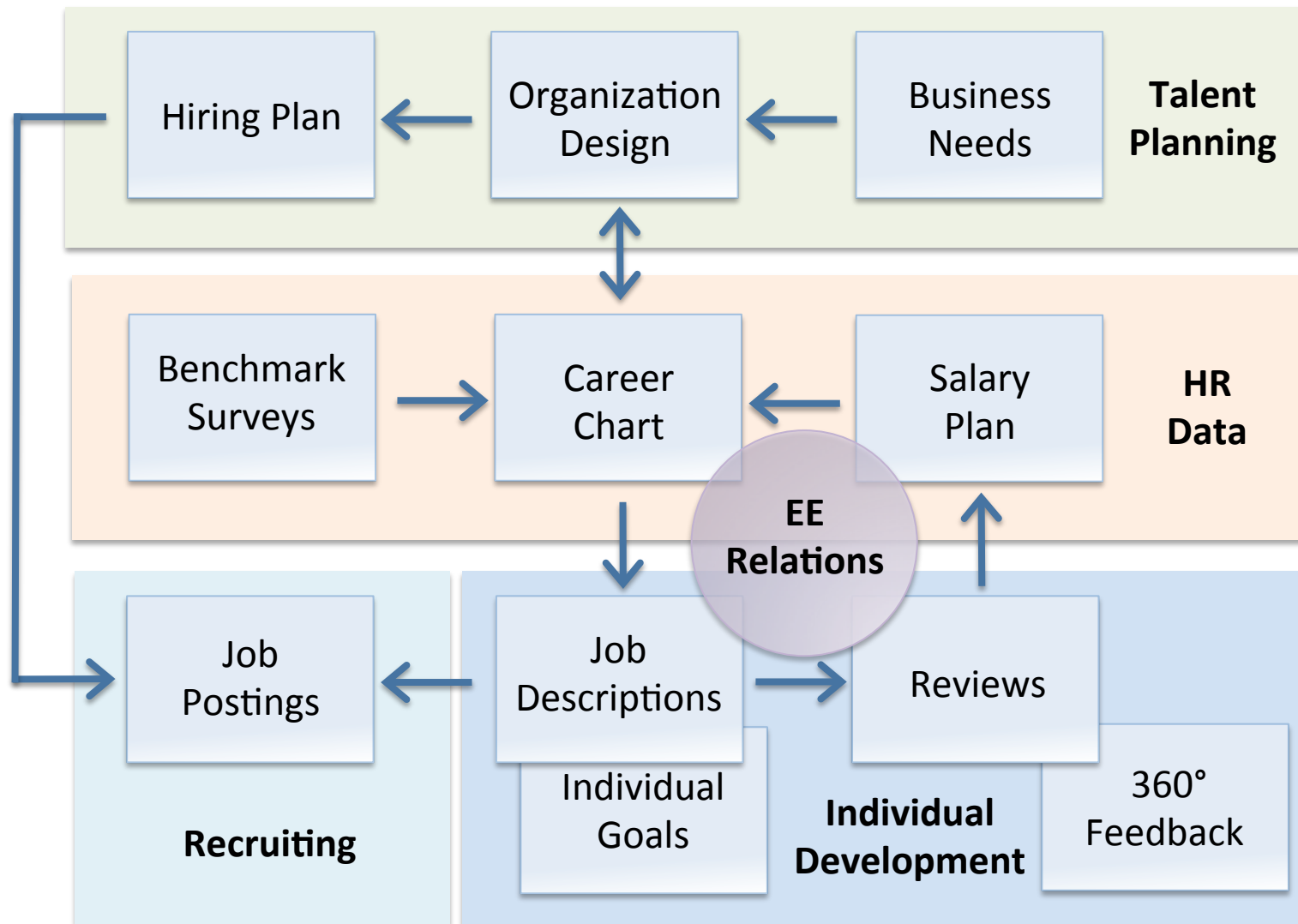
Stories about what you are doing and where you are going, and questions about how it's going. It is a dynamic, continuous, interactive, and not- altogether sequential process of personal and professional development. It involves building awareness about you and gathering input from people around you for suggestions, evaluation and support.

There are four "learning behaviors" that lead to better performance results.

Key Learning Behaviors :

- Sharing intentions
- Inviting opinions
- Discussing patterns
- Running prototypes

A COMPLETE TALENT SYSTEM



THE TALENT EQUATION

ABILITIES

Every job requires specific experience, knowledge, and skills to be accomplished effectively. People develop their abilities throughout their careers by taking on responsibilities, performing different roles, studying to acquire knowledge, and practicing new behaviors to develop skill. Abilities can be learned and change over time.

ATTRIBUTES

Attributes are a mix of natural tendencies and preferences, including personality type, basic intelligence, social style, and many other inherent traits. Each attribute affects how a person typically behaves and can be both an advantage when handled well and a disadvantage if over indulged or under-controlled. With greater self-awareness and concentrated effort, attributes can be optimized for any situation.

INTERESTS

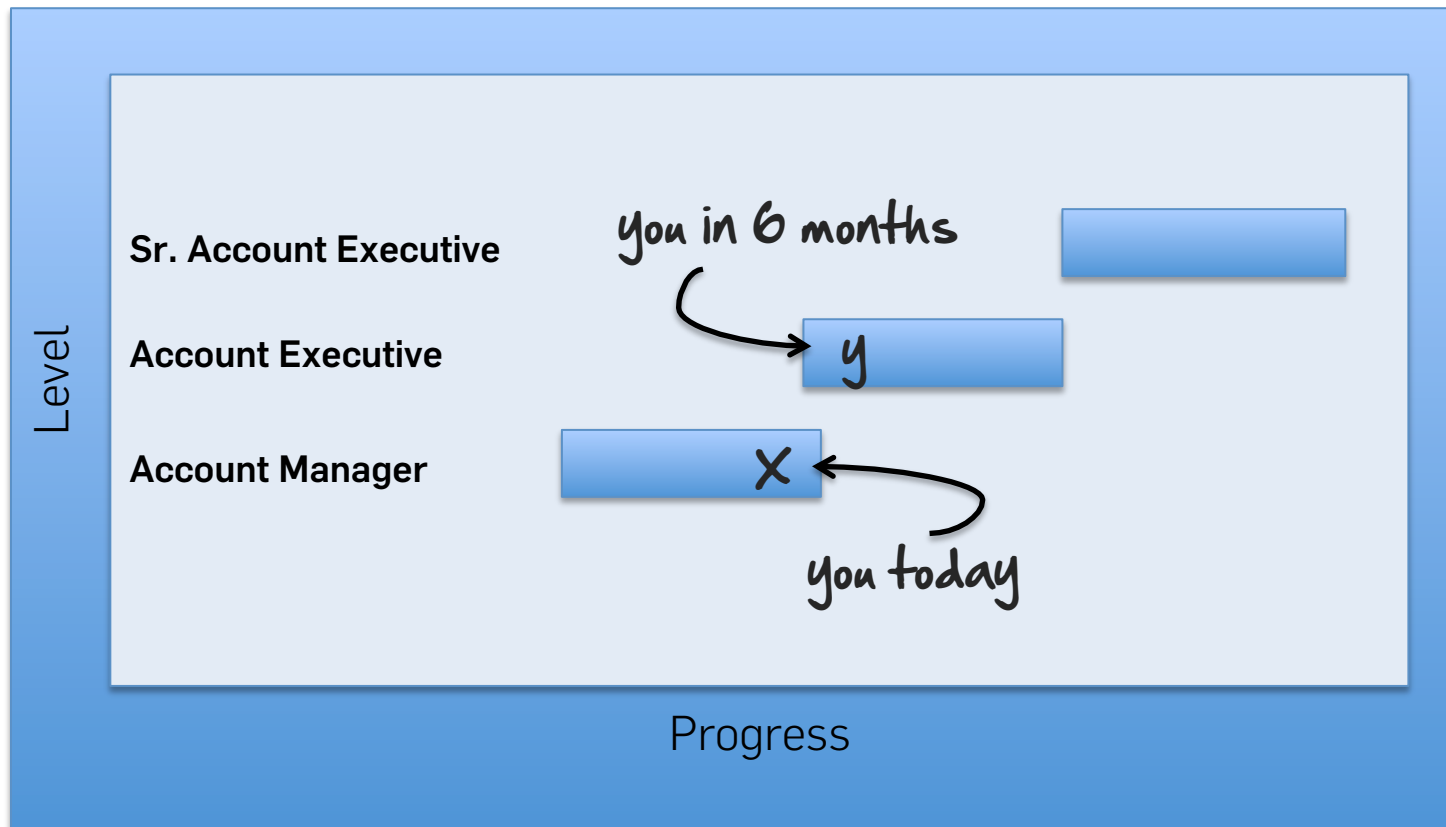
People who have continuing opportunities to develop knowledge, skill, and experience in areas connected to their personal and professional interests are more likely to contribute their best work. People find internal drive and motivation for difficult challenges when they are gaining ground toward personal goals and working in ways that match professional interests.

AVAILABILITY

Most people are not “on” all of the time, and they are not always ready even when they show potential to do a certain job. They have high and low points in their day, week, year, and career. Instead of a constant incline “up and to the right”, a wave is better to describe the ebb and flow people have in their work efforts. Additionally, people have varying amounts of bandwidth or capacity to handle new ideas, responsibilities, and tasks. Sometimes they are completely ready, other times they need some room to prepare.

CAREER CHART

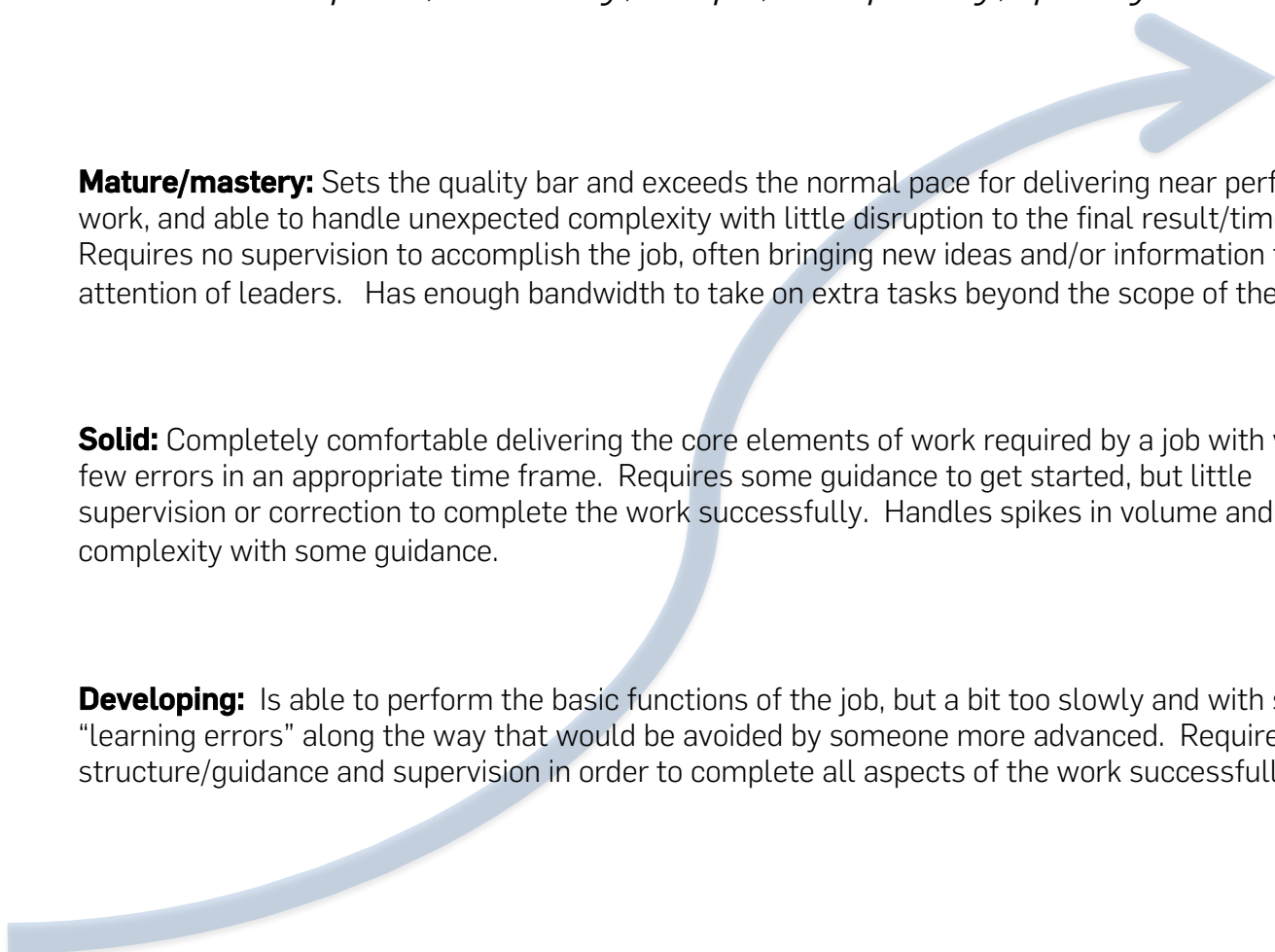
To navigate using a map, you need to know where you are and where you want to be... then you can get advice on how best to get there.



GROWTH STAGE DEFINITIONS

Factors to consider when evaluating individual capabilities:

Speed, accuracy, scope, complexity, quality



Mature/mastery: Sets the quality bar and exceeds the normal pace for delivering near perfect work, and able to handle unexpected complexity with little disruption to the final result/timeline. Requires no supervision to accomplish the job, often bringing new ideas and/or information to the attention of leaders. Has enough bandwidth to take on extra tasks beyond the scope of the job.

Solid: Completely comfortable delivering the core elements of work required by a job with very few errors in an appropriate time frame. Requires some guidance to get started, but little supervision or correction to complete the work successfully. Handles spikes in volume and complexity with some guidance.

Developing: Is able to perform the basic functions of the job, but a bit too slowly and with some "learning errors" along the way that would be avoided by someone more advanced. Requires some structure/guidance and supervision in order to complete all aspects of the work successfully.

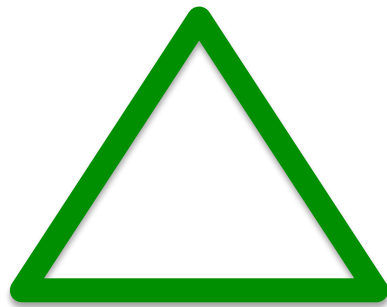
ASSESSING GROWTH WITH A NUMBER

Capability Growth Progress Status (GPS):

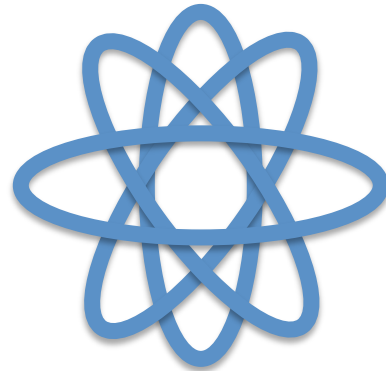
Degree of Independence & Efficiency of Effort	5	6	7	8	9	10
	4	5	6	7	8	9
	3	4	5	6	7	8
	2	3	4	5	6	7
	1	2	3	4	5	6
		1	2	3	4	5
		Degree of Task Difficulty				

GOALS DRIVE FEEDBACK

Identify a specific new responsibility as a developmental goal, determine who around you is best to give you advice and critique on how to master it, then engage them frequently to make progress.



**Developmental
Goal**



**Advisory
Group**



**Feedback
Loop**

THE SPECTRUM OF REVIEWS

DEVELOPMENTAL

SELF DIRECTED

Successful people are curious about how they are doing and ask direct, specific questions about how they can improve.

A natural, constructive process that engages stakeholders (360) and leads to immediate adjustments and real growth.

- Are these the right (specific) things for me to be doing?
- How could these (specific) things that I'm doing be better?

MANAGER LED

Managers provide advice and guidance during periodic coaching sessions.

Most effective when individuals are already doing Self Directed reviews and come ready to discuss patterns & concerns.

Having a manager gather additional "360" feedback can add more perspective and depth.

The desired result is performance improvement not pay change.

ORGANIZATIONAL

FORMAL REVIEW

Ensures that everyone gets at least one complete review each year.

A formal process to update individual positions on Career Charts. Best when done as a compilation of Self Directed & Manager Led reviews.

Feels less natural and more like an assembly line.

Proximity to salary reviews sets expectation that reviews result in raises.

SALARY REVIEW

A complete review of salary ranges by role against industry benchmarks.

A complete review of individual pay against salary ranges, based on most recent formal review.

Changes in pay or level require a written review outlining individual capabilities against job description.

Individual Goals

Job Description

Career Chart