



THE CHALLENGE OF COMPLEXITY

Talent Management Assessment Tools

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Requirements For Success

- ← Managerial talent
- ← Leadership talent
- ← High learning agility
- ← High complexity



Talent Review Goals

- ← Framework to identify and assess
- ← Small group of high potentials/professionals
- ← Tools for organization development
- ← Systematic, rigorous and inclusive



Senior Management Model

- ← Business
- ← Customer
- ← Leadership
- ← Results



Dimensions of Potential - Learning Agility

- ← Mental
- ← Personal
- ← Change
- ← Communication
- ← Learning Sources
- ← 10% high learning agile
- ← 30% passive learners



Talent Categories

- ← High Potentials - develop horizontally (across functions); ability to be successful across multiple functions
- ← High Professionals - develop vertically (within same function); valued subject matter experts; teach others
- ← High Contribution - broader development; ready soon and ready later



Talent Review Outcomes

- ← General Management talent
- ← Promotional pools
- ← Development pools
- ← Strategic Assessments for Hi-Potential Development
 - ← 360
 - ← Hogan Personality Inventories
 - ← Complexity of Mental Processes
 - ← Others



CMP Results

- ← Directors and Executive Directors
- ← Talent Gearing Pilot
- ← Next Generation of CMP
- ← Other Assessments



CMP Assessment

- Present Potential
- Long Distance Potential
- Role Fit
- Relationship with Boss and Organization



- 211 interviews (Spring and Fall 1999)
 - 18 – Stratum 6 (Group Senior, Exec VP)
 - 91 – Stratum 5 (VP, Business Unit Pres)
 - 93 – Stratum 4 (Director, Gen Mgr)
 - 9 – Stratum 3 (Manager)



Impact to Individuals

- Diversity
- Confidence
- Talent Gearing
- Career Development
- Strategic Staffing
- Executive Support



Contact Information

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