Talent Management Simulation

"Managing dilemmas in performance vs. potential"

Talent management simulation: what is it?

Managing sustainable performance is not always clear-cut because both current & future roles need to be considered when evaluating a talent. Would you rather develop a low potential employee with good current results, or a high potential employee with weak current results?

This simulation fosters accountability among line managers to assess performance and potential of people more consistently. They internalize WHY a shift in mindset is necessary to embrace new expectations, WHAT learning agility looks like in actual and HOW to demonstrate leadership values in resolving performance dilemmas.

Key Concepts

- ☑ Appreciate how leadership paradigms & expectations have changed over time, involving different generations of employees.

- ☑ Discuss differing Talent Management beliefs & examine how they influence managers in talent decisions.

- ☑ Reach a common understanding of factors used to differentiate performance and potential.

- ☑ Place actual employees into the **9-talent grid** based on real evidences.

- ☑ Practice consistency in making talent decisions across the organization.

- ☑ Agreeing on parameters of what should and should not be considered in making talent decisions.
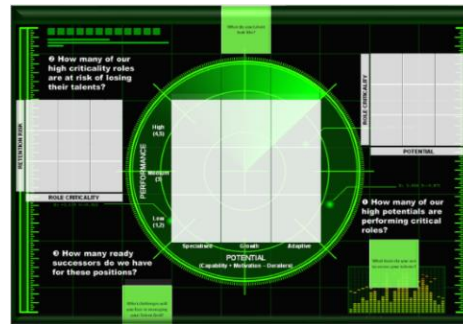
Talent management simulation: how does it work?

Participants will navigate through 3 work-mats of the Talent Management Simulation, where they are required to resolve performance dilemmas in line with a company's talent strategy & core values.

WORKMAT II: WHAT?

WORKMAT I: WHY?

WORKMAT III: HOW?

In Workmat I, different beliefs & practices in talent management are challenged to broaden the perspectives of the participants who may or may not have any background in talent management. On the right are a few sample discussions to gauge the stance of each participant.
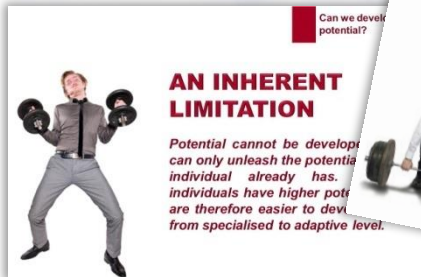
Can we develop potential?

Can we develop potential?

AN INHERENT LIMITATION

Potential cannot be developed. We can only unleash the potential that an individual already has. Some individuals have higher potential and are therefore easier to develop them from specialised to adaptive level.

Can we develop potential?

EFFECTIVE DEVELOPMENT

Potential is the result of a development process. Everyone can be developed and leaders must find the most appropriate methods to coach & help individuals to grow from specialised to adaptive level.

Why is the talent grid used? For evaluation or development?

Why must people be classified into quadrants?

Why Performance vs. Potential?

Why is our current practice insufficient?

Which talent management policies are obsolete?

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Why is a person unwilling?

Why is an employee unwilling?

A MATTER OF OPPORTUNITY

Sometimes an individual is presented with circumstances that do not stimulate or inspire them. When the conditions are right, they will be driven to achieve more.

Why is an employee unwilling?

A MATTER OF TIME

Sometimes an individual is in the process of discovering his/her own strengths & limitations. They are simply not ready to achieve more. As they mature with experiences, the motivation will increase.

What drives performance?

What is your belief towards performance?

CLEAR REWARDS

Good behaviors must be measured. An objective system must be in place to recognize good behaviors and link them to clear rewards. Rewards are not the ends but means to encourage good behaviors. When people are motivated, they will demonstrate desired behaviors.

What is your belief towards performance?

CLEAR HABITS

Say it, do it & confront it again and again – it will become a habit. Not everything must be rewarded. Moreover, over time rewards become an expectation. Instead, when people learn habits, they will demonstrate desired behaviors.

Workmat II: identifying 'WHAT' a talent looks like

Talent management concepts are often abstract in nature. How does a performer with low potential look like in the real workplace? How different is he from an average performer with high potential? In Workmat II, intersectional cards (as shown on the right) are used to help participants relate performance vs potential issues to real people scenarios.

PERFORMANCE

R2	R1	R0
R3	R2	R1
	R3	R2

POTENTIAL

What **type of talent** does this picture represent?

What **challenge** in selecting people into the quadrant does this picture represent?

What **method** /**basis** in measuring willingness does this picture represent?

Workmat III: deciding 'HOW' make talent decisions

How would you manage this scenario?

SCENARIO 1: Susana has been displaying Medium performance and is shown to have Adaptive potential. However, she will retire within 4 years. As her supervisor, what do you do?

PULL ASIDE

1 Managing dilemmas

We develop leaders for continued contribution. As she is near retirement, I will exclude her from our leadership program but increase her efficiency through functional training so that others may benefit from her experience.

BASIS OF YOUR DECISION

☐ Performance
☐ Loyalty
☐ Succession

PUSH FURTHER

1 Managing dilemmas

BASIS OF

She is a performer & deserves equal opportunities for development. I will recommend her to be enrolled into our full leadership program with higher expectations to fulfill. This will inspire others to thrive towards leadership development.

☐
☐
☐

Situational leadership requires good judgment of a context.

Very often desired practices can be too ideal for the workplace with constantly changing variables & priorities. However, the right talent management practices are formed through managing dilemmas by exercising wisdom in knowing how much flexibility is too much and how much control is too rigid.

In Workmat III, participants will be presented with difficult scenarios where no ideal solutions may apply. They will discover how to make tough stance especially in managing non-performance and diverse team.

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