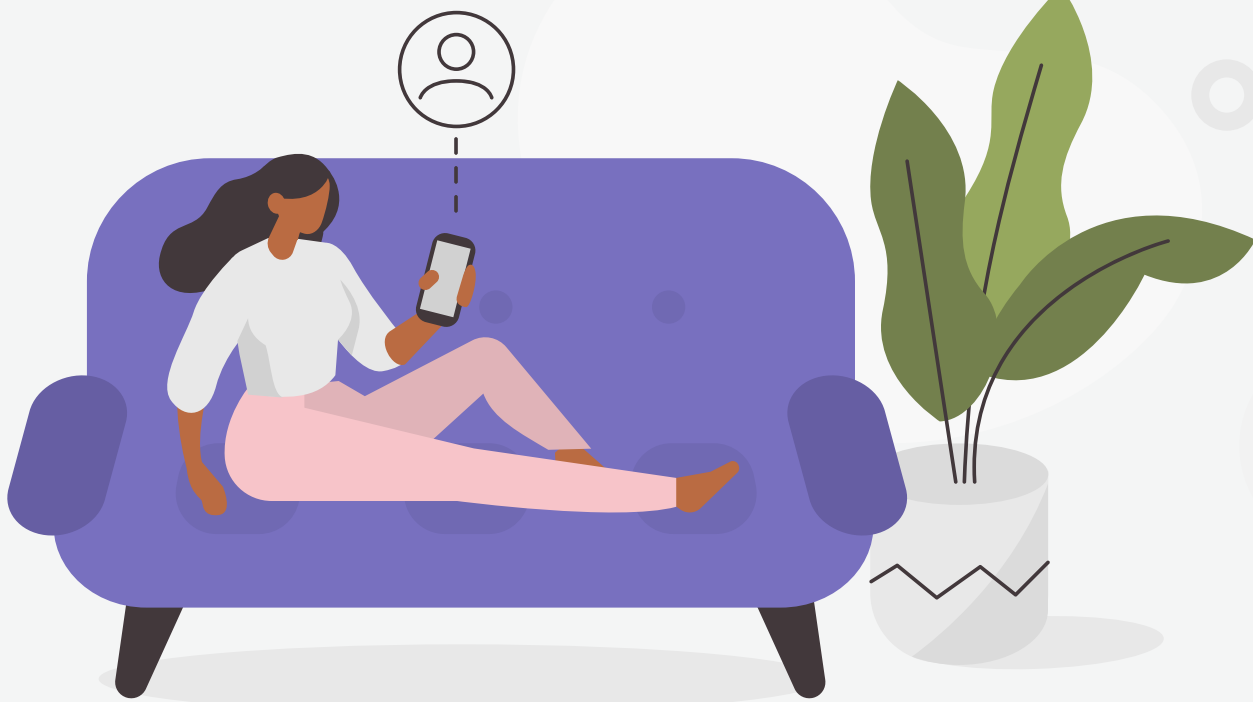


# Skillbook

# Talent Management

Team Management  
Skills



**Mindtools**

# Talent Management

## Skillbook

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# 1. Introduction

**D**o you know who the top performers are in your team or your organization? Who has hidden talents? Who needs developing? Who can fill vital skills gaps?

Sometimes, you may need to recruit externally to find the right talent, but it's important not to overlook the skills that existing co-workers can offer. Otherwise, it can lead to low morale, disengagement and high staff turnover. Not only that, but you risk missing out on making the most of people's potential.

That's why talent management is vital. It can help you to attract, develop and retain the people who are most valuable to your organization and so build a highly motivated, energized workforce that's at the top of its game.

In this **Skillbook**, we'll explore talent management in more detail, and explain how having a talent management strategy can secure the long-term performance and stability of your organization.

You'll learn how to:

- Identify and attract talented individuals who fit into and add to your organization.
- Develop the talents and skills of your existing staff by creating a learning culture.
- Retain talent by recognizing and rewarding high performance.
- Create a solid succession plan so that you have the right people in place to ensure that performance remains high when someone leaves.

## 2. What Is Talent Management?

**T**alent management is a comprehensive strategy that brings together a number of different HR initiatives. In general, these include:

- Identifying and recruiting talented people.
- Developing the abilities of existing people in the organization.
- Engaging and motivating high-performing team members, so that they are not tempted to go elsewhere.
- Succession planning and leadership development to ensure that a “talent pipeline” is maintained ready for when people leave.

But, simply creating a talent management system is not enough. For it to be effective, it must be supported by managers and leaders from across the organization who understand the **value** of talent management.

Their efforts will nurture innovative and creative thinking across the business, which can give it an edge on the competition. It also enables you to identify future leaders, so that, when people do leave or retire, you can be confident that knowledge won't be lost and that performance will remain high.

In this Skillbook, we'll look at the four key areas listed above in more detail, and show you how to combine them to create a successful talent management strategy.

But first, let's take a look at what your organization is doing now.

### Action:

Think about how your organization manages talent, then answer the questions on the following page.



**What methods do you use to attract talented people to your organization? How effective has this been?**

**How does your company develop people's talents?**

**What do you do to ensure that people stay engaged and aren't tempted to take their skills elsewhere?**

**What happens when people in your leadership team leave or retire? Do you have people in place who could confidently step up?**

### 3. Attracting and Recruiting Talent

**A**sk yourself, “Why would anyone want to work for my organization?”  
What can my company offer potential recruits that will make them want to work for me instead of one of my competitors?”

These are tricky questions. But you need to know the answers if you want to successfully attract and recruit talented people.

Finding people with the right talent, skills and values can be difficult, as they are often in a strong position to pick and choose who they work for.

In this chapter, we’ll look at how you can attract talented people by developing a strong employer brand, and put the right people into the right jobs by using competency-based interviewing techniques.

#### Attracting Talent Using Employer Branding

First you need to attract people to your organization. To do this, you need to build an authentic, motivating and inspiring employer brand.

Your employer brand should represent what your organization stands for, how it treats its people, and how its behavior embodies its core values and responsibilities. Employer branding can deliver several benefits to your organization:

- **You can recruit the right people.** If you genuinely have a reputation for investing in and developing people, then talented people will come looking for you!
- **It’s easier to retain employees.** People who feel good about their organization’s corporate culture and values are less likely to want to work elsewhere.
- **Your organization will have a stronger sense of self.** A strong employer brand communicates to the world what it stands for and can raise the organization’s profile.
- **Your customer service and vendor relations improve.** When your people are happy it will naturally “rub off” on others, including customers and vendors. This can improve both sales and reputation.
- **Your people are more productive.** When an organization motivates and inspires its people, they’ll more likely go that extra mile for it by working hard, adding value, and thinking up new and better ways to improve the organization.

Before creating an employer brand, you need to understand how your current and past workforce perceives your existing brand. You can explore this in the following exercise.



### Action:

Look over exit interviews, ask current staff, and check out reviews on Glassdoor and Indeed (though be cautious when using third-party websites, as they're often used by disgruntled former employees or unscrupulous competitors hoping to "smear" other companies' reputations).

Use your findings to identify areas where your organization is performing well and to highlight areas where you want to improve. Then answer the questions, below.

<b>Why do people want to work for your organization?</b>
<b>What things put people off working for your organization? What reasons have people given for leaving in the past?</b>
<b>What needs to change?</b>



The next step is to use your findings to create a Value Proposition for potential new recruits. This a statement of what your organization stands for and what it can offer people who work for it.

Essentially, your Value Proposition must answer the question: “Why should I work for your organization?” It should do this by focusing on three key things:

1. **Physical benefits** – the advantages and bonuses that your organization offers employees (for example, healthcare insurance, time off for caregiving, competitive salaries, learning and promotion opportunities, a safe workplace, a beautiful office environment, and so on).
2. **Emotional connection** – this comes from positive initiatives that your company offers. It’s what makes people proud to work for you and helps them to feel connected to their colleagues. It can include initiatives that focus on employee well-being, such as mindfulness workshops, a strong “green” agenda, or social outreach programs like charity work and volunteering.
3. **Belief** – this helps people feel connected to your organization’s mission. It should provide them with a strong sense of meaning and purpose, and make them feel as though they are working toward something bigger than themselves.



### Action:

On the following page, write up a Value Proposition for your organization that will attract potential recruits, focusing on the three areas listed above.

My Organization's Value Proposition	
Physical Benefits	
Emotional Connection	
Belief	

Make sure that your Value Proposition and wider employer brand is an honest and authentic representation of your organization and its values. Otherwise you may find that you attract candidates who have misunderstood what your organization stands for, or what it wants from them. This can cause them to feel let down or lied to, which can result in employee dissatisfaction, low performance and high staff turnover.



### Tip:

Your Value Proposition is useless if no one knows about it. So make sure that you get your message out there. Publish it on both your internal and external communications channels, such as your intranet, website, and social media profiles.

Make your Value Proposition an integral part of your interview process, as well as your induction and onboarding programs, to help people to understand what your organization stands for and where they fit into it.

## Recruiting Talent

Recruitment will undoubtedly play a key part in your wider talent management strategy. But getting the right people into the right roles isn't always as easy as it sounds.

Using a clear, consistent and robust recruitment process will help you to identify and assess suitable candidates based on their skills and competencies. It should also enable you to explore whether they are a good "fit" for your company based on their values and personal characteristics.

### The Job Description

The first step in any recruitment strategy is writing out a clear and comprehensive job description. This should give candidates an overview of the organization and its values, as well as the role that they will be filling and what will be expected of them.

Use your job description to:

- Provide candidates with a sense of meaning and purpose, so that they know why the job exists and can understand its value.
- Give a set of clear expectations that people's performance can be measured against during their probationary period.
- Identify the main priorities of the role, so that people know what to focus on and what not to waste time on.
- Define organizational structure, corporate branding, and the company's mission and values.
- Establish career progression pathways.

### The Interview

A good interview goes beyond simply assessing whether candidates can do the job – it must also determine whether they **will** do the job

So, while it's important that you assess a candidate's skills and abilities, it's also important that you dedicate time in the interview to learn more about their personality, so that you can get a feel for whether they're the right cultural "fit" for your organization.

Essentially, this will depend on the extent to which you believe they will be able to adjust and adapt to your organization's values and behavioral norms.

Many organizations take cultural fit into consideration when hiring. But it shouldn't be your only consideration. Avoid immediately ruling out someone just because they are too different. Often people who have different experiences and backgrounds can offer skills and knowledge that – though not necessary – can “add” something extra or new to your organization. This can help you to build a more diverse workforce that has varied talents, ideas and experiences.



### Action:

Thinking about your organization's Value Proposition (on page 7) make a list of the values and behaviors that you would like candidates to demonstrate. Then, make a separate list of the specific skills and competencies that they will need.

Key Values and Behaviors	Key Skills and Competencies

Next, you need to think up some questions you can ask each candidate to get to know them better.

### “Getting to Know You” Questions

Put your candidates at ease, develop rapport, and learn a bit more about their personality and background by asking “getting to know you” questions, such as:

- What aspects of your last job did you really enjoy?
- Why did you apply for this job?
- What attracted you to our organization?
- When you’re not working, how do you like to spend your time?
- If you could instantly become an expert in something, what would it be?
- What dream have you yet to achieve?



#### Action:

List five “getting to know you” questions in the boxes below. Think specifically about questions that will help you to learn more about candidates’ values, qualities and motivators.

“Getting to Know You” Questions
1.
2.
3.
4.
5.

## Competency-Based Questions

These kinds of questions are a great way of assessing candidates' strengths and weaknesses against the key competencies that they will need. Though you can also use them to assess key values that your organization deems important. For example, honesty, integrity or creativity.

The **STAR** technique is a particularly useful way of structuring competency-based questions. It stands for: Situation, Task, Action, and Result. For example, you could use it to frame a question about creative thinking as so:

- **Situation:** "Tell me about a time when you had to think creatively to solve a problem?"
- **Task:** "What did you do and why did you decide to handle it in this way?"
- **Action:** "What action did you take?"
- **Results:** "What did you achieve? How did your team benefit?"

Remember to ask each candidate the same core questions, then follow up with individual questions to learn more during the interview. This will ensure a more objective and fair interview process.

## 4. Developing Talent

**G**etting the right people into the right jobs is a great start, but you'll need to continue to develop their talents and expertise if you want to retain them, avoid skills gaps, and ensure that performance remains high. Developing talent can also be useful in uncovering people's "hidden" skills or strengths.

The best way to do this is to develop a learning culture, which involves regularly assessing your people's training needs, providing feedback, offering growth opportunities, and fostering initiative.

There are a number of things you can do to develop talent in your organization, including:

1. Effective onboarding.
2. Giving and receiving feedback effectively.
3. Training Needs Assessments

### 1. Effective Onboarding

Onboarding is essential if you want to help new starters to develop and grow into their new role. It's also useful for tracking progress and ensuring that they are a good match for your organization.

#### Onboarding Using STEPS

A great way to help get new starters onboard effectively is the **STEPS** process. It stands for Settle, Test, Evaluate, Progress, and Succeed. STEPS is not a linear process. Often the different aspects of the process happen side by side. Let's explore each aspect of the model in more detail:

##### Settle

This is all about ensuring that your new people feel welcome and comfortable in your organization, in their team and in their new job. It will include your formal induction process, which should provide them with essential information about the inner workings of your organization and will encourage them to form connections with others from across the company.

Help your new people to settle by doing the following:

- Arrange a welcome breakfast or lunch for them.
- Set up meetings for them with people from across the business who they'll likely be working closely with.

- Help them to link up with colleagues online. For example, through messaging apps such as Teams, Slack or LinkedIn.
- Introduce them to your organization's mission, vision and values, and explain how their role impacts the business.
- Make them feel productive by giving them valuable tasks early on and by setting them goals to achieve by the end of their probationary period. These might include researching the product or service you provide; reviewing key processes, policies and systems; or reading up on future projects.

## Test

This part of the process doesn't involve any formal testing. Instead, it's about both you and your new team member comparing expectations with reality. It's a chance for both of you to question whether you're the right fit for one another.

Check up on how your new starter is doing by arranging regular meetings with them.

Helpful questions to ask them include:

- Is the job what you expected in terms of culture, work, and business operations?
- What tasks do you feel most/least comfortable with so far?
- What motivates you most in your role?

They may find that the role is not quite what they expected. Perhaps they feel that the job description doesn't fully convey the scope of the role, or that the company's Value Proposition has misrepresented your brand. It's good to learn about these concerns early on so that you can make adjustments to achieve a better fit. For example, you could explore Job Crafting or move them to a different, more suitable role.

It's also an opportunity for you, as a manager, to assess whether they are meeting expectations. Do they have the right skills? Is their attitude and behavior right for the team and the wider organization? Have the promises that they made at the interview stage been realized?

## Evaluate

You also need to evaluate the work that your new starter is doing, along with other aspects of their performance, such as their attitude, teamwork and communication skills.

Use regular one-on-ones to "check in" with your new team member so that you can raise any issues with them, ask questions, and provide feedback on their performance.

It's also a good idea to schedule in some more formal appraisal sessions in which you can set performance goals and monitor their progress toward achieving them. This will help you to assess their core job skills and competencies.



It's also a good idea to gather feedback from their colleagues to see how well they feel they're getting on. For example, ask how they feel about their new co-worker's communication skills and attitude to work.

## Progress

Watch for signs of improvement in your new team member's work. Common things to look out for include:

- Increased and well-managed workload.
- Taking on greater responsibility.
- Improved capabilities in core skills.
- Higher involvement in team projects.
- More confidence and greater contribution in team meetings.
- Stronger relationships being made with other team members and with people from across the business.

All of these things demonstrate growth and progress, so remember to give your new team member praise for their hard work and positive attitude changes.

## Succeed

Finally, you'll need to assess whether the person is a successful fit in your organization. You'll likely come to do this naturally at the end of their probationary period.

Questions that you can ask to assess the success of your employee include:

- Are they productive, happy, and contributing to the business?
- Are they comfortable and competent in their role?
- Do they have adequate industry knowledge?
- Have they built the necessary professional networks to complete their tasks efficiently?
- Do they have a clear career plan or personal goals to work toward?

"Succeed" completes the **STEPS** acronym, but the process doesn't stop there. You'll need to continue to help your employees to develop and grow past their probation by offering regular feedback and providing them with effective training – both of which we'll explore in more detail next.

## 2. Giving and Receiving Feedback Effectively

Feedback is essential throughout a new starter's probationary period and beyond. So, it's vital that you encourage managers to schedule in regular one-on-ones and appraisal sessions with their team members. These sessions are a great opportunity for managers to set and monitor goals, talk about performance and progress, give praise, or highlight areas where improvement is needed.

Most of all they are essential in helping to identify ways in which you can develop your people. For example, by uncovering training or support needs.

While giving feedback is an essential part of people's development, receiving it is just as important. If people are unhappy or they feel that there aren't enough opportunities for growth, you need to know!

Use one-on-ones to gather feedback as well as give it. Exit interviews can also be particularly useful in identifying areas where the organization is failing its employees, for example, through a lack of development or promotion opportunities, or by offering poor pay and work conditions.

## 3. Training Needs Assessments

One of the best ways to ensure that people's performance remains high is by providing them with the training they need to carry out their role effectively. This is where Training Needs Assessments (TNA) can be particularly helpful. They allow you to determine what skills people possess, and where there might be gaps or skill shortfalls.

You can use TNAs to assess the needs of:

- Your organization or team.
- Particular tasks or jobs.
- Specific individuals.

To carry out a TNA you first need to do some research. The table on the following pages lists some documents and sources that are a good place to start depending on what area you are analyzing – your organization, a specific task or an individual, for example.

Organization or Team Skills	Task or job Skills	Individual Skills
Strategic plans.	Performance data for specific processes or departments.	Performance appraisals.
Annual reports.	Job descriptions.	Personal interviews.
Mission and vision statements.	Knowledge, skills or abilities required for each job.	Personal Development Plans.
Team charters.	Work samples.	Tests measuring job-related qualities and skills.
Key performance indicators (KPIs).	Information about operational or process problems.	Attitude or behavioral assessments to measure motivation, morale, satisfaction, or engagement.
Information about planned change and initiatives.		

Once you've gathered the information you need, use it to fill out the "Knowledge, Skills or Behavior Needed" column in the Training Needs Assessment worksheet on the next page.

Next, identify any performance gaps that need to be addressed. Think about whether there are any organizational changes that are coming up that people will need new skills for. Is there a particular area within the business where performance is particularly low? Or are there common problems that arise in your team members' performance appraisals? Log your findings in the "Weakness or Skills Gaps" column of the worksheet.

Finally, identify the training needs that your people need and assess which aspect should be addressed first. You can do this by setting a priority level for each training need and jotting down a deadline.

### Action:



Carry out your own Training Needs Assessment, and log your findings on the Training Needs Assessment Worksheet on the following page.

## Training Needs Assessment Worksheet

Training Needs Assessment for:				
Knowledge, Skills or Behavior Needed	Weakness or Skills Gap	Specific Training Needs	Priority (1/5)	Deadline

## 5. Retaining Talent

**N**ow that you've built up a high-performing team full of highly-talented individuals, all you have to do is keep them happy!

So how do you keep them satisfied and fulfilled? Most importantly, how do you stop them from being poached by your competitors?

It's not simply about giving them more money. People also need to have a role that challenges them, as well as a work environment that makes them feel safe and happy, and a boss who truly motivates them.

### Herzberg's Motivators and Hygiene Factors

One effective way of keeping your people happy is to boost job satisfaction.

Frederick Herzberg's Motivators and Hygiene Factors model is a great tool for looking at the factors that create satisfaction and dissatisfaction at work.

His findings revealed that certain characteristics of a job are consistently related to job satisfaction, while other factors are associated with job dissatisfaction (see table, below).

Factors for Satisfaction	Factors for Dissatisfaction
Achievement	Company policies
Recognition	Supervision
The work itself	Relationship with supervisor and peers
Responsibility	Work conditions
Advancement	Salary
Growth	Status
	Security

Herzberg concluded that job satisfaction and job dissatisfaction are not opposites. Instead:

- The opposite of Satisfaction is No Satisfaction.
- The opposite of Dissatisfaction is No Dissatisfaction.

This means that simply fixing the causes of dissatisfaction will not immediately create satisfaction. Nor will adding factors of job satisfaction but failing to eliminate areas of dissatisfaction.

If you have a hostile work environment, for instance, simply giving someone a pay raise will not instantly make them satisfied. Conversely, if you have a great work environment, but fail to recognize people's work or give them opportunities for advancement, then they will become dissatisfied.

Herzberg called the factors associated with dissatisfaction "hygiene factors." When these have been addressed, people will no longer be dissatisfied, but nor will they be satisfied. If you want to motivate and retain your team, you also have to focus on creating satisfaction factors.

To apply Herzberg's theory, you need to adopt a two-stage process:

### Step One: Eliminate Job Dissatisfaction

To get rid of dissatisfaction or "hygiene" factors, you need to:

- Fix poor and obstructive company policies.
- Provide effective, supportive and non-intrusive supervision.
- Create and support a culture of respect and dignity for all team members.
- Ensure that wages are competitive.
- Build job status by providing meaningful work.
- Provide job security.

#### Tip:



One of the biggest reasons people leave their jobs is because of a poor relationship with their manager. So, it's essential that organizations provide proper leadership and team management training for everyone who's responsible for people.



### Action:

Write down five sources of dissatisfaction that may be effecting your team or organization. Then, jot down some ways you could reduce the impact of each in the right hand column.

Sources of Dissatisfaction	Potential Solution

### Step Two: Create Conditions for Job Satisfaction

Remember, simply eliminating factors of dissatisfaction isn't enough to improve job satisfaction. You also need to address the motivating factors associated with work. Herzberg called this "job enrichment." He argued that, in order to create a truly happy workforce, every role should be examined to determine how it could be made better and more satisfying to the person doing it.

Things to consider include:

- Providing opportunities for achievement.
- Recognizing people's contributions.
- Creating work that is rewarding and that matches people's skills and abilities.
- Giving as much responsibility to each team member as possible.
- Providing opportunities to advance in the company through internal promotions.
- Offering training and development opportunities, so that people can pursue the position that they want within the company.



### Action:

Using Herzberg's factors for satisfaction (see page 20) as prompts, list five possible sources of satisfaction that could be improved in your workplace in the boxes below. Then, for each factor, identify actions you could take to enrich people's jobs and create job satisfaction.

Sources of Satisfaction	Potential Actions

## Mentoring and Coaching

Another great way of helping to retain talent and keep people happy, fulfilled and satisfied is by setting up coaching or mentoring partnerships. Both are a useful way of developing people's skills and abilities, and can help them to make better decisions and to solve problems more effectively.

Mentoring can be particularly helpful in succession planning, when the focus is on passing on knowledge and building up people's skill level. While coaching enables people to explore their own goals and ambitions, and what they can do to achieve them. Next, we'll look at a simple tool you can use to develop an effective mentoring or coaching program.



## The GROW Model of Coaching and Mentoring

The **GROW** model is a simple tool that your managers can use to structure their coaching or mentoring sessions. **GROW** stands for:

- **G**oal.
- Current **R**eality.
- **O**ptions (or **O**bstacles).
- **W**ill (or **W**ay Forward).

To use the **GROW** model, take the following steps:

### 1. Establish the Goal

With your team member, look at the behavior that they want to change, and then structure it as a goal that they want to achieve. For instance, they might want to improve their confidence or communication skills.

Write down how they plan to achieve this goal and how you will know when it has been completed. It's also important to think about how the goal fits in with their career objectives and the objectives of their team.

### 2. Examine the Current Reality

Ask your team member to describe their current reality. This will help you to establish a starting point. You may even discover that they are already some way toward achieving their goal. Ask them the following questions to establish these details:

- What is happening now? What is the result of this?
- Have you already taken any steps toward your goal?
- Does this goal conflict with any of your other goals or objectives?

### 3. Explore the Options

Determine what's possible – in other words all the possible options your team member could pursue to reach their goal. Brainstorm as many options as possible. Then, discuss these and decide which ones are the best. Let them take the lead on offering up suggestions. It's important to guide them in the right direction, without taking any decisions for them.

Typical questions to explore options may include:

- What else could you do?
- What if this or that constraint were removed? Would that change things?
- What are the advantages and disadvantages of each option?
- What factors or considerations will you use to weigh up the options?
- What do you need to stop doing in order to achieve this goal?
- What obstacles stand in your way?

### 4. Establish the Will

Your team member should now have a good idea of how to achieve their goal. In this final step, get them to commit to specific actions. This will help

make them more accountable for reaching their goal and should help to boost their motivation. Good questions to ask in this step include:

- What will you do now, and when? What else will you do?
- What could stop you moving forward? How will you overcome this?
- How can you keep yourself motivated?
- When do you want to review your progress? Daily, weekly, monthly?

Finally, decide on a date when you'll both review their progress. This will give them a deadline to work toward and make them more accountable.



### Action:

Use the following exercise to plan your next coaching or mentoring session using the GROW model. Write down the following for each section:

- **Goal** – the goal that your team member wants to achieve.
- **Current Reality** – your team member's current circumstances. Take into consideration how busy they are and what effect this will have on achieving their goal. Also think about whether they've already taken steps toward achieving their goal and whether it conflicts with any of their other objectives.
- **Options** – brainstorm options for achieving their goal and identify likely obstacles.
- **Will** – how will your team member show that they are committed to their goal? Agree specific actions, plan how to keep their motivation high, and set a review date.

Coaching or Mentoring Session Plan	
Goal	
Current Reality	
Options	
Will	

## 6. Succession Planning

**D**espite your best efforts in retaining and engaging your staff, a day may come when even your most talented and valued people will leave your organization. It could be for personal reasons, retirement, or simply that they got a better offer elsewhere.

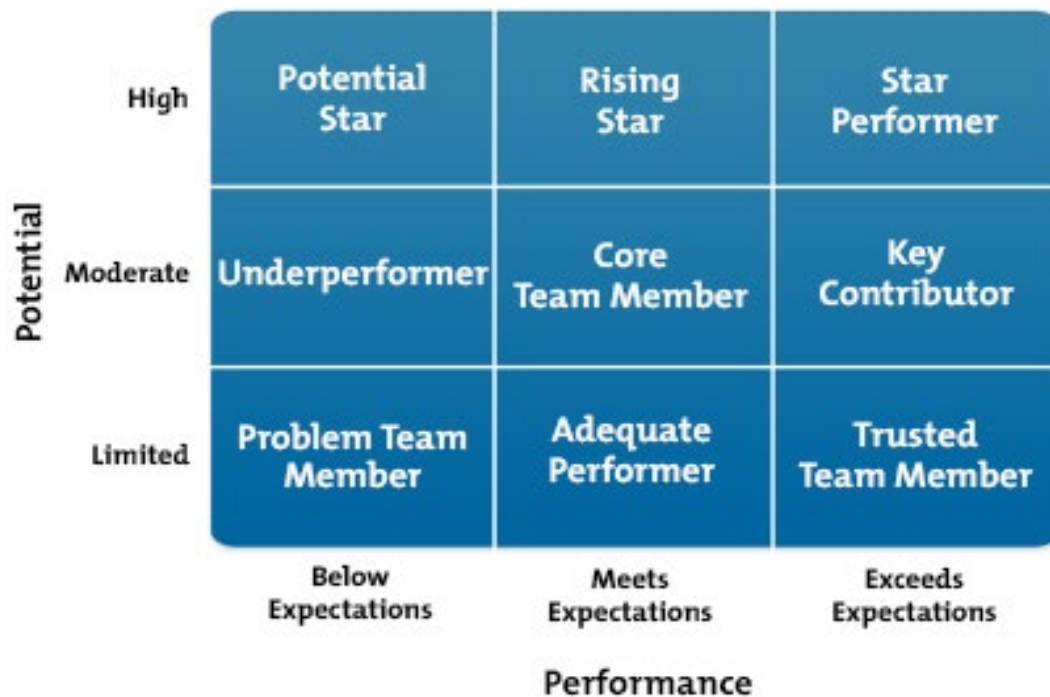
It can be hard to replace these key members of staff, particularly if they have specialist skills or experience. If they've played a major part in the success of your organization then their loss can cause considerable disruption, particularly if it's managed poorly.

To avoid this you need to have a robust Succession Plan in place. This will help you to identify and develop existing talent on a continuous basis so that, if anything does change, you have the right people in place who are willing and able to take over.

### The Nine-Box Grid for Talent Management

The Nine-Box Grid for Talent Management is a great tool for keeping tabs on talent within your organization and, in particular, for identifying future successors or leaders. (See Figure 1, on the following page.)

**Figure 1: The Nine-Box Grid for Talent Management**



**Action:**

Score your team members on their performance and potential. For instance, if someone is performing below expectations, but you see a great deal of leadership potential in them, then they would belong in the “Potential Star” box on the Grid.

Remember to be as objective as possible by using the same criteria for each team member. Once you’ve done this, mark each person on the Nine-Box Grid for Talent Management, above.

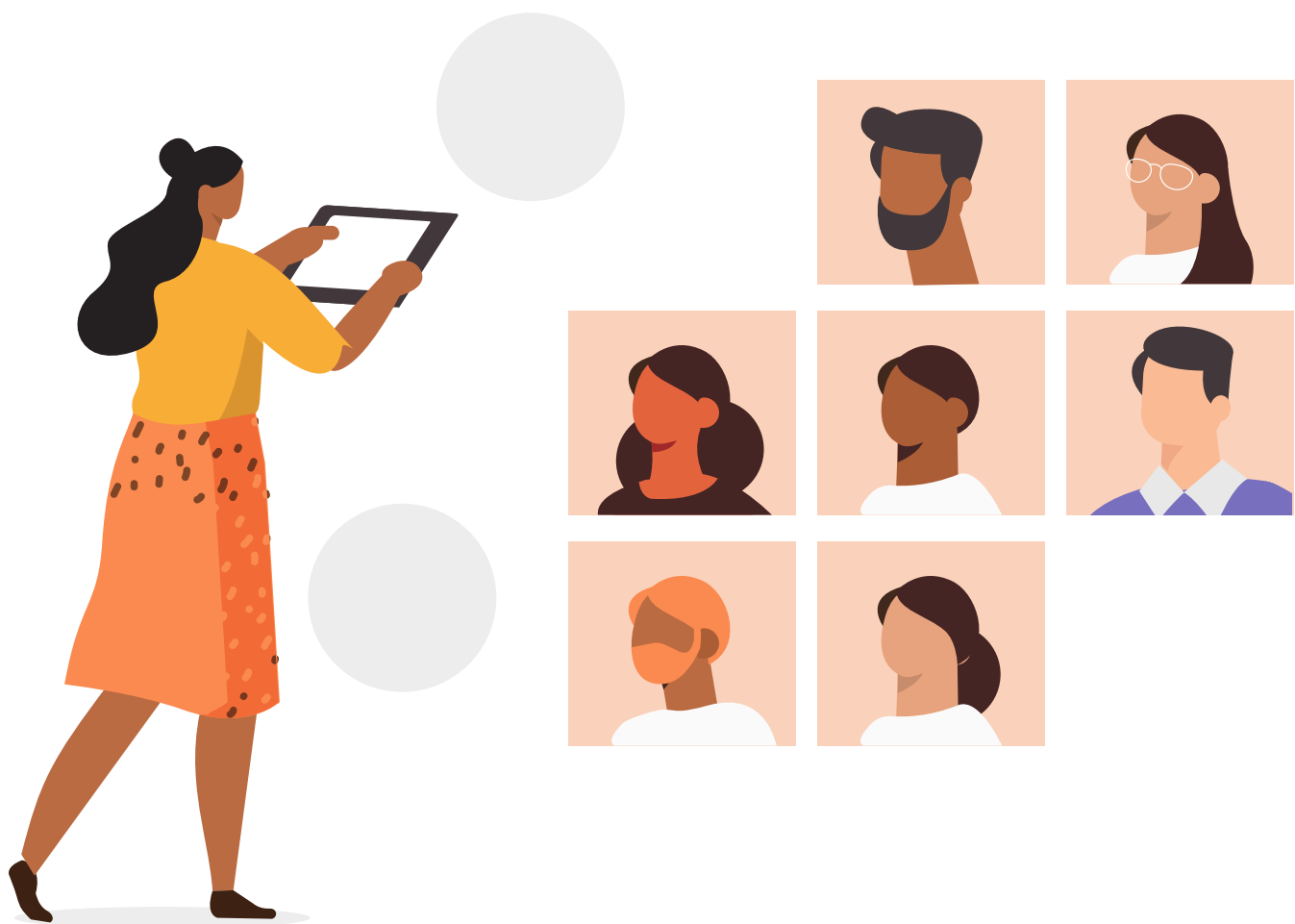
You can use your Grid to pinpoint training and development needs in your organization or your team depending on people’s positions on the Grid (see table on the following page).

Talent Level	Potential and Performance Level	Training and Development Needs
<b>Star Performers</b>	High Potential, High Performance	These are your future leaders, so give them lots of responsibility and allow them to work on high-profile projects. Also get them to shadow experienced managers and executives.
<b>Rising Stars</b>	High Potential, Average Performance	Treat these people similarly to Star Performers, but work on their performance by providing lots of feedback, so they know how to improve.
<b>Potential Stars</b>	High Potential, Poor Performance	Investigate what's preventing these people from performing better. Do they need more training? Would they benefit from a mentor? Or being moved to a different, more suitable role?
<b>Key Contributors</b>	Moderate Potential, Average Performance	Use a similar approach to the one you used with your Star Performers, but focus on people's longer-term development. Coaching and mentoring can be particularly helpful here.
<b>Core Team Members</b>	Moderate Potential, Average Performance	People in this group may be perfectly happy where they are, so don't pressure them to advance if they don't want to, but do provide them with training and development opportunities.
<b>Underperformers</b>	Moderate Potential, Poor Performance	Use the same strategies that you used for your Potential Stars, but focus more on improving people's performance rather than their development. Provide regular feedback, and recognize and reward good work.
<b>Trusted Team Members</b>	Limited Potential, Average Performance	Focus on what motivates these people and what development opportunities they would like. Make sure that people in this group are rewarded appropriately and provided with regular feedback. People in this group can also make great mentors – they're high performers so they'll have great knowledge and skills that could benefit others.
<b>Adequate Performers</b>	Limited Potential, Average Performance	Development needs for this group are similar to those of your Core Team Members. Give regular and detailed feedback to help these people to improve.
<b>Problem Team Members</b>	Limited Potential, Poor Performance	Focus on these people's performance, not their development. Make sure that they aren't blocking or negatively impacting other members of your team.

Succession planning is an important part of any talent management system, as it ensures that your organization retains important knowledge and skills. This will help your business to maintain high levels of performance, and reduce training and orientation time.

When you know who your succession candidates are, you need to ensure that they can access the knowledge and skills that they will need once they replace the person who is leaving. So plan for a smooth knowledge transfer, for example, through mentoring, coaching, job rotation, acting positions, or formal training.

With proper succession planning in place you can help your organization to maintain key functions and relationships, no matter who comes and goes.



## 7. Key Points

**T**alent management is essential if you want your organization to perform well and remain competitive. After all, it's the people that make your organization what it is, so you need to look after them!

When you have a good talent management system in place, everyone benefits. Staff will feel rewarded, recognized and motivated, while the organization has a talented and skilled workforce that enables it to excel.

Good talent management relies on four key things:

1. Attracting and recruiting talent.
2. Developing talent.
3. Retaining talent.
4. Succession planning.

