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LEARNING

❝*In general, if you are in an uncertain world, make it simple.*❞

Gerd Gigerenzer

Online technology for talent reviews and career conversations

Background to the online application

- **Despite the proliferation of talent technology vendors promising a portfolio of integrated modules, organisations still experience frustration implementing agile processes for talent reviews and career development**

- **The need for a pragmatic approach - set up and implementation - to support individuals in career development conversations, for line managers preparing for talent reviews, and to provide talent intelligence for the organisation**

- **Available as a stand alone application or option to customise around client specific frameworks and incorporate branding**

- **Drawing on the 6C model of success to see "talent" within context**

The is - is not of the application

It Is

- a highly focused application for individuals and line managers to take stock of career options

- short, simple and easy for end users to review career development priorities

- a tool to help managers prepare for critical conversations - in one to one debriefs with their team members as well as their peers in talent reviews

- an application to build and sustain momentum for proactive talent planning

- based on established research into the dynamics of sustainable success

It Is Not

- an integrated "all singing all dancing" HR Information System

- a complex methodology that demands significant organisational time and effort

- a complete solution in which the "system" replaces conversations

- a tool that can be implemented without investment in positioning, training and follow through

- a "black box" assessment that claims extraordinary predictive power

A success framework

Credibility

The factors of track record, experience, positive working relationships that shape organisational profile and reputation

Capability

Incorporating functional skill sets, professional expertise and management competency

Career Management

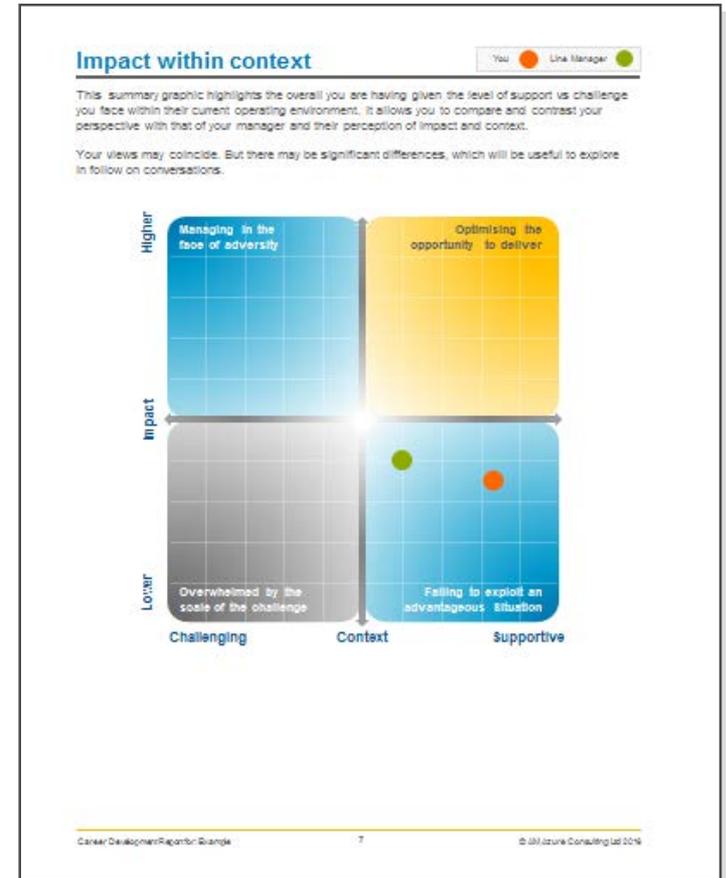A vocabulary to summarise career options and identify key drivers

Character

Reflecting an operating style that represents sustainable professional and leadership practice

Connections

The breadth of networks and quality of connections to access additional talent

■ **That also incorporates an insight into the Context in which individuals operate**

Line management completion

10 –15 minutes completion time to present 30 powerful and thought provoking questions for a credible and comprehensive evaluation of the issues that underpin performance and progression.

Completed:

- **As preparation for a career planning conversation with a team member**

- **In advance of a talent review exercise with peers**

Option to include a "stakeholder perspective"

Report outputs

Career Summary: Impact and Priorities
A high level summary and profile based on the pattern of performance, credibility, capability, character, connection, career management and context

Detailed Analysis
The full analysis of the talent development framework

Preparing for a Career Conversation
To help line managers draw together their initial analysis in preparing for a career conversation with team members

Using the report output in career conversations

Objectives

- provide the opportunity to review the aspirations of each team member and encourage their hopes for the future

- help you to look beyond today's immediate work pressures to highlight the trends facing the organisation and the implications for an individual's career options

- help to retain those key individuals whose talents may lie outside your team but are important to the organisation

- a joint problem solving exercise to provide momentum to the individual's career development

Agenda

- review the individual's Career Focus to identify their likely career priorities

- establish what's helping or hindering progress towards these goals

- identify the key priorities and actions that will drive future development

- negotiate what level of support you can personally provide or access along with the individual's personal commitments

Individual completion

15 -20 minutes completion time to present 40 powerful and thought provoking questions for a credible and comprehensive evaluation of the issues that underpin performance and progression. Includes a module to identify career aims. Completed:

- **As a stand alone career development exercise**

- **As preparation before a career development planning or coaching session with a line manager or coach/mentor**

- **In advance of a structured assessment process**

Using the report output for career planning

- **An overall profile of Credibility, Capability, Character, Connections and Career Management, and Context, as well as a detailed analysis of the specific elements within each area**

- **If the line manager has also participated in this exercise individuals can compare and contrast their personal evaluation with those of the line manager**

As part of a structured assessment process

- **Individuals undertaking an assessment exercise, complete the on-line review in advance of subsequent assessment**

- **Assessors have the facility to pull down the data and integrate with other assessment data in finalising an assessment report**