

CREATING SYNERGY IN TALENT MANAGEMENT

talentonic



An overview

The Firm

ABC Corporation is a professionally managed Real Estate Firm. A committed and engaged leadership. Passionate about their values and a dogged and tenacious capability to make work, whatever they decide to make-work. A very clear and well-defined sandbox in which they play defining the business model and the way of making money.

They discuss, They argue and agree to move ahead. That's the culture.

Managing Talent is one of those areas that ABC Corp. feels it is good at. Committed to the cause, they spend huge leadership bandwidth & process innovation in achieving that objective.

The Partnership

Talentonic partnered with them in early 2022 . They needed to repurpose the talent management process to deliver a better performance in terms of line of sight to the L1 Category and success at that level.

One of the more comprehensive assignments in talent management which we have had the honour of facilitating. From identifying the competency model, to assessment, to creating the career paths and finally ending it up with a development framework.

Would love to go back a year from now, and see whether it's helped to sharpen the talent process and provided a better leadership pipeline. Early signals , say Yes.

The Approach

A. Calibrate the Talent.

Define the competency model in line with business strategy and character of the Firm. Assess 60 leaders on the new filters to get a view of talent

B Define the career path.

Create career maps/tracks for 9 functions with alternate paths and conditions up the L :1 mountain.

C Movement up the ladder.

Create an individual development process to cover all the above inputs and provide clarity of development needs and a fresh basis for talent monitoring and action.

A The Competency Model

It's not too difficult to understand the sector, the business model and the culture / character of the firm to suggest six simple filters. Rarely seen a Firm for whom Customer, Talent, Execution was such an article of faith and refined to a fine point through commitment, dialogue and process. We parachuted "ambition" into the list. Not something they were known for and certainly not part of their DNA.

"We are very clear about what we want and are very good at going out and getting it. Its execution that has got us here. Why do we need ambition. ? "

Our argument: "What you are good at is obvious but why after so much investment in what you are good at... you don't develop senior leadership internally"

We encouraged them and they agreed to drop 20-30 other existing assessment filters that were non-specific to their model or their leadership endeavour. These were being anecdotally mentioned not assessed.

Leadership Assessment & Inventory

We used a combination of BEI, Situation Judgement Tests & BIG5 to create an integrated report. Assessment combined with performance assessment data of previous years helped us draw out and present a list of the Talent Inventory in terms of most likely/ least likely to hit the L1 level.

Discussing and agreeing to both the methodology and the outcome was a huge challenge. Near term performance bias, shadow effect of previous discussions and judgments / opinions on people and the overall prevailing world view on the talent story, made it very difficult to accept the new reality.

Many attempts were made to rewind and somehow put new wine into the old familiar bottle.

There was resistance, but coupled with this was their DNA. Logic, transparency and the desire to discuss and understand . With some expected moderation to adjust between the new and old reality (Very practical and realistic) we came to a revised talent inventory behind which there was ownership.

B Career Paths

There were 9 career tracks for which we asked 2 simple questions of the Leadership .

- If a fresh young engineer/ CA/ Sales Assistant joins your organisation and wants to become head of the function, what is your advice? What skills, roles and experiences are important to acquire along the way?
- If you are recruiting for your own replacement , what guidance will you provide for the Recruiter.? What background, roles and experiences are a must have

We studied the cluster of roles within the function and implanted critical skills into each role such that the structure became a network of capabilities to be acquired on the journey to functional head. There were **4 challenging conversations** with the Client.

Challenging Conversations On Career Paths.

1. The **recruitment strategy** may need to undergo change. Hypothetically, if you only hire B.Com at the entry level and set a pre-condition that only CA/ MBA (Fin) can become a CFO, then the **career promise breaks down**.
2. If the structure provides for a very thin **expertise driven layer at Corporate**, and , the only way to the top is through Corporate, it becomes tough to develop a **broad-based talent sourcing strategy**.
- 3.If roles are **deliberately narrowed** to strengthen **focus on implementation.**, it inhibits the development of the **broader skills** required at the top.
- 4.A skill-based approach will get the leader up the path at the **speed of learning** .
Leadership wants them to be older and more experienced. This needs to be carefully done otherwise you could drive attrition at one below the leadership level.

C The Development Module

In the final module, we put everything together. The assessment, and the skill/ experience requirement of the career track to create a development planning framework for each of the 60 leaders.

The framework ensures that the development needs are comprehensively addressed through paying attention to all three of the (

- 1.Critical Skills.
- 2.Critical Experiences
- 3.Critical Conversations.

The quality check points of the development process were as follows:-

- 1.Are we comprehensively addressing the development needs of the individual to succeed as against a narrow-minded monthly task focus?
- 2.Does this process / documentation help us to review our talent inventory periodically and directionally?
- 3.Is the responsibility for development actions clear? Its not all on the Manager or all on HR.?
- 4.Is there sufficient emphasis on critical conversations with the individual?



The Learnings.

1. Defining a competency model is only about 30% of the challenge. Being able to use it to drive business performance through organisational capability is 70% of the challenge. The linear, cerebral, metric driven fighting force which we have successfully created through years of double digit growth is tough to reorient into a lateral thinking , ambitious, innovative change leadership.
2. Without making it too complicated, Talent is an integrated reality. How do you succeed in this market place? How does that influence the kind of leadership you want at the top ? How do you create that leadership as a combination of various things you do within the Firm? All needs to point in one direction.
3. In legacy organisations, particularly where talent is not a new story , changing the narrative requires very significant leadership engagement to overcome resistance. And that's a good debate to have otherwise what you are recommending is theory.