Organizational Assessment on Talent Mobility Readiness

Tool to Use
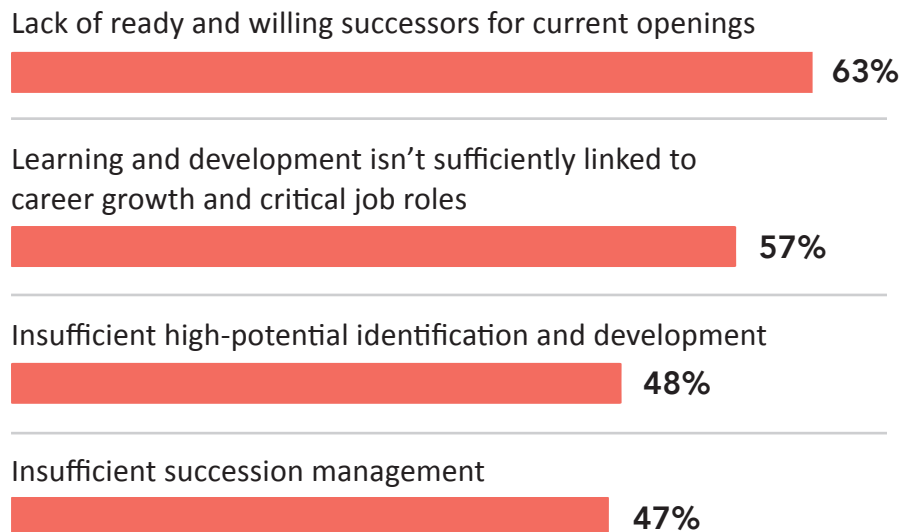
Brandon Hall GROUP

2020

Introduction

Most every organization has great talent. But is it sufficient to meet current and future talent needs?

Employers face the difficult challenge of understanding the potential of their employees and how to strategically develop them to meet the organization's ever-evolving needs. The key is understanding business needs and aligning them with the capabilities, potential and aspirations of the internal talent pool.

Retaining top talent is among the biggest concerns of business and HR leaders, according to Brandon Hall Group's HCM Outlook 2020 Study. Developing talent is a critical piece of talent retention, but employers face many barriers. These are the most prominent, according to our research:

BARRIERS

Lack of ready and willing successors for current openings

63%

Learning and development isn't sufficiently linked to career growth and critical job roles

57%

Insufficient high-potential identification and development

48%

Insufficient succession management

47%

Source: 2020 Brandon Hall Group Career Development Study

Those are significant challenges and they can be daunting. It's important to have a deep understanding of your current state so you can create priorities and strategies to move forward.

Brandon Hall Group, through its quantitative and qualitative research and experience working with hundreds of organizations, identified the processes and practices needed to have internal talent ready at all levels to drive your organization forward now, in the near future and long term.
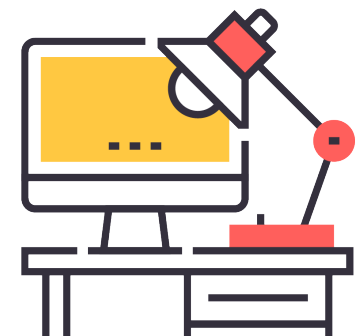
To help you build your strategy, we developed this internal talent mobility readiness assessment.

We focused on:

- Identification of high-potential employees
- Career development
- Leadership development
- Succession practices
- Employee engagement
- Performance management
- Assessments
- Learning & Development

In the assessment, we describe 61 leading practices. For each one, indicate whether you use the practice. If you answer "no," rank the priority (high, medium, low) for taking action. You can jot down notes as needed. We've included a short commentary in each section to put the importance of the practices into perspective.

The tool can be used by you or other individuals in your organization. Or it can be used in groups to drive discussion and debate on the priorities. The goal is to make individuals and organizations think through where they stand with talent mobility and determine priorities and next steps.

INSTRUCTIONS: Print the worksheet. Answer each question yes or no. Then indicate the priority for improvement. Make notes to help you focus on specifics.

IDENTIFICATION OF HIGH-POTENTIALS	Yes	No	Priority for Improvement			Notes
			High	Medium	Low	
Does your organization have a well-defined process for identifying high-potential employees?						
Does high-potential identification apply to all levels of the organization (e.g., individual contributor to front-line leader, front-line leader to manager, manager to director, individual contributor to lateral role in another department, function, business unit or region, etc.)?						
Before identifying a high-potential, does your organization take steps to ensure the candidate's personal and professional goals are aligned with business objectives and direction?						
Is identification as a high-potential based on more than job performance in current and/or prior roles?						
Is identification as a high-potential based on more than a manager's recommendation?						
Does the organization take steps to account for unconscious bias and ensure there is a diverse group of high-potential candidates?						

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IDENTIFICATION OF HIGH-POTENTIALS

	Yes	No	High	Medium	Low	Notes
			Priority for Improvement			
Are candidates for high-potential identification given assessments for behaviors and/or potential before selection?						
Does high-potential identification involve proficiency in core, leadership or functional competencies depending on the job level or role?						
Has your organization identified critical leader roles, prioritized for accelerated high-potential development?						

COMMENTARY

High-potential identification traditionally focuses heavily on performance, which is only one of many factors associated with potential. Others include engagement and the employee's aspirations, both personally and professionally, and what a successful career and personal life looks like to them. Emotional intelligence is also a factor often overlooked. It is critical that organizations establish a foundation for identifying high-potentials so the resulting candidate pool aligns with current and future business needs.

CAREER DEVELOPMENT

	Yes	No	High	Medium	Low	Notes
			Priority for Improvement			
Does your organization have well-defined career paths for most job families/job roles?						
Does your organization provide opportunities for employees to grow in their current positions?						
Does your organization link skills and competencies to career paths?						

CAREER DEVELOPMENT

	Yes	No	Priority for Improvement			Notes
			High	Medium	Low	
Does each employee have an Individual Development Plan (IDP)?						
Please indicate the types of opportunities through which employees can grow in their current roles: • Job rotations • Stretch assignments • Certifications • Cross-functional team/project work • Pursue formal education outside the organization						
Do managers and employees work together to ensure that IDPs are aligned with the employee's stated career goals?						
Does your organization clearly communicate, through a career portal, app or other resource, the connection between career paths and competencies needed to qualify for new roles?						
Do career paths allow for lateral movement to different job roles or different functions/departments/divisions of the organization?						
Does your organization have clear job descriptions that include competencies/skills/experiences needed to qualify for consideration?						
Is your recruitment process for open positions structured to give current employees equal opportunity to apply for those openings?						
Are all job openings posted in an accessible manner for all employees to see opportunities?						

CAREER DEVELOPMENT

	Yes	No	Priority for Improvement			Notes
			High	Medium	Low	
Are competencies for roles in your organization linked to learning paths/opportunities so that employees fully understand what they need to do to qualify for new roles and the learning available to get there?						
Does your organization offer career coaching to employees, either through HR, managers, an external service or technology?						

COMMENTARY

Career development has several elements, all of which must be integrated and coordinated. Employees need to be able to develop in their current roles, as well as understand possible future options and prepare for those opportunities by understanding the needed skills and competencies. The questions in this section are designed to assess the completeness of your approach to career development.

LEADERSHIP DEVELOPMENT

	Yes	No	Priority for Improvement			Notes
			High	Medium	Low	
Does your organization's leadership program include development at all levels of the organization?						
Are your development programs inclusive and do they reflect the composition of your workforce and customer base?						
Is your executive-leadership team actively involved in sponsoring, developing and participating in leadership programs at all levels of the organization?						
Are learning objectives for your leaders aligned with business objectives and priorities?						

LEADERSHIP DEVELOPMENT

	Yes	No	Priority for Improvement			Notes
			High	Medium	Low	
Does your organization leverage multi-modal content offerings to provide leaders with choices to suit their learning preferences and development focuses?						
Does your organization believe in spaced learning, with time for skills reinforcement and practice, ideally in a simulated and/or safe environment where leaders can fail and learn without consequence?						
Is development of foundational leadership competencies, such as emotional intelligence, coaching, mentoring and feedback, an active part of your leadership program?						
Do you include digital-age competencies such as leader agility, leading virtually, leading through disruption and embracing diversity?						

COMMENTARY

Today's business environment requires strong leaders at all levels of the organization — teams, front-line, strategic leadership, etc. Modern leadership is focused on collaboration, enablement, coaching, mentoring and feedback. Command-and-control styles of leadership are not effective and will become nearly extinct in the years ahead. Therefore, leadership development must fit different learner preferences and operate from one leadership model, with varying levels of proficiency depending on the level of leadership.

SUCCESSION PRACTICES

	Yes	No	Priority for Improvement			Notes
			High	Medium	Low	
Does your executive-leadership team prioritize promoting from within for at least half of critical roles at all leadership levels?						
Does your organization have a process for identifying critical talent segments and key job roles at all levels of the organization?						
Is succession planning a continuous process not defined by activities with specific starts and stops?						
Have you determined the capacity of your succession-planning process? In other words, do you have the time and resources to do thorough succession planning across the entire organization or should you focus on certain levels or critical roles?						
Is your organization transparent about communicating inclusion criteria and who's in and out of the succession pool?						
Is your succession pool inclusive and does it represent the composition of your workforce and customers?						
Are succession candidates informed that inclusion in the succession pool is a continuously earned privilege, not a promotion entitlement?						
Does each succession candidate have targeted development and mobility plans?						
Does your organization have a robust, active talent-review process in which succession candidates' performance and potential are updated on a regular basis (at least twice a year)?						

SUCCESSION PRACTICES

	Yes	No	High	Medium	Low	Notes
			Priority for Improvement			
Does your organization's succession program include active support when successful candidates assume their next roles?						

COMMENTARY

In Brandon Hall Group research over the years, succession is routinely rated as ineffective and at the bottom of the priority list for improvement. In many organizations, succession planning needs to be reinvented. It needs to be seen as a continuous process based on a range of evaluation methods. It must be transparent to all succession candidates. The questions in this section are designed to help you understand requirements for modern succession management.

EMPLOYEE ENGAGEMENT

	Yes	No	High	Medium	Low	Notes
			Priority for Improvement			
As a group, do your leaders and managers have strong connections with your employees and deliver frequent and meaningful feedback?						
Does the organization communicate a sense of mission and purpose that creates a strong employee value proposition that motivates employees to develop and grow with the organization?						
Are employees recognized frequently for strong performance and meaningful contributions to the organization?						

COMMENTARY

Employee engagement is a prerequisite for strong talent mobility. Without an engaged workforce, you will struggle to retain talent and your development efforts could be squandered. The best engagement strategy is to create great everyday experiences that create value for the employees. Career development, strong relationships with managers and leaders, and frequent recognition of meaningful contributions and behaviors aligned with organizational value are important parts of driving engagement.

PERFORMANCE MANAGEMENT

	Yes	No	Priority for Improvement			Notes
			High	Medium	Low	
Do managers and employees work together to set performance goals that address the employee's career goals and the organization's business needs?						
Do managers coach employees on a regular basis to help them reach their goals?						
Are learning and development opportunities related to employees' performance goals readily available in many forms?						
Can employees provide feedback anonymously to managers about how they handle performance management?						
Do managers and employees have 1:1 check-ins on a regular basis? (Weekly or bi-weekly is ideal.)						
Do manager-employee check-ins routinely go beyond review of ongoing and upcoming work to include coaching, goal revision and career discussions?						
Does every employee have an Individual Development Plan? Is it updated as often as needed?						

COMMENTARY

Modern performance management is not about evaluations or ratings. It is about managers and employees connecting to develop the employee to benefit their career goals and aspirations in alignment with the needs of the business. Therefore, frequent and consistent one-on-one meetings between managers and employees focused on coaching, mentoring and constructive feedback are critical for employee development. Over time, that produces a clear and balanced picture of an employee's future potential and value to the organization.

ASSESSMENTS	Yes	No	Priority for Improvement			Notes
			High	Medium	Low	
Does your organization use talent assessments of any kind?						
Does your organization use talent assessments in the pre-hire process to determine strengths and organizational fit?						
Does your organization use post-hire assessments to understand strengths and potential, and prioritize learning and development plans?						
Do you have a formal pre- and post-hire assessment strategy?						
Is your assessment strategy consistently adhered to across the enterprise or at least within business units or departments?						
Does your organization leverage data and metrics from assessments to develop prescriptive or predictive analytics to drive talent decisions?						

COMMENTARY

Effective talent mobility requires a clear understanding of employees' potential. Performance is one aspect of performance, but engagement, aspirations and learning agility also are important. This requires ongoing assessment, both formal and informal. Informal assessment can occur through strong performance management. But formal assessments can help reveal talents, capabilities, personality characteristics and other employee attributes that other forms of interactions cannot. A consistent use of assessments, coupled with building strong relationships with employees, provides the best view of employee value and potential.

LEARNING & DEVELOPMENT

	Yes	No	Priority for Improvement			Notes
			High	Medium	Low	
Does your organization have a learning strategy and is it reviewed/ amended as needed at least annually?						
Does the learning strategy align with development needed to increase the number of ready-and-willing internal candidates for at least the most critical roles at all levels of the organization?						
Does the organization clearly explain to employees the link between the application of learning, development of new competencies and skills, and their ability to move into other roles within the organization?						
Do learning programs include opportunities to practice/ apply knowledge?						

COMMENTARY

Both the organization and the employee need to regard ongoing learning and development as part of everyone's job. This is critical to create the skills, competencies and learning agility needed to develop talent that can adjust to changes in business needs over time. The organization must ensure that learning is delivered in many different ways to fit different situations and learner preferences. The organization and employee must work together to ensure learning is aligned with development needs for the employee's current role and future aspirations, and the needs of the business.

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About Brandon Hall Group

Brandon Hall Group is an HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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GET HELP TO DRIVE RESULTS FOR YOUR TALENT

In today's volatile and global business climate, managing talent for high-performance plays an increasingly crucial role in an organization's growth and future success. Effective talent management is a top priority in organizations everywhere because, while organizations recognize the need to obtain and retain people with the very best skills, they continue to struggle to implement effective strategies to do so. HR and Learning professionals need to be able to successfully define organizational talents needs and skills, identify talent strengths and career goals, and align organizational needs to individual needs. Rethink your strategy, validate your assumptions, transform your business, and optimize your time with the use of reliable data, tools, and guidance.

PLAN   ATTRACT   DEVELOP   PERFORM   RETAIN   OPTIMIZE

Our Services (Continued)

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