For HR Leaders
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
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**

- **Communicate**
  - Communicate and kick-off Talent Review with OU/Function managers
- **Prepare**
  - Engage with managers during Talent Review to offer support and track completion
- **Act**
  - Assist in the integration of individual and organizational investments into business planning
- **Calibrate**
  - Ensure talent assessments are valid and planned actions are appropriate in scope

**Critical Role Identification**

*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:

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

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

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.

<table>
<thead>
<tr>
<th>Potential Rating</th>
<th>HIGH</th>
<th>MODERATE</th>
<th>AT</th>
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*Behavioral indicators derived from Leisinger International/Korn/Ferry Company.*

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.
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.

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

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

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.*
Manager and Executive Level High Performing Competency Definitions

<table>
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<tr>
<th>Executive</th>
<th>Definition</th>
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<tr>
<td>Dealing with Ambiguity</td>
<td>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.</td>
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<tr>
<td>Business Acumen</td>
<td>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.</td>
</tr>
<tr>
<td>Innovation Management</td>
<td>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.</td>
</tr>
<tr>
<td>Negotiating</td>
<td>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 others parties to the negotiations; has a good sense of timing.</td>
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<tr>
<td>Strategic Agility</td>
<td>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.</td>
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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.).

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

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**

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

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 facilitate reporting and follow-through
Roundtable: Key Elements Checklist

Preparing for Roundtable Discussions

- Meet 1:1 with Business Line leaders to discuss:
  - Target population to be reviewed
  - Business plans and talent implications (i.e., capabilities required, strengths, gaps)
  - Identification of Game Changing roles/Developmental roles
  - Talent assessment
  - Successors to key roles
  - Strengths and development needs
  - Development actions: mobility, experiential learning, etc.
  - 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
  - Obtain complete information
  - Clarify the rationale behind decisions
  - 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
  - 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)
  - 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

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