



## **STRATEGIC TALENT ASSESSMENTS**

### **What are Strategic Talent Assessments?**

Quite simply, it is a process of assessing an individual or team's talent from multiple sources and perspectives in order to establish a composite profile of the individual or team within the strategic environment in which they work and/or potential future assignments. Talent assessments position individuals and organizations to leverage and focus their talent in ways that will realize the maximum benefit for the individual being assessed, their organization and their clients. CEO's, in particular, need Strategic Talent Assessments to ensure the correct people choices and placements are made.

### **Overview**

One of the important roles of executive leadership is that of Talent Management. We have all experienced the business rewards of having the right person available and ready at the right time, of being able to match a highly talented individual to a critical priority. Few would argue that a critical cornerstone of any organization's ability is to ensure that robust supply of top talent today and well into the future.

### **Why and How Strategic Talent Assessments Help Organizations to Strengthen and Build Excellence**

Today's most important asset and competitive weapon for information and intellectual capital driven organizations is the ability to attract, develop and retain top talent individuals - i.e. maximizing their talent pool.

Strategic Talent Assessments provide an organization and individuals with a sharper, clearer profile of their current and future top talent resources, including strengths, weaknesses, culture/style and most importantly, where the points of leverage exist.

Strategic Talent Assessments are an integrative process that will complement many Human Resource management activities such as:

- Strategic planning (short term/ project-initiative specific and long term goals)
- Recruitment and selection
- Succession planning
- Team/group development
- Professional development
- Rewards and recognition

Strategic Talent Assessments include a process of measuring/tracking change and success over time. It provides a powerful strategic tool for individuals and their organizations to capture synergies that are often either not apparent or explicit, as well as to increase their share of top talent in the marketplace. This process also provides a “Hawthorne effect” which most often motivates and energizes those involved in the process.

### **Our Offer**

Where Eagles Soar (WESI) propose to undertake a critical evaluation of your key talent groups, develop potential succession lists, and craft development plans for your highest priority resources. Through this exercise, we also consider the implications of your strategies in order to determine the need for selective and targeted intake to complement your internal talent base. This process will enable you to assess your direct reports, articulate any talent gaps which might prevent you from executing on your strategy and think through succession for your organization. And like a lot of things, the value of the Strategic Talent Assessment is as much the journey as the destination. (WESI’s special fee arrangement would apply to the days required.)

### **The Approach**

In addition to a series of online assessment tools, the assessment incorporates separate face-to-face interviews with the individuals being reviewed, their manager and their manager-once-removed. The actual one-on-one interviews focus on six major areas, as follows:

- (a) An assessment of the essential individual competencies related to managerial leadership under the following broad categories:
  - managerial leadership (e.g. achievement orientation, etc.)
  - intelligence (e.g. conceptual and strategic thinking, etc.)
  - business acumen (e.g. market/environmental awareness, etc.)
  - emotional intelligence (e.g. self-awareness and feedback)
  - human resource management (e.g. employee engagement, etc.)
- (b) Performance ratings (as determined by the existing Performance Appraisal system)
- (c) Potential
- (d) Strengths
- (e) Areas for development
- (f) Placement options

The individuals being assessed also complete a customized set of web-based core assessments, which could include emotional intelligence, leadership practices, personality traits, behavioural characteristics, motivation and creative-innovative potential. In addition, a 360° assessment could also be completed by a combination of the individual, their manager, colleagues and peers, direct reports and possibly clients. An additional optional set of further assessments could also include intellectual potential, interpersonal skills, general cognitive ability, word fluency, as well as the ability to work under pressure, among others.

## **The Outcomes**

As a result of this Strategic Talent Assessment, you will have:

- (1) A sharper, clearer profile of your existing talent resources
- (2) Identification of talent gaps and recommendations to close the gap
- (3) A common assessment of your key resources relative to critical Managerial Leadership competencies
- (4) An individual profile for each individual assessed
- (5) Recommendations to address each individual's identified key areas for development
- (6) The ability to measure and track change and success over time
- (7) A critical path for effective succession
- (8) A succession slate by position and by group

## **Your Options**

This process can also easily be migrated to the entire organization. While the focus and practice of the Managerial Leadership competencies will vary with the most senior of executives, the actual process is essentially the same. Conversely, the process can also be modified to form the basis of assessment of the executive feeder population i.e. the non-executive top talent (high potential) pool. Here again the focus of the Managerial Leadership competencies is changed to reflect the appropriate level of responsibilities.

## **Our Services - How WESI Can Help**

The Strategic Talent Assessment can include:

- Customized process and mix of assessment tools.
- Facilitation of talent strategies that are aligned and integrated with organizational strategy.
- Scoring, analysis and generation of all profile reports.
- Coaching and facilitation of key developmental experiences.
- Measurement and tracking systems
- Integration with existing organizational human resource processes.

Generally, WESI will customize all arrangements to synchronize with the CEO's requirements in terms of scope, timing and staging various management groups as well as individual priorities.