

Talent Management Assessment Grid

Potential	High	Enigma (7) <ul style="list-style-type: none"> - High potential - Underperforming - Wrong job? - Wrong manager? - Needs intervention. 	Growth Employee (8) <ul style="list-style-type: none"> - Demonstrates high potential - Valued talent - Challenge - Reward - Develop 	Future Leader (9) <ul style="list-style-type: none"> - Highest potential - Top talent & demonstrated character - Broaden experience - Promote and Reward - Develop to lead
	Med	Dilemma (4) <ul style="list-style-type: none"> - Has potential, but ... - Underperforming - Coach/Challenge to improve 	Core Employee (5) <ul style="list-style-type: none"> - Motivate - Engage - Reward - Develop 	High Impact (6) <ul style="list-style-type: none"> - Strong contributor - Challenge - Reward - Motivate - Develop
	Low	Underperformer (1) <ul style="list-style-type: none"> - Reached job potential - Underperforming - Performance plan or exit 	Effective (2) <ul style="list-style-type: none"> - Specialized talent - Reached career potential - Explore career goals - Engage, focus, motivate 	Trusted Professional (3) <ul style="list-style-type: none"> - Specialized talent - Reached career potential - Retain, reward, help with developing others
	Does not meet Expectations		Meets Expectations	
Performance				

Guidelines

General:

- Avoid subjective evaluation and placement on grid.
- Avoid Biases: Confirmation (agree with us) and Affinity (like us).
- Base placement on objective measures: performance metrics, reviews, assessment data, and observed character traits.
- Consider demonstrated character traits as important inputs: Humility, Trustworthiness, Work ethic, People skills, etc (see below).
- Use as development tool and dialogue with employee.
- Action required for all but especially interventions for those in boxes 1, 4, 7.

Potential:

- Based on demonstrated potential – do they display abilities and promise beyond their current position level or experience?
- Not fixed – can be changed through influence, motivation, coaching, and especially manager influence.
- Do they volunteer beyond job description?
- Stated career desires for advancement and increased levels of responsibility?
- Willingness to learn (gain new knowledge and skills)?
- Work ethic and dedication to Vision/Mission?
- Natural or developed abilities and intelligence?
- Levels of contribution in meetings and in projects?
- Levels of relational skills? Do people like to work with them?
- Willingness to be accountable, take ownership and responsibility?
- Do they drive results and help everyone else succeed too?

Demonstrated Character traits play a role in assigning a box:

- Alignment with company values, Vision, Mission.
- Humility.
- Learning mindset.
- Positive and realistic can-do attitude. Not a victim but finds a way to prevail over obstacles.
- Work ethic – proactivity, productivity, time management skills, vs laziness, etc.
- We vs Me mindset, i.e. effective team player, selfless contribution.
- Effective people skills, i.e. learner vs judger, ability and willingness to listen, respect for others.

- Trustworthiness – do they do the right thing when no one is looking? Are they honest? Do they keep commitments and follow-up well?
- Courage – ability to speak the truth when unpopular, hold others accountable, offer new ideas, address elephants.
- Top character traits are demonstrated in 2, 3, 5, 6, 8, 9.
- Questionable character in 1, 4, 7 (not keeping promises and other observed defects)

Performance guidelines:

- Does not meet expectations (1, 4, 7)
 - Consistently misses agreed upon targets.
 - Regularly misses deadlines.
 - Work quality is less than needed.
 - Causes cost overruns
 - Does not ask for help.
 - Unmotivated.
 - Character concerns.
- Meets expectations (2, 5, 8)
 - Consistently meets expectations
 - When expectations missed, adjusts work plan to meet or exceed.
 - Completes in a timely fashion or ahead of schedule.
 - Acceptable work quality.
 - Meets budget or appries management of shortfalls and offers plan to remedy.
 - Valuable contributor.
 - No observed character defects.
- Exceeds expectations (3, 6, 9)
 - Consistently exceeds metrics and before deadline.
 - High quality work product, with little to no need for changes.
 - When circumstances threaten goals, is proactive to adjust approach to still meet or exceed goals.
 - Easily asks for help as needed.
 - Can be trusted to complete projects in exemplary fashion both solo and as a team leader/contributor.
 - Offers ideas to improve processes.
 - Aligns work with company goals and mission/vision.

- Very strong demonstrated character traits (see above)

Action Planning for the Best:

Investment in Med & High-Potentials (6, 8, 9) (Encourage Core Employees (5) to raise performance and demonstrate more potential)

- Broaden experience.
- Strengths Finder Assessment
- Offer targeted leadership opportunities with teams, projects.
- Involve in Strategic Planning activities.
- Invest in key skills aligned with organization's priorities.
- Invest in leadership training and coaching.
- Explore mentoring with senior leaders.
- Encourage community involvement (networking, leadership, skill development)
- Key skills to develop and/or enhance: Communications, Interpersonal, Team and Project Management, Strategy, Fostering Innovation.
- Implement reading plan. (Make available to all, but structured for this select group)
- General business acumen beyond specific skill area.
- IT impact on business model.
- Data analysis aligned with business objectives and customer measurement of satisfaction and loyalty.

Investment in the best of the best - High-Potentials (9) targeted for executive leadership: Includes above list and also

- Executive Management skills (Strategy, Visioning, Trends, Overall direction, Partnership with key stakeholders, Business Development, etc)
- Implementing Change that sticks.
- Getting buy-in.
- Leading major initiatives.
- Pair with senior executives for mentoring.
- Invest in 1:1 coaching.
- Invest in advanced degrees, other formal training.
- Financial acumen and analysis, if needed.

Offerings from Franks Research Group that can help with Medium & High Potentials and organization development:

Leadership and Management

- Leadership Excellence (8 hrs)
- 1:1 Coaching with Certified Leadership Coach (2 times/month for minimum 12 months)
- Leadership Art of Questioning (4 hrs)
- The Coaching Leader (4 hrs)
- Leading Through Strengths (4 hrs)
- Ready for the Future: Developing High-Potentials and Succession Planning (4 hrs)
- The Transformational Executive: Leading at the very top to transform business (8 hrs)
- The First Time Leader: The 6 Basic Skills to Help you Hit the Ground Running and Perform as a new manager (5 hrs)
- Leading Change: Implementing change initiatives with high levels of buy-in leading to permanent change (8 hrs)
- Principled Leadership: Timeless principles for professional and organizational excellence (16 hrs)
- Time Leadership: Beyond To-Do lists to accomplishing what matters most in your life. (8 hrs)
- Transformational Leadership: Fostering creativity and innovation thinking that doesn't let obstacles stop them. (4 hrs)
- Leading Above the Line: Mastering ourselves to create true accountability, ownership, and victorious businesses. (4 hrs)

Leadership Certificate: Leadership Excellence, Art of Questioning, Ready for the Future, Leading through the Balanced Scorecard, Breakthrough Communications. (24 hrs)

New Leader Certificate (0-2 years experience): The First Time Leader, Leadership Excellence, Leading through Strengths, Breakthrough Communications, Time Leadership, Leading Above the Line, Dealing with Difficult People, Performance Management (44 hrs). 1:1 follow-up coaching highly recommended (2x per month, six months minimum)

Teamwork Certificate (for teams to attend): Building Healthy Teams, Strengths Based Organization, Breakthrough Communications,

Communications and Interpersonal Skills

- Breakthrough Communications (4 hrs)
- Listening: The Lost Art of Masterful Communications. (4 hrs)
- Dealing with Difficult People (4 hrs)

- Conflict Management (4 hrs)
- Interpersonal Skills for Engineers and Technical Staff: Gaining the critical people skills that are holding you back. (8 total hrs (4, 2-hour sessions) plus 1:1 Coaching – minimum 6 months).

Strategy and Execution

- Leading through the Balanced Scorecard (4 hrs)
- Balanced Scorecard implementation (variable time with complexity and organization needs)
- Four Steps to Getting Results and Organization Focus (8hrs)

Culture & Teamwork

- The High-Performance Culture: Assessing Culture and Making it Superb (in partnership with Denison Cultural Assessment)
- The Strengths-Based Organization (4 hrs plus assessment)
- Building Healthy Teams: Fostering Healthy teams and Team oriented individuals. (4 hrs)

Performance Management

- Performance Management Basics (4 hrs)
- Advanced Performance Management (4 hrs – include use of the Talent Management Assessment Tool)

Critical Thinking

- Thinking Smarter – The basics (4 hrs)
- Thinking Smarter - Advanced (8 hrs)

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