Care New England

2014 – 2015 Talent Review Guide

For HR Leaders

CNE

Human Resources

the right people
the right capabilities
the right roles
the right time

Overview

As an organization, our journey to transform the future of healthcare is underway. In order to achieve T2 initiatives, Balanced Score Card goals and the CNE strategic plan, efforts impacting the workforce need to be clearly articulated, driven in partnership by HR and the business and aligned to overall organizational strategy. As we continue our journey, a heightened awareness of our workforce ensures we are positioned to meet current and future business challenges.

Why Talent Review?

Talent review is a core component of integrated talent management strategy, building our knowledge and expertise year-over-year to enhance the quality of decisions made around people. It enables *integrated* talent management by gathering the information required to create comprehensive views of the organization and provides data-driven, actionable insights to the HR function and system leaders. Through forward-focused conversations about our business, organization, pipeline, succession and people, talent review and talent management guide the investments we need to make to ensure our most important roles are filled with the right talent with the right capabilities at the right time.

In preparation for 2014 - 2015 Talent Review, this guide and accompanying materials provide a summary of the approach, timeline, and tools. Please note all of this material and additional resources can be found on the Human Resources SharePoint site: http://cnesites/sites/cne_hr

Talent Review

Consistent with an integrated Talent Management strategy, the 2014 – 2015 talent review will evolve our approach towards talent at CNE, resulting in:

- **Purposeful, thoughtful assessment of talent** including leadership capability, potential, turnover risk, succession, strengths, development needs and actions
- **Categorization of talent in a non-traditional way** by integrating knowledge of employee potential, strengths, competency/capability to identify top talent for the short and long term
- **Comprehensive views of the individual, team and organization** to inform individual and organizational investments in talent
- **The right leadership for the system** now and in the future – the right people, the right capabilities, the right roles, the right time

Your Role and Key Elements

Talent review is centered on a series of interrelated activities that help CNE leaders gain clarity on organizational and OU/Function strategy, make thorough and disciplined assessments of their teams, and engage in disciplined action planning. As an HR professional you play a vital role in driving these activities. You coach managers to ensure the process is driven from a strategic business perspective, share your own insights on talent, and utilize probing questions to compel managers to scrutinize their views and decisions around people.
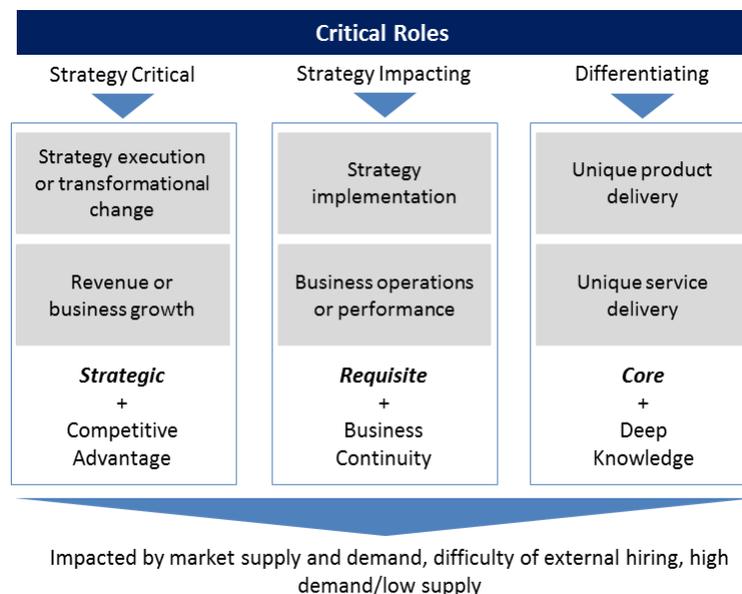
Key Elements
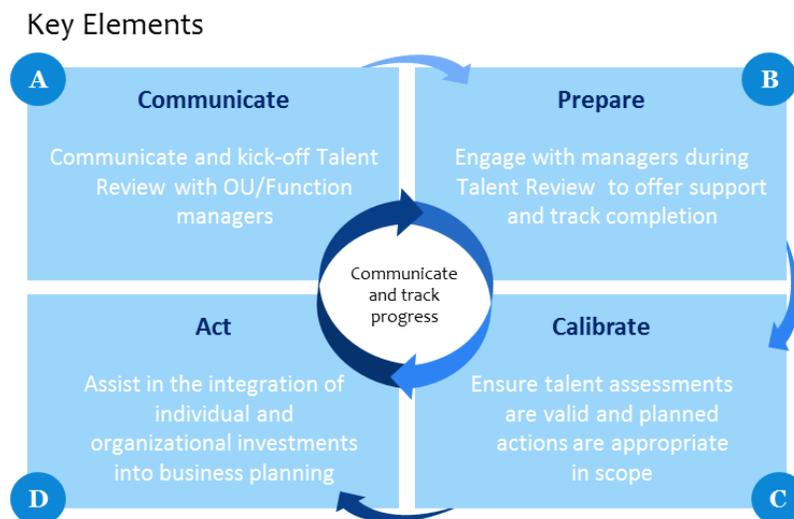
Critical Role Identification

B

Critical roles are integral to the continuity of the business. They require rigorous and focused succession planning to prevent disruptions caused by unexpected vacancy and/or inappropriate replacement. The identification of these roles is a fundamental step in succession management and provides guidance on roles requiring higher levels of scrutiny during the succession planning process. Critical role identification also helps inform actions and decisions to align key talent to the right capabilities to the right roles.

The determination of a role as 'critical' is based on the overall impact the role has (or will have) on strategic execution, hospital finances, revenue generation and/or operations. When identifying critical roles it is helpful

to place them into three categories: strategy critical, strategy impacted and differentiating. Each of these categories has associated measures to assist in the identification.

Critical roles are defined as follows:

Critical Roles		
Strategy Critical	Strategy Impacting	Differentiating
Strategy execution or transformational change	Strategy implementation	Unique product delivery
Revenue or business growth	Business operations or performance	Unique service delivery
Strategic + Competitive Advantage	*Requisite* + Business Continuity	*Core* + Deep Knowledge

Impacted by market supply and demand, difficulty of external hiring, high demand/low supply

Sample Probing Questions:
- Which roles are pivotal to enable future strategic growth?
  - What level of impact does the role (or roles) have on driving transformational change?
  - What level of impact does the role (or roles) have on revenue or business growth?
  - How does the role (or roles) offer CNE competitive advantage?
- Which roles are essential to implementing CNE strategy or ensure continued operations and performance?
  - What makes the role (or roles) necessary/requisite?
- Which roles are essential to the organization's success?
- Which roles require skills or competencies that are difficult to find or develop and offer unique product or service delivery?

For more information on critical roles, please refer to the *2014 – 2015 Critical Roles Identification Guide for HR Leaders*.

Setting the Business Context: Talent Snapshot   **B**

The *Talent Snapshot* provides the opportunity for leaders to develop a deeper understanding of organizational and operating unit/functional strategy. This awareness is necessary to ensure that talent/people strategies are in alignment with CNE strategy. The Talent Snapshot prompts leaders to consider organizational/OU/functional strategy and then to consider the talent implications created by the strategy (i.e. the impact of overall strategy on their people or, in the alternative, the ability of their people to make an impact on strategy). Leaders are also prompted to think about the current state of talent, the present strengths of their teams, leadership issues, concerns or challenges and the opportunities present to close capability gaps. The completion of the Talent Snapshot creates the mindset required for leaders to accurately assess their teams and to consider the

organizational and individual investments required to place the right people with the right capabilities in the right roles at the right time.

Note: Not all managers are required to complete Talent Snapshots. Generally, they are collected from CEO minus 1 or 2 levels (ELT/SMT). In addition, the completion of the Talent Snapshot implies that strategy has been cascaded down from top levels.

Sample Probing Questions:

Business/Organization Strategy and Priorities:
- What is your current business/functional strategy?
- What are the key indicators of success for current priorities?
- What are the primary strategic business-level goals over the next 1 – 3 years? How do they align to overall organizational strategy?
- How have key business goals for the next 1 – 3 years changed? What factors are driving those changes?
- How will the size, shape and mix of your business change across the next three years?
- What are the most significant recent or projected changes in the organization and/or its staff members?
- What new or different challenges will impact the business and/or strategic goals over the next 1 – 3 years?
- What opportunities exist for expansion or growth in new or emerging markets or customer niches?
- What new investments or revenue streams are critical for growth and require further exploration?
- What are the key success factors that will make or break the business unit's long-term success?
- Are the current business processes effectively and efficiently delivering results and competitive advantage?
- How has the business unit's competitive advantage (compared to competitors) changed?

Current State of Talent:
- What is the overall assessment of talent within the organization including the strength of leadership, current issues, concerns or challenges, morale or composition of the workforce?
- Given your business strategy, what are the talent strengths, weaknesses, opportunities, and risks over the next 1 – 3 years?
- How prevalent will these skills/capabilities need to be to support business strategy (i.e. do most employees need these skills, or only a few specialists)?
- What leadership capabilities do you need to develop to achieve your current business objectives?
- How many people resources are required based on planned strategy? Can these resources be deployed from other parts of the organization or must they be acquired?
- What are the current talent barriers to executing strategic objectives?
- What emerging talent obstacles are you most concerned about across the next 1 –3 years?
- How have changes in the business shifted the capabilities required (i.e. skills with increasing or decreasing significance over the past 12 – 18 months)? What shifts do you expect over the next 12 – 18 months?
- What are the strengths/gaps relative to the capabilities required?
- What is the health of the leadership pipeline?

Strengths:
- What are the distinguishing capabilities driving the business forward?
- What strengths are present in the workforce that can be leveraged across the system?
- What unique characteristics of the workforce offer a competitive advantage?
- What unique or distinctive characteristics provide an exemplary customer experience?

Opportunities:
- What are the critical skills and capabilities required to achieve strategy and provide competitive advantage? Where do these skills and capabilities need to be located? Which do not exist today? How will gaps be addressed? Will these capabilities be acquired or developed?
- What new training or functional experiences will individuals need to master to deliver on the business strategy?
- What actions will you take to build on your strengths and opportunities, improve your weaknesses, and overcome identified risks?
- What opportunities exist to attract the talent required to drive the strategy?

Assessing Talent: Talent Assessment Worksheet   **B**

The *Talent Assessment Worksheet* is the primary collection tool managers use to capture/record information about their teams. It provides the framework for a rigorous and comprehensive review of CNE talent, inclusive of performance ratings, leadership capability, potential, turnover risk, succession, succession readiness and strengths, development needs and actions. While computer-based talent management software is available for the collection of talent data, the use of the Talent Assessment Worksheet has been designed for simplicity and is customized for Care New England.

The Talent Assessment Worksheet is completed by HR partners/representatives as they engage in talent-focused conversations with managers or directly by managers. Where managers assess their teams without HR, it is important that HR validate the information submitted on the Talent Assessment Worksheet. This ensures manager have provided objective, fact-based assessments of their teams.

When Talent Assessment Worksheets are completed, the information is consolidated and analyzed. The data provides insights about the CNE workforce, each Operating Unit/Function, roles and/or employee segments. The information and insights gathered for the assessed population provides a robust view of the individual, team and organizational levels of potential, competency/capability, turnover risk, succession risk, etc.

Note: The TAW is in spreadsheet format. It is formatted with both dropdowns and free-form text boxes and includes instructions for each section.

Demographic Information:

Demographic information regarding employees will be prepopulated on the Talent Assessment Worksheet and will be provided by team/manager to the HR Exec. The information will include the last available performance rating on file for the employee.

Potential

All CNE employees are talent. Traditional measures of performance provide a *current* and reasonable reflection of individual performance against job requirements and/or goals. While *past* performance is a strong indicator of potential, some High Performers lack the requisite potential to successfully meet the increased responsibility and performance expectations of next level roles. These individuals, as discussed in detail below, are often High Mastery or High Professional individuals. Likewise, some High Potentials may not rate as High Performers. These individuals are often too new to rate or are acclimating to a new role and/or a new organization and receive a rating reflecting the time required to reach full productivity. The 2014 – 2015 talent review places a greater emphasis on *future* performance excellence through the lens of potential—the ability, aspiration and engagement to take on more complex roles with broader responsibilities and increased scope.

As mentioned, performance information will be included in talent review, but will be considered in the context of any factors that may have affected the performance rating. The assessment of potential allows for segmentation of our talent beyond the traditional, singular focus on performance and provides the opportunity to make targeted developmental investments. Specific talent segments (e.g. High Potential/High Performers, High Potentials and Successor Candidates) are our priorities for development and should be provided differentiated experiences and opportunities. This differentiation ensures that our talent decisions are made in alignment with present and future strategic growth – *the right people, with the right capabilities, in the right jobs, at the right time*.

The assessment of potential is performed by evaluating observed or perceived evidence of defined characteristics—*ABILITY*, *ASPIRATION*, and *ENGAGEMENT*—to determine overall 'potential'. *ASPIRATION* and *ENGAGEMENT* are required for both High and Moderate potential, with the level of *ABILITY* as the distinguishing factor. Where an individual is lacking in all three factors (Aspiration, Engagement and Ability), they are considered At potential.

The following grid will assist with the assessment of potential. Factors for each of the criteria are also provided to aid in the assessment.

Aspiration					
Does the colleague show **strong** evidence of the characteristics of aspiration?	Factors: • Understands short and long term career goals and objectives and is committed to continuous improvement and self-development	YES, strong	YES, strong	NO/ LACKING	NO/ LACKING
Engagement					
Does the colleague show **strong** evidence of the characteristics of engagement?	Factors: • Generates new or unique ideas, continuously takes on challenges and opportunities, consistently exceeds goals, and motivates and empowers others	YES, strong	YES, strong	NO/LACKING	YES, strong
Ability					
Does the colleague show **strong** evidence of the characteristics of ability?	Factors: • Learning agile, adapts easily, and learns on the fly • Understands personal strengths, weaknesses, opportunities, and limits • Changes behaviors to match individuals or situations • Deals well with high levels of change, complexity and uncertainty • Pursues things with energy and drive even when confronted with resistance • Relates well to others and build appropriate rapport • Remains composed even when challenged, shows resiliency even when facing adversity	YES, strong	NO, some gaps	LACKING	YES, strong

*Behavioral indicators derived from Lominger® International: A Korn/Ferry Company.

Potential Rating ➡	HIGH	MODERATE	AT	High Mastery/ High Professional

When there is strong evidence of Engagement and Ability, but Aspiration is missing or lacking, the individual is generally referred to as High Mastery or High Professional. These individuals are also often high performing year-over-year. Because the primary focus of talent review is to segment High Potentials, High Mastery/High Professionals should be designated as At potential.

Where's the 9-Box?

The 9-box grid is a versatile tool with application in succession management, performance appraisal, coaching and development planning, but can be damaging to an organization when used incorrectly. Generally, performance is plotted along the X-axis and potential along the Y-axis. Each axis is then divided into three segments left to right and bottom to top – fair, good and excellent. When used in performance appraisals, managers assess the performance and potential of their teams, often resulting in the 'force ranking' of their direct reports. Many organizations include calibration to validate the determinations made by managers. This 'competitive' assessment of teams largely ignores the distinction between *past* performance and *future* potential and also fails to consider factors that may have affected individual performance (as discussed above). Where the 9-box grid is used for performance appraisal, it is the only mechanism to evaluate performance regardless of whether it is part of a larger talent management system.

As Care New England begins to create the mindset required for integrated talent management, the goal is build knowledge and expertise year-over-year to enhance the quality of decisions made around people. Our talent review process requires leaders to assess direct reports on specific criteria important to understanding the strength of the CNE leadership pipeline. Information gathered as part of talent review will provide data-driven, actionable insights at both the team and organizational levels. Performance data (i.e. performance appraisal ratings) for the assessed population will be included in the consolidated information for talent review, but will be gathered through the existing performance appraisal process, outside of the 9-box methodology. The presence of an existing performance appraisal process at CNE currently negates the use of the 9-box to determine performance ratings as part of talent review. In discussing and making decisions about our talent, consideration will continue to be given to both potential (*future* performance excellence) and performance (*past* performance).

As the result of talent review, an initial pool of successor candidates will be identified. As we engage in succession planning and management, the 9-box grid may be used during calibration sessions to help develop candidate slates for critical roles. Using the 9-box grid during this process will help evaluate successor candidates and their readiness for next level roles and will be based on potential and performance. Again, consideration will be given to factors that may have affected performance ratings to ensure that the right people are slated to the right roles with the right levels of readiness.

Turnover Risk

The assessment of turnover risk is based on many factors that when taken together indicate an employee is at risk of leaving the organization. Turnover risk is unfortunately not a black or white determination. Some factors are more obvious than others, but as a whole the assessment of turnover risk requires heightened managerial awareness of the express and implied behaviors of direct reports. Managers should also pay attention to situations where an employee's skills and abilities are unique and highly sought in the marketplace. This creates the risk that a competitor could entice an employee with better comp, benefits, work-life, etc. This includes high potential, thus highly engaged, employees where there may be an absence of behaviors to indicate turnover risk. This highlights the need for managers to be sensitive to the competitive landscape, as well as high demand/low supply skills within the workforce.

Turnover Risk is assessed as High, Medium or Low. Information gathered on turnover risk provides insight into areas of the workforce where special attention should be given to retention efforts.

The graphic below provides factors to consider in the determination of turnover risk:

Factors to Consider
• An expressed or implied desire to leave the organization
• Demonstrated frustration with the work or the organization
• Verbal or implied dissatisfaction with the work or the organization
• Decreased levels of commitment
• Lapses or declines in generally high levels of discretionary effort
• Decline in expressed pride in the job
• Decreased energy/enthusiasm
• Lack of contribution
• Skills and abilities that are highly sought or unique in the marketplace
• Increased mention of competitors where skills and abilities are in in demand or sought

Leadership Capability

The ACT values are core to performance excellence at CNE and provide the framework for expected employee behavior. Employees will be evaluated on the high performing manager and high performing executive competencies as delineated in the Care New England Competency Model. The high performing executive competencies will be an aspirational measure for the managers and individual contributors assessed. For executives assessed, high performing manager competencies will be measured to evaluate executive strength in expected measures of high performance. The assessment of these competencies is important for benchmarking leadership capability within the top levels of the organization.

Manager and Executive Level High Performing Competencies

Manager + Performance	Executive + Performance
7. Caring About Direct Reports	2. Dealing with Ambiguity
12. Conflict Management	5. Business Acumen
16. Timely Decision Making	28. Innovation Management
46. Perspective	37. Negotiating
47. Planning	58. Strategic Agility

The assessment of individuals should be based on a 5-point scale with the following reference points:
- 5 – strength – strong role model, consistently demonstrating the competency (one of the best)
- 4 – talented – notable strength in the competency when compared to others (better than most)
- 3 – skilled/okay – demonstrates the competency as expected and at the same level of most others (at standard/average)
- 2 – weakness – not always up to standard, with inconsistent demonstration of the competency (below average)
- 1 – clear deficiency – clear need to improve in the competency (deficiency/improvement required)

  *In cases where an employee is a new direct report (i.e. recent reporting change or recently hired) and where it has not been possible to observe one or more of the high performing competencies, please provide a 3 rating; while additional observation is required to determine actual competency levels, this will provide an initial 'average' rating.

The graphic below provides additonal detial regarding the high performing manager and executive level competencies:

Manager and Executive Level High Performing Competency Definitions

Executive	Definition
Dealing with Ambiguity	Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
Business Acumen	Knows how the businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace.
Innovation Management	Is good at bringing the creative ideas of others to market; has good judgment about which creative ideas and suggestions will work; has a sense about managing the creative process of others; can facilitate effective brainstorming; can project how potential ideas may play out in the marketplace.
Negotiating	Can negotiate skillfully in tough situations with both internal and external groups; can settle differences with minimum noise; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.
Strategic Agility	Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.
Manager	**Definition**
Caring About Direct Reports	Is interested in the work and non-work lives of direct reports; asks about their plans, problems, and desires; knows about their concerns and questions; is available for listening to personal problems; monitors and appreciates extra effort.
Conflict Management	Steps up to conflicts, seeing them as opportunities; read situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.
Timely Decision Making	Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; able to make a quick decision.
Perspective	Look toward the broadest possible view of an issue/challenge; has broad-ranging personal and business interests and pursuits; can easily pose future scenarios; can think globally; can discuss multiple aspects and impacts of issues and project them into the future.
Planning	Accurately scopes out the length and difficulty of task and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.

Succession

Successor candidates should be identified for all roles where possible. Up to three successor candidate names can be entered (free-form) on the Talent Assessment Worksheet for each role. A readiness classification for each candidate is selected using the available drop down menus – Ready Now, Within 3 Years and Contingency. More than one candidate may be identified as Ready Now, Within 3 Years or Contingency (e.g. it is possible to have 3 Ready Now candidates or 2 Ready Now and 1 Contingency, etc.).

Who are likely successors for the listed role?					
Successor 1		Successor 2		Successor 3	
Name	Ready Status	Name	Ready Status	Name	Ready Status

The identification of the initial pool of successor candidates is identified during talent review as described above. Once the initial successor candidate pools are established, succession planning and management will begin for critical roles. During this process, calibration efforts will focus on building candidate slates for all identified critical roles. Following calibration, successor slates will be created and leadership pipeline health and identified succession risks for critical roles will be determined.

Strengths, Development Opportunities and Actions

Free-form responses may be provided for *Strengths, Development Opportunities* and *Actions*. *Actions* provided should address how *Strengths* could be leveraged to further employee development or drive strategy. Likewise, *Actions* should address how capability gaps will be closed and/or how additional

investments in development will be made.

Potential actions include:
- Increased scope/span of control, enhanced responsibility or expanded role
- Mobility (lattice movement)
- Visibility or exposure
- Cross OU/divisional work or projects
- Networking
- External training
- Internal training
- Executive coaching or 360° review
- Manager coaching
- Mentorship or Sponsorship

Sample Probing Questions:
- Does the individual aspire to something bigger and broader?
- How will we invest in this individual? How should development efforts be focused (i.e. what opportunities are there for enhanced responsibility and visibility)?
- Are there organization changes that would enable talent to broaden their experience, expertise and/or address key strategic challenges?
- What organizational changes would facilitate movement of high potentials into stretch roles?
- Where in the organization might we need the qualities that the individual brings to the table? What additional opportunities are present for the individual to create value for the organization, extend influence, and/or increase engagement?
- What specific actions will help retain colleagues whom you consider a high turnover risk? What are the consequences if the person were to leave? Would the departure put the team at risk because of the loss of expertise?
- Is the individual a successor? What should we be doing to prepare him/her to take on this role? In what areas does the individual require further development? Is there a risk in putting the individual into the job before we have addressed the development areas?
- What other roles might this individual take on as a next step? Is this person a candidate for his/her manager's role or other roles in the organization?
- Do you have the capability to fill critical roles internally? If the individuals in these positions move, what is your plan to fill their current role? What do the external pools look like for these jobs? What do we know about internal and external candidates in terms of skills, capability, reputation, results, and gaps?

Action Planning: Critical Actions Summary

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The *Critical Actions Summary* captures initiatives aimed at closing capability gaps, enhancing or refining the present workforce or leveraging present skills or competencies to drive strategy. These initiatives take two forms: *organizational programs or investments* that are expected to drive capability across large segments of the workforce and *individual developmental investments* targeted to drive individual development, refine competency, etc. Individual developmental investments for High Potentials (that have been included on the Talent Assessment Worksheet) are often included on the Critical Actions Summary so they may be incorporated into ongoing business planning. Critical Actions Summaries are generally drafted by upper level management during the talent review process and finalized after talent roundtables or calibration sessions.

The Critical Actions Summary creates an informal action plan for targeted organizational and individual investments necessary to execute on strategy. As with the other components of talent review, alignment to organizational and OU/Function strategy is key. Critical Actions should include both large and small scale programs, initiatives and investments that will address strategic challenges or leverage core competencies, strategic advantages and strategic opportunities. They should include timeframes, accountabilities, allocation of resources and performance measures.

Sample Probing Questions:
- What are the key skills and capabilities required to deliver the planned strategy and provide competitive advantage? Which do not exist today?
- What key programs or workforce initiatives will be made to develop talent or build leadership capabilities required to drive strategy? Should the capabilities be acquired or developed?
- What critical skills are needed to support changing strategic objectives? Where do those skills need to be located? How do you plan to develop those capabilities in your current leadership population? How will they be realigned across OUs?
- How might you address any staffing or skill gaps to build capability (i.e. internal or external)?
- What actions will you take to build on your strengths and opportunities, improve your weaknesses, and overcome identified risks?
- What new training or functional experiences will individuals need to master to deliver on the business strategy? How will these be provided?
- What opportunities exist to attract and develop the talent required to drive the strategy?
- What specific individual investments will be made to develop, engage and/or retain high potential talent or those colleagues in critical roles and/or with high turnover risk?
- How will you engage and retain high potentials and successors? What targeted investments will be made towards their development?

Calibration: Calibration Meeting/Roundtable Discussions   C

Roundtables are not required for all levels of talent review. Most often they are conducted at upper management levels (i.e. Level 2 with Level 3 to discuss Level 4) to help ensure transparency of talent across Operating Units/Functions. Roundtables generally cascade up from lower levels to higher levels, with outcomes from deeper roundtable sessions informing subsequent discussions. Regardless of whether a formal roundtable is conducted, **HR Leaders should formally engage with leaders and managers to ensure that talent review materials have been prepared according to expectations.**

Conduct 1:1 Meetings with OU Leaders and Managers to ensure talent review materials have been completed in context of business priorities:

Business Context, Talent Assessment & Actions
- Ensure Talent Snapshot is complete and provides a clear assessment about the OU/Function
  - See sample probing questions: *Setting the Business Context: Talent Snapshot*
- Confirm Talent Assessment Worksheet has been completed; confirm that assessments are based in fact by asking managers for specific evidentiary basis behind assessments on potential, turnover risk, etc.
  - See sample probing questions: *Assessing Talent: Talent Assessment Worksheet*
- Ensure Critical Actions Summary is complete (draft) with both organizational and individual investments
  - See sample probing questions: *Action Planning: Critical Actions Summary*

Prepare for the Roundtable (if planned)
- Agree to the target population to be discussed during the roundtable
- Prepare managers to communicate how the business is positioned, from a talent perspective, to execute against business plans
- Prepare managers to engage in transparent discussions about talent to identify and calibrate talent against the business requirements
  - During roundtable, managers present 1-2 minute summaries of individuals, highlighting the items most appropriate for discussion (e.g. potential, turnover risk, leadership competency, strengths, development needs, and actions); each manager should be prepared to discuss select individuals from his/her team (i.e. talent whom the rest of the team should know)
- Prepare managers how to communicate critical actions, next steps and outcomes
- Confirm remaining preparation required, meeting roles/expectations, room/schedule logistics
- Schedule follow up meeting to review materials prior to roundtable, if necessary

Related Tools:
- Operating Unit/Function Talent Snapshot
- Assessment Summary Worksheet
- Operating Unit/Function Critical Action Summary

Facilitating the Roundtable Discussion

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Role of HR
- Ask probing, thought-provoking questions
- Support lead manager in ensuring full participation
- Document information and actions
- Manage discussion to cover agenda and finish on time (see Sample Agenda)
- Close the meeting by agreeing on next steps

Ground Rules: Facilitator Tips and Techniques
- State the facts, be specific
- Be succinct; add new info, don't restate
- First-hand information, no hearsay
- Current information, not "old news" (unless directly relevant to current context, e.g., track record, potential to take on new/bigger role)
- Said here, stays here
- Silence = agreement

Role of managers

Lead manager should:
- Set the stage
- Establish a tone of challenging, respectful questioning
- Ensure clarity on outcomes and next steps

All managers in the room should:
- Provide appropriate context and information on their people/organization
- Ask thought-provoking questions

Following Up: Action Planning

Individual:
- Managers embed talent actions into their business goals, plans and performance measures
- Managers conduct development discussions with employees, specifically high potentials and successors
- Managers and employees are mutually accountable for executing on development plans

Organizational:
- Make decisions about structural changes (if any)
- Determine development strategy for investment in talent to include cross-function programs, leadership development, etc.
- Inform and integrate career and leadership and management development, diversity, performance management, reward and compensation, recruitment, workforce development

HR:
Execute Agreed Upon Actions:
- As necessary, develop additional details to implement action plans, along with time frames
- As appropriate, integrate with existing business practices
- Engage in mechanisms that reinforce integrated and holistic Talent Management including Succession Management, i.e. Talent Mobility Forums, Succession Forums

Coach Managers on the Integration of Talent Management as Routine Business Practice:
- Providing key messages to talent at all levels
- Continuous feedback model
- Identifying potential for upward movement and the development actions needed to prepare
- Growth in current role or lateral expansion
- Aligning career goals with aspirations, or discussing what is needed to demonstrate greater effectiveness

Engage with Managers in Individual Development Planning:
- Integrate with current development plan and activities
- Identify development opportunities and resources

Establish Success Measures
- Upon completion of the talent review process, establish tracking and measuring procedures to faciliate reporting and follow-through

Roundtable: Key Elements Checklist

Preparing for Roundtable Discussions

- ☐ Meet 1:1 with Business Line leaders to discuss:
  - o Target population to be reviewed
  - o Business plans and talent implications (i.e., capabilities required, strengths, gaps)
  - o Identification of Game Changing roles/ Developmental roles
  - o Talent assessment
  - o Successors to key roles
  - o Strengths and development needs
  - o Development actions: mobility, experiential learning, etc.
  - o Agenda for roundtable discussions, including outcomes and approach based on manager expectations and concerns
- ☐ Conduct manager kick-off meetings to give an overview of talent review and introduce the tools
- ☐ Plan logistics for roundtables (e.g., date and time, room, technology requirements, refreshments)
- ☐ Produce materials (i.e., Talent Snapshots, Org Charts, other working tools as appropriate)
- ☐ Prepare senior leaders and participants for their role in the discussion

Facilitating a Discussion

- ☐ Set the stage: review agenda, establish ground rules and guidelines for discussing individuals
- ☐ Ask probing, "thought-provoking" questions and encourage debate throughout the discussion
  - o Obtain complete information
  - o Clarify the rationale behind decisions
  - o Challenge assumptions
- ☐ Ensure that everyone in the room participates
- ☐ Document information/decisions/actions using relevant tools
- ☐ Manage the discussion to cover the agenda and finish on time
- ☐ Close the meeting by agreeing on next steps

Following Up

When subsequent roundtables will occur
- ☐ Aggregate outcomes from initial meetings, analyze data, and revise talent review tools/materials as needed
- ☐ Communicate outcomes to senior leaders and managers who will be participating in subsequent discussions

After completing the Business roundtable:
- ☐ Review discussion outcomes and update tools/materials as needed
- ☐ Create and implement detailed action plans
  - o Define and agree on success measures and management routines to monitor progress
- ☐ Communicate results and action plans to managers
- ☐ Ensure that manager-colleague feedback/development discussions occur (note: discussions should not occur before all roundtables have been completed)
  - o Coach managers on how to provide talent review and development feedback

Sample Talent Roundtable Agenda

Roundtable Discussion Objectives

- Assess how well the business is positioned, from a talent perspective, to execute against business plans
- Engage in transparent discussions about talent to identify and calibrate talent against the business requirements
- Identify and agree on critical actions, next steps and outcomes

Agenda Topic	Presenter/ Facilitator	Timing
Opening remarks • Review objectives, agenda and timing • Agree on ground rules and guidelines for discussing people • Have manager comment on what he/she would like to achieve through roundtable discussion and process	Manager/HR Exec	5 Minutes
Review Business Group Talent Snapshot (based on prep discussions) • Business context: business goals and plans • Implications for talent: current state of talent, strengths and opportunities	All	10 Minutes
Discuss Critical Roles and capabilities required • Jobs pivotal to execution of business plan • Job responsibilities and requirements	All	30 Minutes
Review and discuss each manager's team • A select subset of individuals reviewed: High Potential/High Performers, High Potentials, High Performers, successor candidates, strengths, development needs, actions, retention plans for those with high turnover risk	All	75 Minutes
Discuss health of leadership pipeline and Critical Actions Summary • Strengths and gaps in pipeline • Pipeline demographics/diversity • Open roles and sources of talent • Areas for investment in talent (e.g., program development, outside recruiting) • Cross function/ business/ division projects	All	75 Minutes
Wrap-up • Summarize agreements, action items, accountabilities and timing • Review next steps: additional roundtables, manager requirements and plans to communicate discussion outcomes	HR Exec	15 Minutes

Close Meeting