



“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

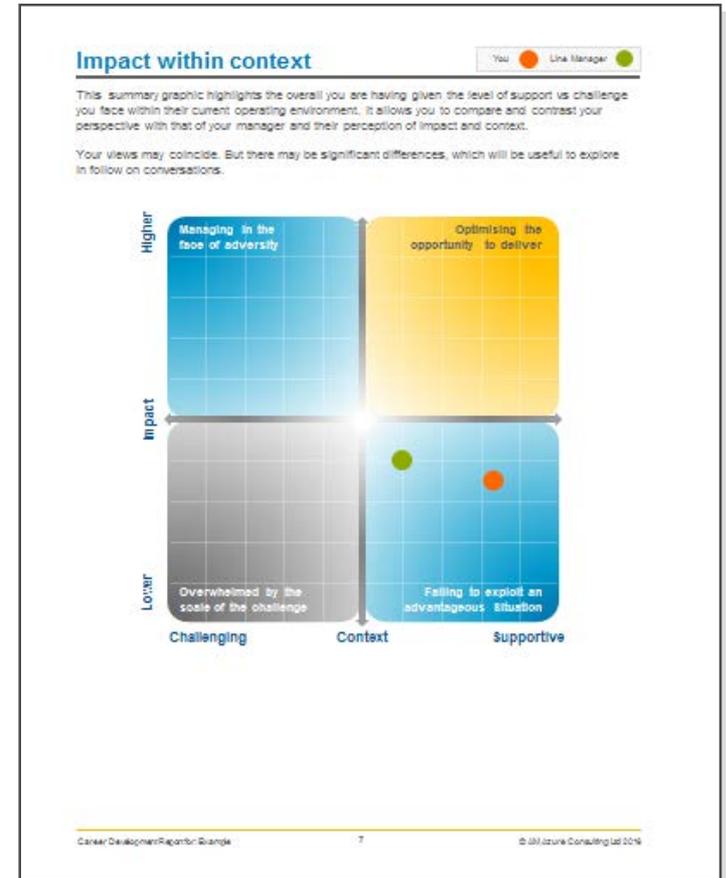
Character

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”

The screenshot shows the 'Career Management' section of the 'Talent Profiling' tool. The header includes the 'am AZURE' logo and the title 'Talent Profiling'. Below the header, the section is titled 'Career Management' and 'Risks of derailment'. A question asks: 'Which of the following represent potential hazards in Case Study's career development? Review the following list and indicate any areas you feel that may represent potential risks in his/her career.' There are three items listed, each with 'No' and 'Yes' buttons:

Risk	No	Yes
Mismanaging interpersonal and political sensitivities	<input type="checkbox"/>	<input type="checkbox"/>
Misjudging the timing and speed of his/her decisions and plans	<input type="checkbox"/>	<input type="checkbox"/>
Taking on challenges that make it difficult to play to his/her strengths	<input type="checkbox"/>	<input type="checkbox"/>

The screenshot shows the 'Capability' section of the 'Talent Profiling' tool. The header includes the 'am AZURE' logo and the title 'Talent Profiling'. Below the header, the section is titled 'Capability' and 'Technical/Professional Expertise: Depth'. A question asks: 'This area evaluates the depth of Case Study's technical/professional know how in his/her functional area'. There are five options listed, each with a description:

None: not an applicable/evident area
Low: modest levels of knowledge and expertise in any specialist area; significantly less than professional peers
Moderate: a reasonable degree of proficiency within specialist discipline
High: an advanced proficiency within specialist discipline that is in touch with current trends and developments
Very high: in-depth knowledge and expertise; regarded by professional peers as at the leading edge of his/her specialist discipline
Cannot Say

At the bottom right, there are 'Back' and 'Next' buttons.

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

Talent Profiling

Career Management

Career Aims

Please select one option that is more descriptive of you AND one that is less descriptive of you.

I operate at my best when I am:

	More true	Less true
working through the important technical details to ensure I've covered all the bases	<input checked="" type="radio"/>	<input type="radio"/>
simplifying complex issues into key business priorities	<input type="radio"/>	<input type="radio"/>
using my professional judgement to analyse problems and provide realistic options	<input type="radio"/>	<input checked="" type="radio"/>
multi-tasking to work across a number of different tasks simultaneously	<input type="radio"/>	<input type="radio"/>

Talent Profiling

Connections

Breadth of Networks

How would you evaluate the extent of your networks both within the organisation and with individuals and groups outside?

Extremely limited: largely confined to my own immediate work area

Limited: mainly limited to my work area and a few key contacts from other functions

Moderate: a reasonable level of networks across a range of work areas and functions within the organisation

Extensive: well established networks across a range of work areas and functions within the organisation and with key contacts outside the organisation

Very extensive: well established networks across a range of work areas and functions within the organisation and with many key contacts outside the organisation

Back Next

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

Career Focus Overview

Each of the four themes highlight a different career orientation, with associated opportunities and risks for career development.

Review the profile to identify the area that most and least reflects your career focus.

Focus on Technical Excellence



A focus on current technical know-how and expertise allowing individuals to play to their existing strengths, making it easier to build proficiency and optimise impact; occupying that niche, which is in demand, raising organisational profile and enhancing marketability.

Building Professional Mastery



The ability to make connections across a professional discipline provides a platform to think strategically and develop coherent plans that make a business impact; professional mastery also opens up a range of options in the marketplace, giving freedom to move across different sectors and industries.

Developing as an Organisational Problem Solver



Building organisational credibility as the "troubleshooter" who can take on any challenge; opening up career options – internally and in the marketplace – as someone who knows how things work and how to get things done.

Moving to Business Leadership



The potential to progress to a position of power with the scope to make critical decisions about the organisation's future; operating with the status and financial security to "call the shots" and exert personal influence.

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Career Opportunities and Risks

Your highest career theme:

Developing as an Organisational Problem Solver - Moving to Business Leadership

Potential Risks for you:

- a career pattern that over time suggests a "jack of all trades and master of none" which may be damaging to your marketability
- your association with organisational problems creates career adversaries who would prefer to maintain the status quo
- you become stereotyped as a "fixer" who is brought in to tackle the difficult challenges and become caricatured as a trouble-shooter

Potential Opportunities for you:

- your willingness to take on a range of different problems positions you as a flexible and versatile contributor who is prepared to take responsibility for making things happen
- you gain access to other functions to develop a deep understanding of how organisations operate and how to get things done
- the experience of working with colleagues in a range of different functions opens up new networks, raises your organisational profile and market attractiveness

- Is there one dominant career theme? Does the profile reflect your current views about your likely career options?
- Or is the profile less "clear-cut" and no single theme emerges? Are you are undergoing a career transition and the profile is reflecting the current ambiguity of your career stance?
- Use the detail in this report to identify what is helping or hindering your career plans.

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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

