GO Global Organization Design Society

READINGS IN GLOBAL ORGANIZATION DESIGN

ARTICLE #14-09-18-7

SOFTWARE SUPPORT FOR TALENT MANAGEMENT AND SUCCESSION PLANNING SYSTEM

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Palisades, NY

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PeopleFit Australasia

Talent Management

Identifying, utilising and developing employee potential

Purpose

To identify staff with potential for promotion to higher level roles and what is required for them to reach their potential.

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Talent Management Objectives

- Assessment of each candidate's *current role demand*, his/her *current capability* and his/her *current and future potential*.
- Identification of the reasons for any capability deficits the candidates might have
- The appropriate development objectives for each candidate (i.e. to reach potential)
- Actions for improvement of candidate's current performance in role (if necessary)
- Actions for further monitoring to check judgments (if necessary)
- Inputs to preparation for career development discussions with candidates
- Identification of any organisational issues (e.g. structure, role design, process deficits, ineffective systems or policies) which may affect individual performance
- Succession planning and other workforce planning (e.g. special projects, secondments)

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Assessing Employee Potential

Talent Review: Identification of Readiness for Future roles and Development Plan

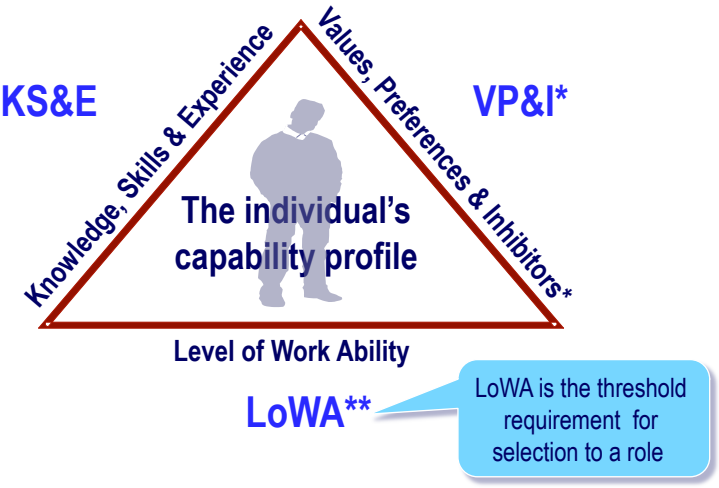
Sorted in order of: Functions, Readiness, Role level

Function	Name	Title	Role lvl	PER Rating			Readiness and Development Plan for Roles at the Next Level						
				Overall	Results	Behavior	Ready Now	Role Types	Ready <= 2	Role Types	Development Plan (KSF: VP and 1)	Ready <= 5	Role Types	Development Plan (KSF: VP and 1)
Asia	Kini, Umesh		3.5				No		2.1 No			2.2 No		
Asia	Chia, FH		2.7				Yes		3.6 Yes			3.8 Yes		
Asia	Lam, Ben		3.5				No		3.8 No			3.9 No		
Asia	Mau, Eric		3.5				No		3.8 No			4 Yes		
Asia	Lim, Beng Hong		3.6				Yes		4.4 Yes			4.6 Yes		
Europe	Vacancy, <no name>		2				No		2.4 No			3 Yes		
Europe	Sulthoff, Wim		3.5				No		3.8 No			3.9 No		
Europe	deLange, Rob		3.7				No		3.8 No			3.9 No		
Europe	Maat, Harjo		3.5				No		4.3 Yes			4.4 Yes		
Finance	Pascoe, Eleanor		2				No		2 No			2.1 No		
Finance	Mickiff, Byron		2				No		2 No			2.1 No		
Finance	Dengler, Dennis		2				No		2.1 No			2.1 No		
Finance	Hlavinka, Dave		2				No		2.1 No			2.2 No		
HR	Smith, Steve		3				No		3.1 No			3.2 No		
Marketing	Freidl, Kerri		4.4				No		4.5 No			4.7 No		
Marketing	Truk, Chris		4.2				No		4.6 No			4.7 No		
Marketing	Thorpe, Russ		4.5				No		4.6 No			4.8 No		
Marketing	Mitchell, Herman		4.5				No		4.9 No			4.9 No		
Marketing	Minardi, JoAnne		4.2				Yes		5.1 Yes			5.2 Yes		
Marketing	Bubel, John		4.5				No		5.2 Yes			5.4 Yes		
Mexico	Tirado, Rafael		3.5				No		3.4 No			3.5 No		
Mexico	Vazquez, Cesar		3.5				No		3.7 No			3.7 No		
Mexico	Penaloza, Martha		3.5				No		3.7 No			3.9 No		
Mexico	Molinares, Franklin		3.5				Yes		3.9 Yes			4 Yes		
Operations	Morales, Milagracia		3.8				No		3.9 No			4 Yes		

Potential for what?
How do we know?

Report produced: Monday, 13 December 2010 10:06 PM **Page 1** © 2010 PeopleFit Australasia Pty Ltd

Capability to do Work



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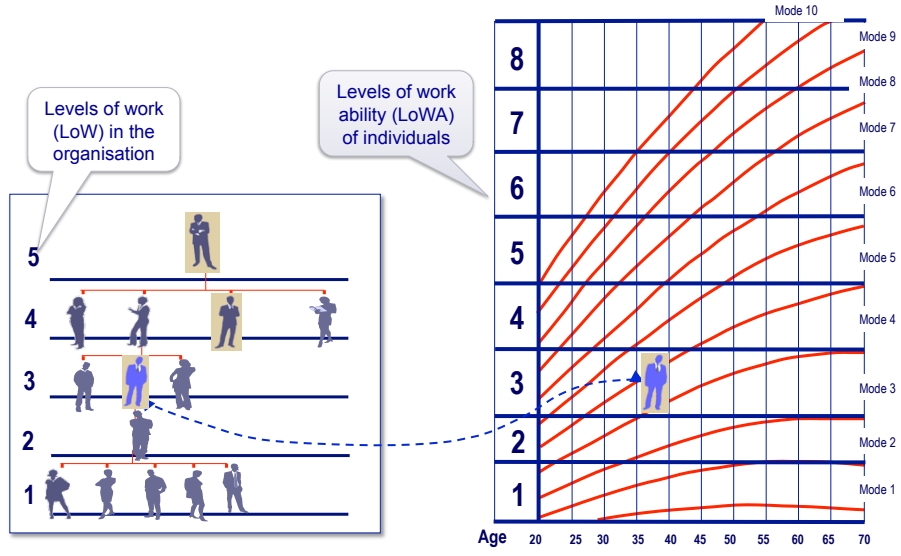
Matching capability to level of work



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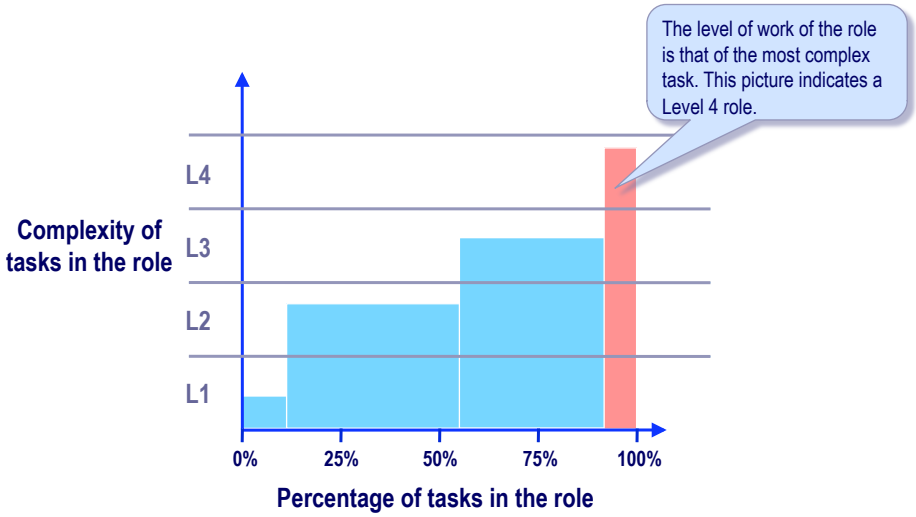
Level of Work of the Role



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Judge Levels of Role Complexity before Capability or Potential….

First, managers must build an accurate mental model about **levels** of role complexity.

This requires a fair amount of rigor in role-sizing activities, using **time-span** initially to establish benchmark roles, and then managerial **gearing** to size the remaining roles.

It is in these discussions, when managers actively discuss the underlying basis for complexity in each role, that they come to build a **dynamic model** in their minds as to what the work at each level is really about.

These discussions inevitably trigger issues of status and turf protection and require clear thinking and firm decision-making by the manager-once-removed for managers to be mature, impartial, and objective.

Without **developing and understanding this model of role complexity fully**, judging potential is far less accurate and far less useful.

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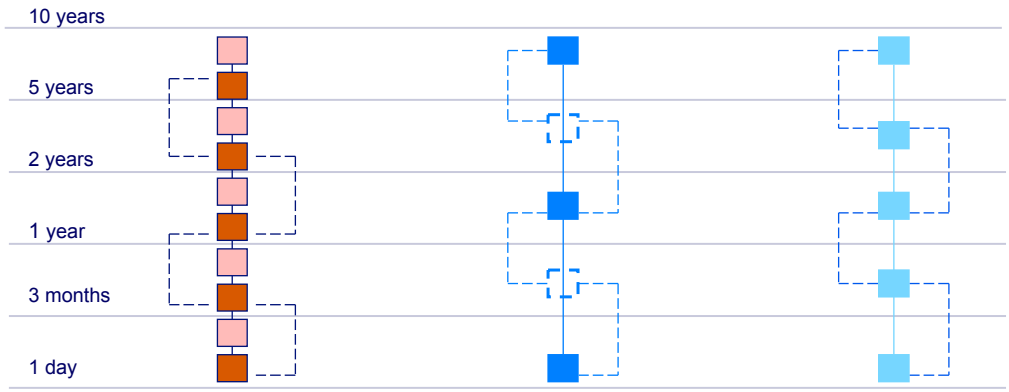
Organizing for Work Complexity: Natural Layers



Role Compression	Role Vacuum	Essential Manager-Subordinate Role Distance
Excessive layers	Missing layers	"Right size" layers
Reduced managerial added value	Reduced managerial added value	Optimal "mental elbow room"
"Bureaucratic"	Organizational "disconnect"	Optimized managerial added value
"Micromanagement"	Subordinates "sink or swim"; managers "pulled down into the weeds"	

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PeopleFit's Talent Management and Succession Planning System

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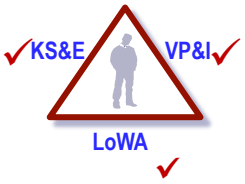
Definitions - CAC

Current Applied Capability (CAC) - An individual's knowledge, skills experience (KSE); Valuing the work, Preferences and absence of personal inhibitors (VPI); and Level of Work Ability (LOWA).
This is the employee's personal effectiveness demonstrated in the current role.



This is what the person *can do* now.

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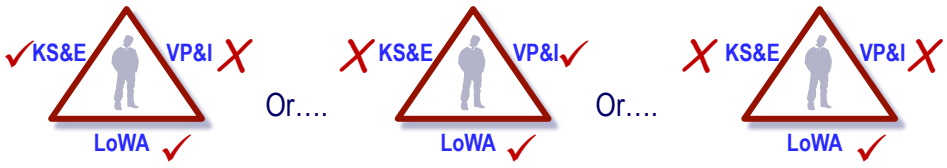
Definitions - CPC

Current Potential Capability (CPC) - The employee's level of work ability (LOWA) to work at a particular level of complexity, if they had *all* the knowledge, skills, experience, if they *completely valued* the work, and if there were *no personal inhibitors* detracting from delivery of their potential .
This is their raw cognitive capacity to handle complexity now.



This is what the person *could do* now.

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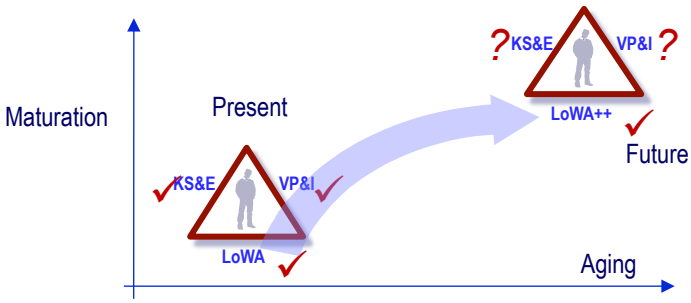
Definitions - FPC

Future Potential Capability (FPC) - The employee's naturally maturing level of work ability (LOWA) to work at a particular level of complexity, if they had *all* the knowledge, skills, experience, if they *completely valued* the work, and if there were *no personal inhibitors* detracting from delivery of their potential . *This is their future raw cognitive capacity to handle complexity.*



This is what the person *could do at some time in the future*.

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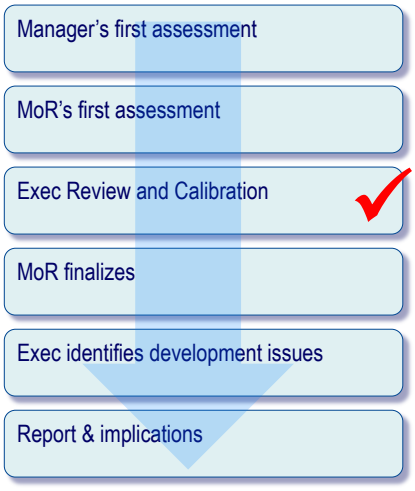
The Talent Assessment Process



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The Talent Assessment Process

- Manager's first assessment
- MoR's first assessment
- Exec Review and Calibration ✓
- MoR finalizes
- Exec identifies development issues
- Report & implications

Pre-work to map manager's and MoR's individual judgment of:
• Role size, Current Applied Capability (CAC), and Current Potential Capability (CPC)

The Calibration Workshop enables the Executive Team to collectively review and discuss all employees in the pool:
- Role size, CAC and CPC
- Broad organization issues, capability gaps and development actions

(The manager confirms the CAC because this relates to current performance.
The MoR confirms the role size and CPC because this relates to structure and potential for future roles.)

Finalise the data, analysis and record of the outcomes

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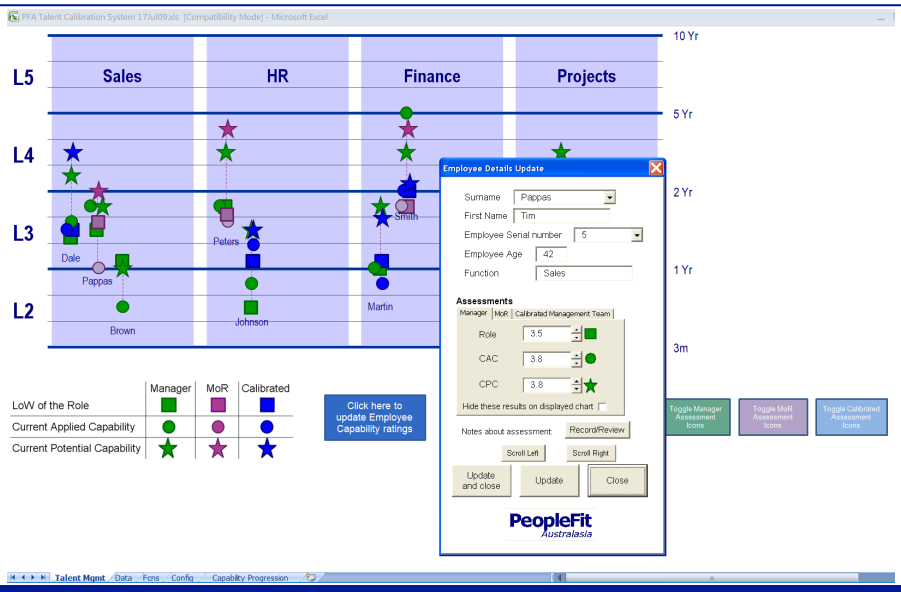
PeopleFit's Talent Management Application



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PeopleFit's Talent Management Application

The process	The App.
Manager's first assessment	• Facilitates interview of immediate manager. Graphics assist manager judgement. • Stores employee data and manager judgement
MoR's first assessment	• Facilitates interview of MoR. Graphics assist MoR judgement. • Stores employee data and MoR judgement
Exec Review and Calibration	• Facilitates Exec Team review. Graphics assist team calibrated judgements. • Provides for manager/MoR development and action comments • Generates Future Potential Capabilities on 'growth curves' and generates a Promotion Readiness Report • Stores employee data and calibrated judgements
MoR finalizes	• Provides a structured, single-source electronic data set with graphical presentation, for ease of review and editing
Exec identifies development issues	• Provides a structured, single-source electronic data set with graphical presentation, for ease of review and editing • Provides for MoR development decisions per candidate
Report & implications	• Generates a Promotion Readiness Report • Provides graphics for inclusion in miscellaneous workforce/HR reports

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Some Screen Shots

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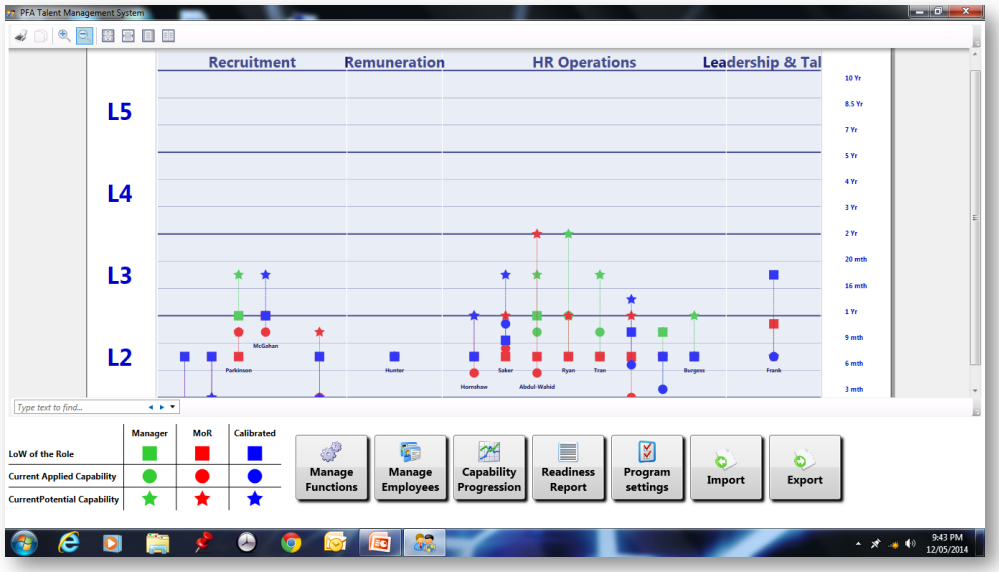
Presentation master screen



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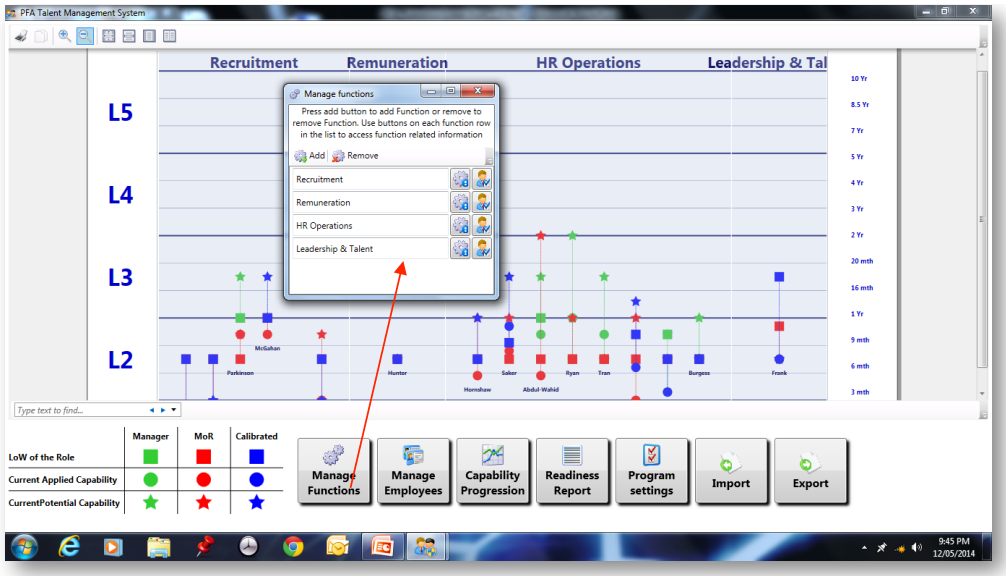
Manage Functions box #1



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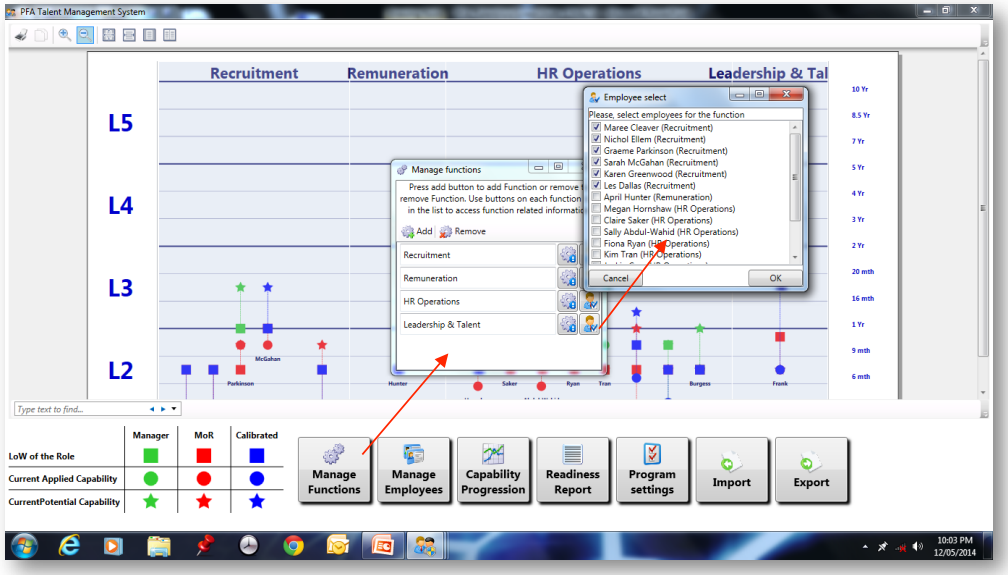
Manage Functions box #3a



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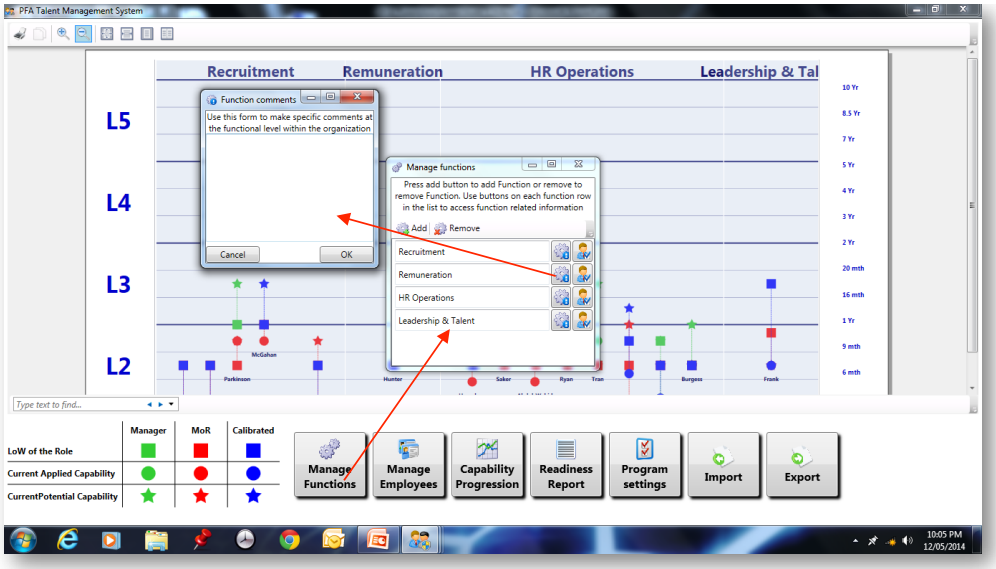
Manage Functions box #3b



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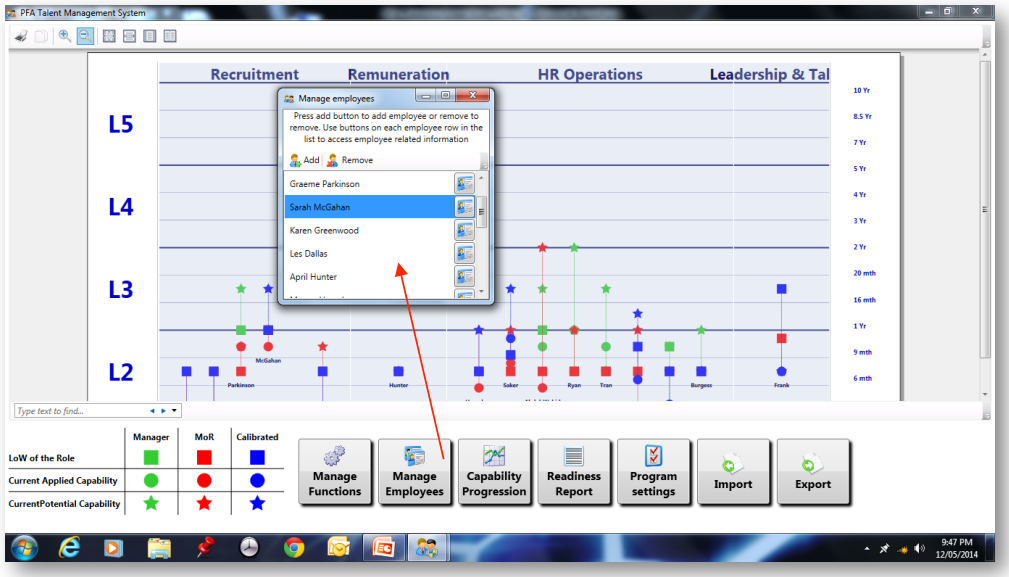
Manage Employees box



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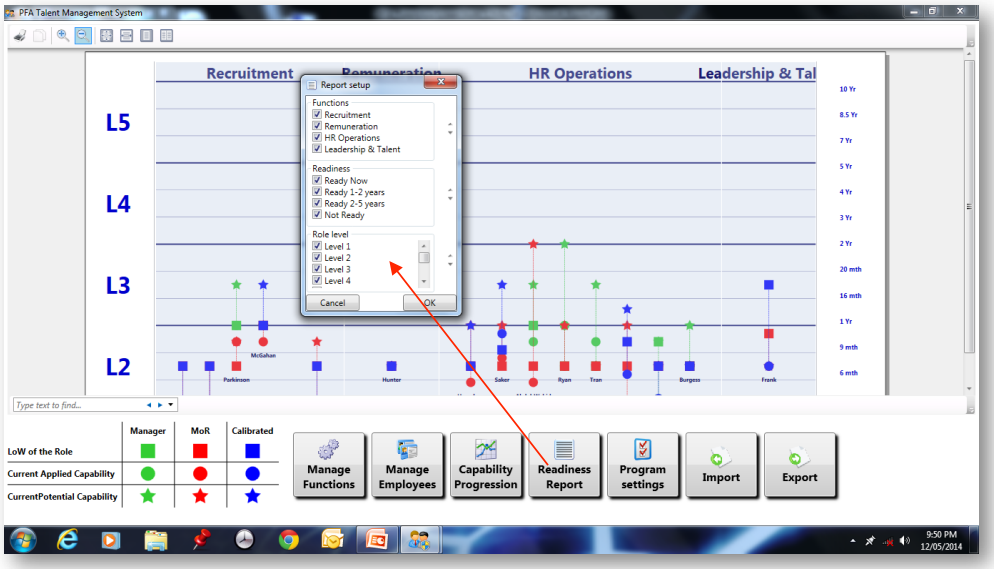
Readiness Report box



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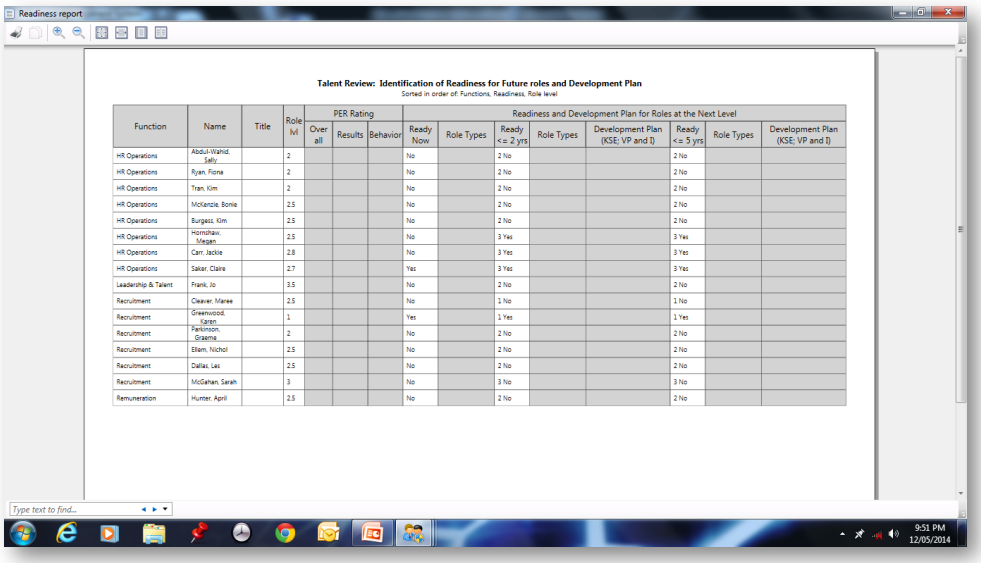
Readiness Report screen



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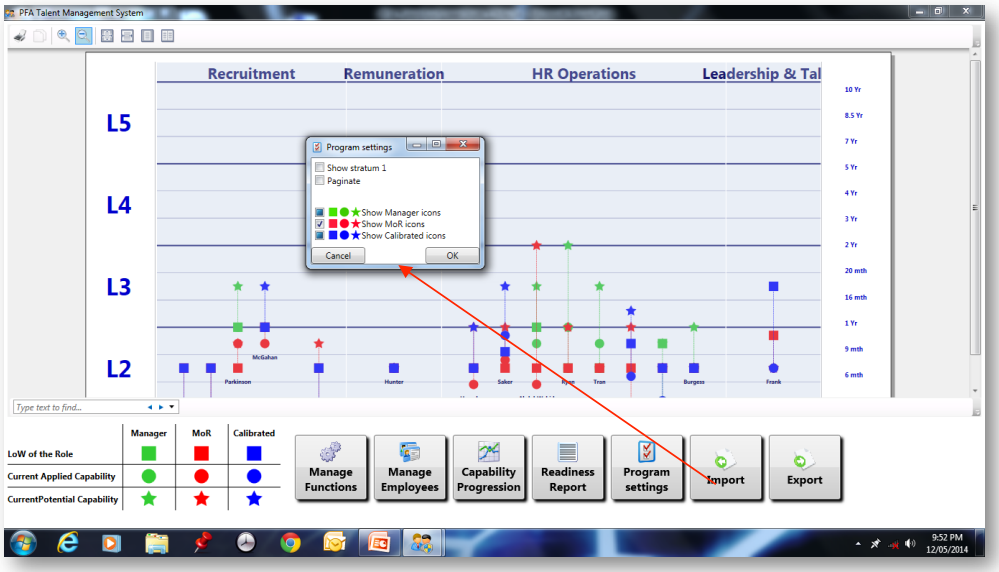
Import box #1



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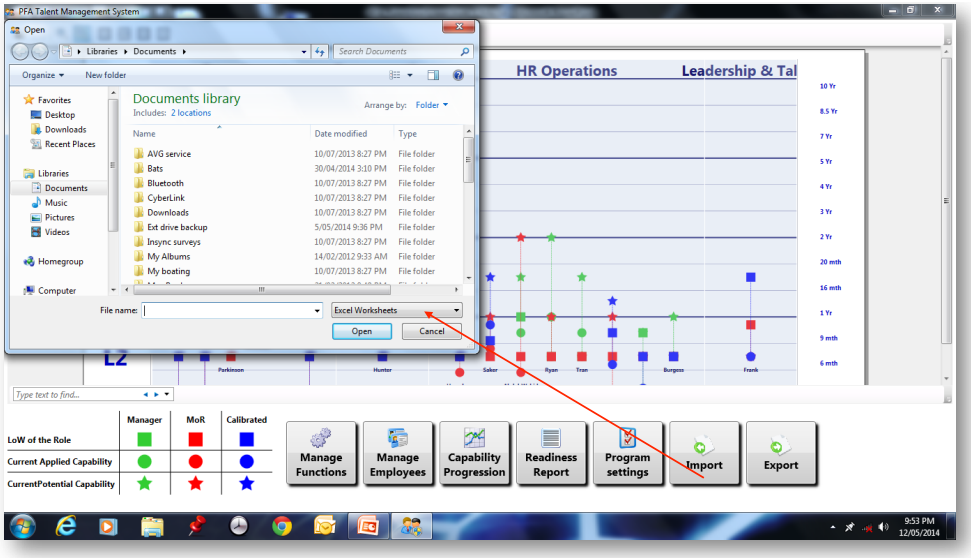
Import box #2



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GO Global Organization Design Society

GO SOCIETY PURPOSE AND VALUES STATEMENT

To support the organizing of work in a responsible, fair and healthy manner in which people are led in a way that enables them to exercise their capabilities.

The Society believes this requires applying a systems framework* emerging from reflective inquiry in which levels of work and capability are the initial paradigm and growth in human awareness is the essential process.

The benefits are organizational effectiveness, fulfilled people and organizations designed for value-creation, sustainability and social well-being.

Note: inspired by the work of Wilfred Brown and Elliott Jaques

The *Global Organization Design Society* was founded in 2004 to establish and operate a worldwide association of business users, consultants, and academics interested in science-based management to improve organizational effectiveness.

The GO Society fulfills its purpose by:

- Promoting among existing users increased awareness, understanding and skilled knowledge in applying concepts of Levels of Work Complexity, Levels of Human Capability, Accountability, and other concepts included in Requisite Organization and/or Stratified Systems Theory.
- Promoting among potential users of the methods, appreciation of the variety of uses and benefits of science-based management, and access to resources. The GO Society supports the learning and development of current and future practitioners by holding world conferences and professional development workshops, publishing books and a journal, and maintaining a resource-rich web site with related articles, monographs, books, videos, blogs, discussion groups, and surveys.

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