

# **BEING TALENTFULL AT TALENT MANAGEMENT: PROFILING TALENT FOR SUSTAINABLE ORGANISATIONAL SUCCESS**

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# SETTING SCENE

Talent, and effective Talent Management, play increasingly crucial role in **ability of organisations to compete successfully in global competitive arena**

Having right talent available and highly engaged, enables organisation to:

- implement its **strategy** timeously within available window of opportunity
- capitalise expeditiously on future **opportunities and challenges**
- deliver leading edge, innovative and trend setting **products/services**
- attain and sustain **operational excellence**

# SETTING SCENE

Building an **increasingly strong talent base** with the **right attitude and enthusiasm** is one of our **most effective competitive weapons**. We need to attract, develop and retain top talent, which in turn will develop Electrolux. It is absolutely vital that we succeed in this

**(H Stråberg, CEO, Electrolux)**

# SETTING SCENE

Talent has become, alongside Leadership Excellence, top two **strategic pressing people issues globally**: “War for Talent”

Central to **successful strategic talent management** is **appropriate profiling of one’s talent**

## Purpose

To review mission critical dimensions required to profile organisation’s talent appropriately, and to propose **integrated profiling framework**

# STORY LINE

## Profiling one's Talent appropriately requires:

- ❖ systemically embedding Talent in comprehensive **Talent Management Landscape**;
- ❖ positioning one's **Talent Need** strategically in Talent Landscape, as framed by chosen Psycho-social Contact & Talent Value proposition;
- ❖ using **Person/ Organisation Match** as requisite vantage point of Talent Need;

## STORY LINE (Continued)

- ❖ adopting **holistic perspective of Organisation** to determine organisational talent requirement
- ❖ translating organisational talent requirements into person requirements, seeing **Person as Complex Being**;
- ❖ operationalising complex person requirements into **observable desirable behaviours**

**all of above resulting in holistic, systemic talent profiling framework**

# CAVEAT

**I would not give a fig for the simplicity this side of complexity, but I would give my life for the simplicity on the other side of complexity**

***(Justice Oliver Wendell Holmes)***

# **SPECIFICATIONS FOR HOLISTIC, SYSTEMIC TALENT PROFILING FRAMEWORK**

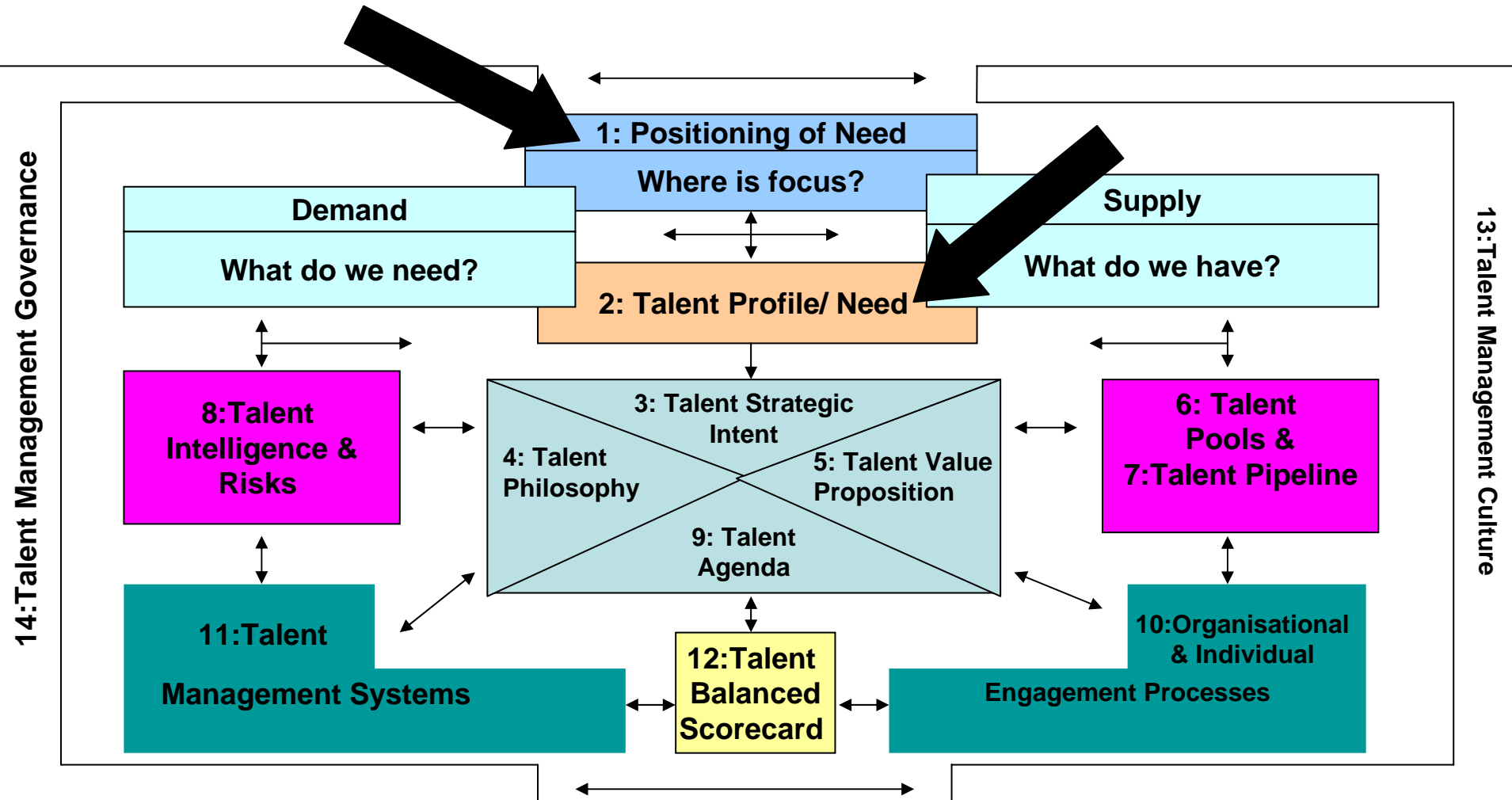
- **Seamless integration of theory & practice**
  - **Simple but comprehensive**
  - **Easy to set up & maintain**
    - **Practical, user friendly**
      - **Flexible**

## **STORY LINE**

**Profiling one's Talent appropriately requires:**

- systemically embedding Talent in comprehensive Talent Management Landscape;**

# SYSTEMICALLY EMBEDDING TALENT IN COMPREHENSIVE TALENT MANAGEMENT LANDSCAPE

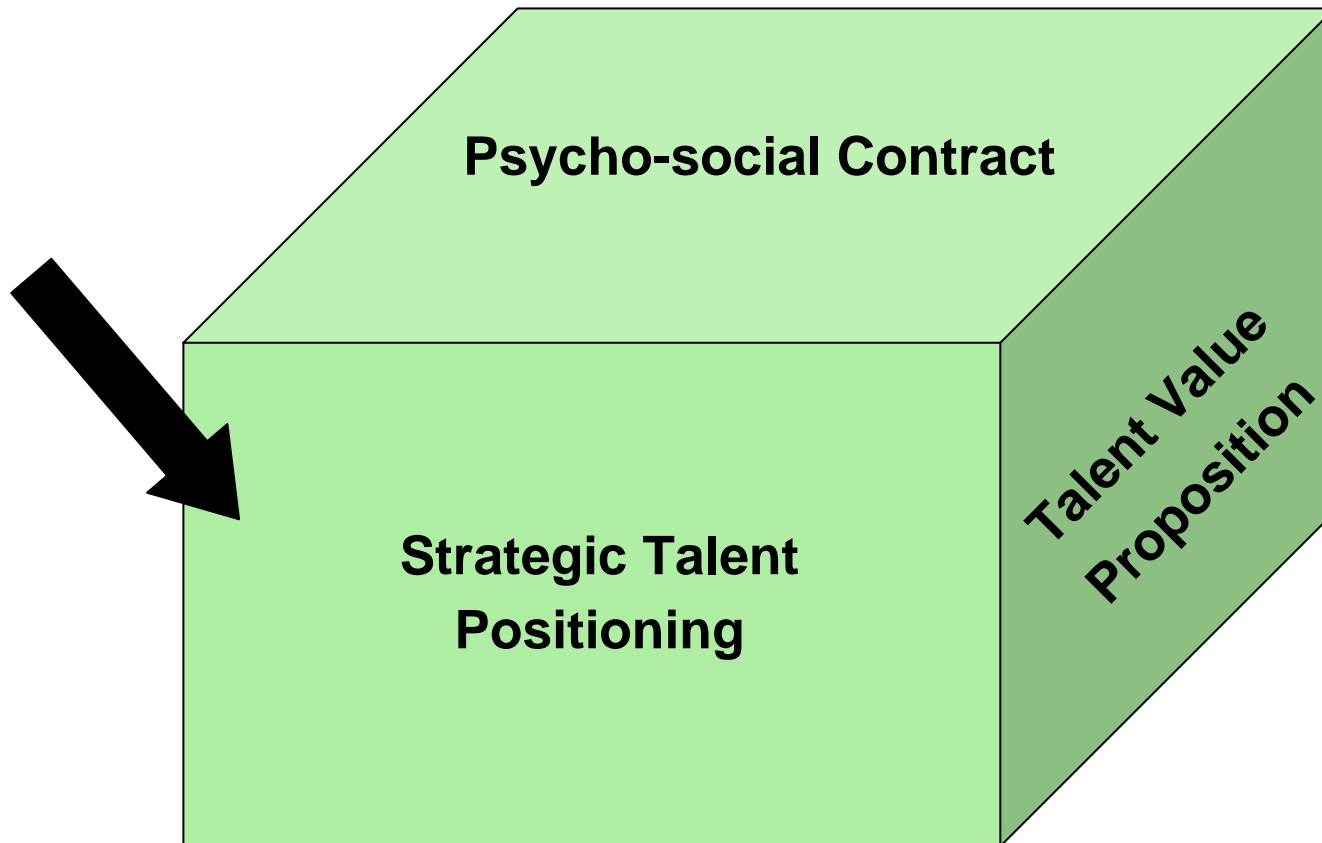


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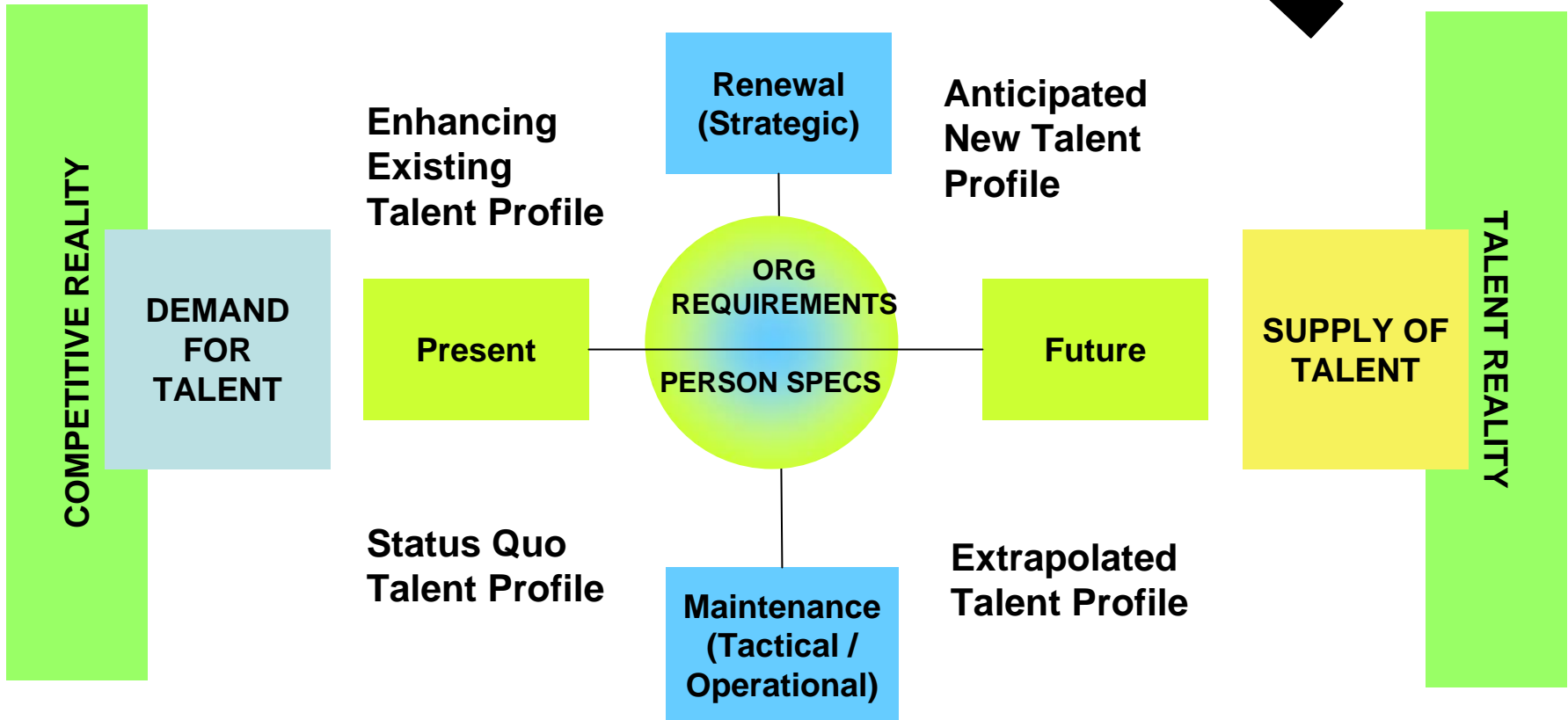
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# STRATEGIC TALENT POSITIONING, AS FRAMED BY CHOSEN PSYCHO-SOCIAL CONTRACT AND TALENT VALUE PROPOSITION



# Strategic Talent Positioning = Strategic Talent Mix within organisationally aligned Strategic Time Horizon



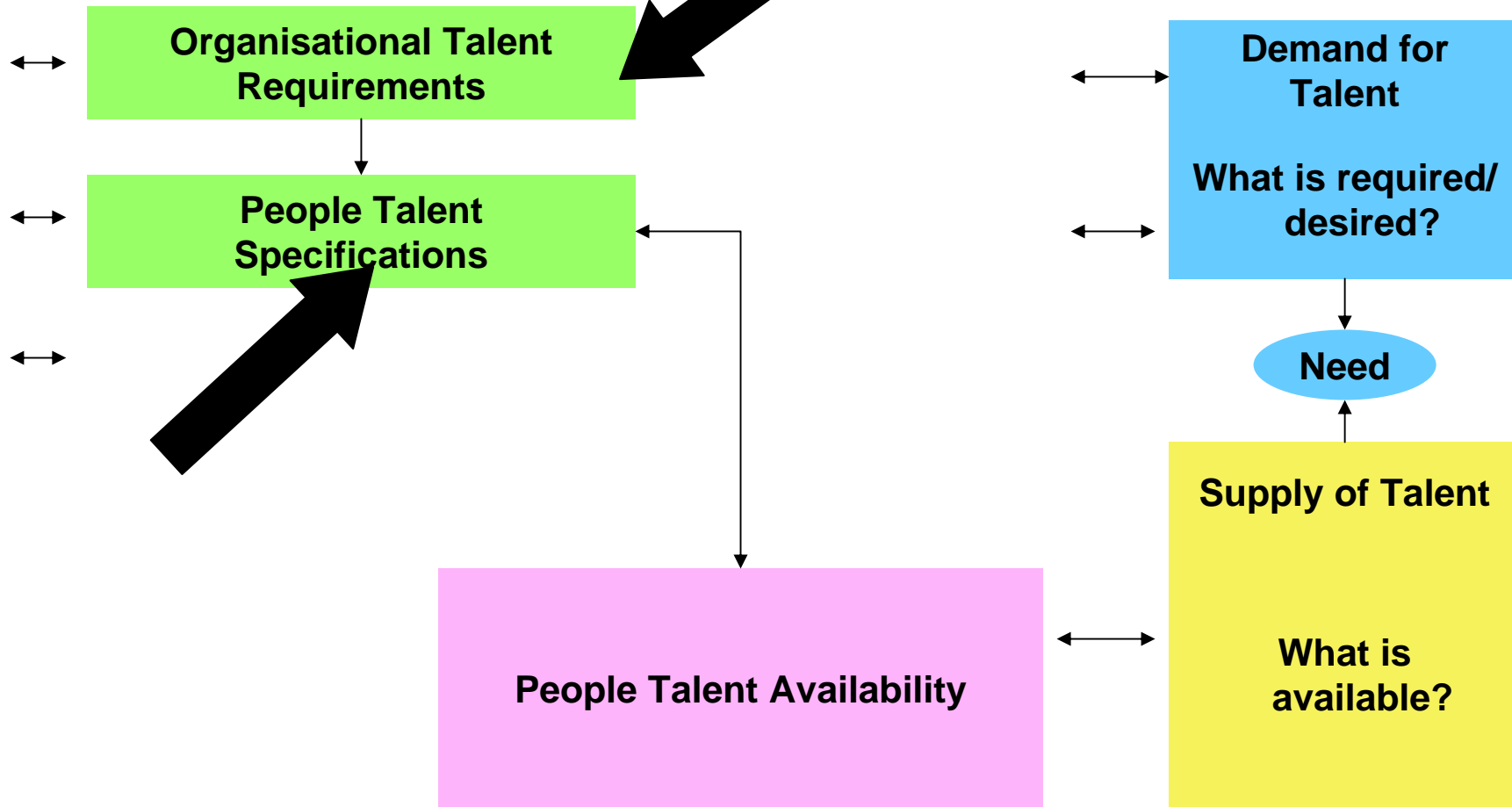
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# PERSON/ ORGANISATION MATCH AS REQUISITE VANTAGE POINT

Positioning of Need



## **STORY LINE (Continued)**

- ❖ adopting holistic perspective of Organisation to determine organisational talent requirements**



## STORY LINE (Continued)

- ❖ adopting holistic perspective of Organisation to determine organisational talent requirements;
- ❖ **translating organisational talent requirements into person requirements, seeing Person as Complex Being**

# PERSON AS COMPLEX BEING

("Who")

## Multi-Dimensional Perspective on Person as Talent

### Competency based Perspective

Ability & willingness to  
consistently  
perform at required level  
within certain  
context

X

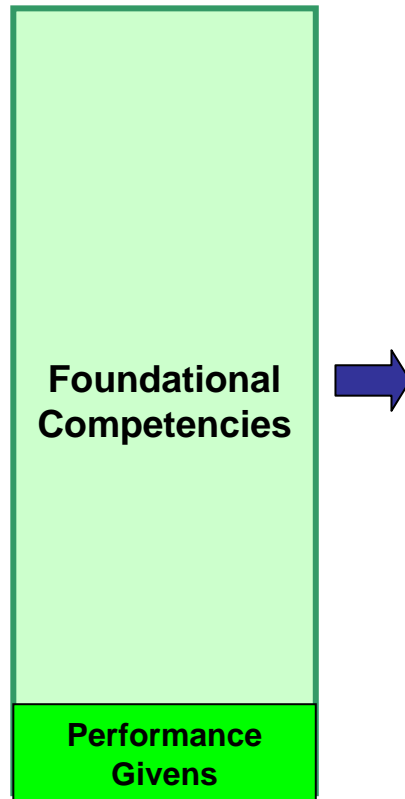
### Multiple Level Perspective

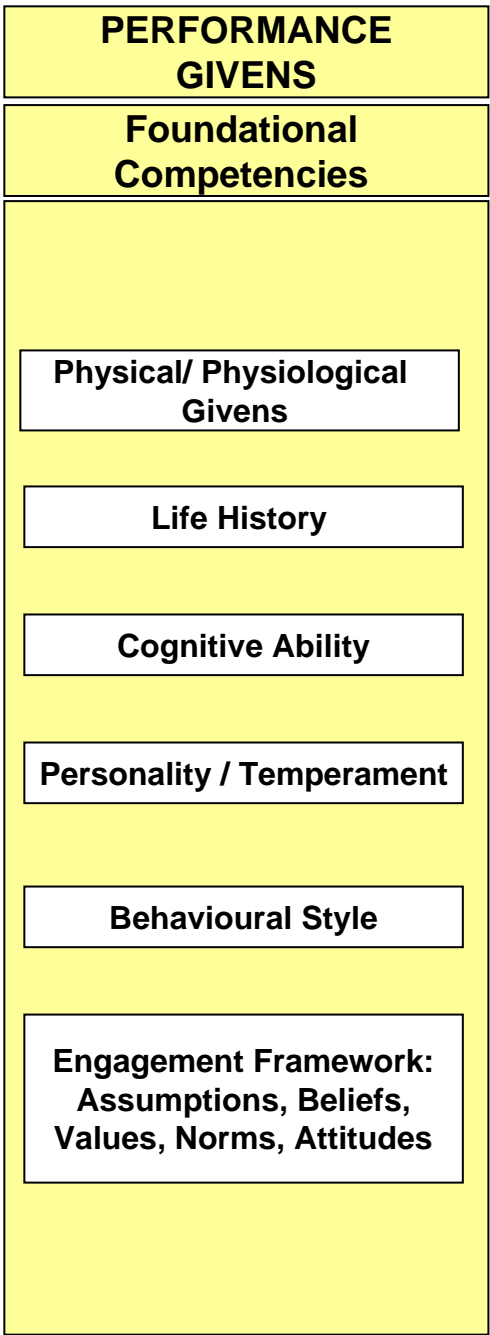
Different Modes & Qualities of  
Being/ Becoming

# PERSON AS COMPLEX BEING

## Competency based Perspective

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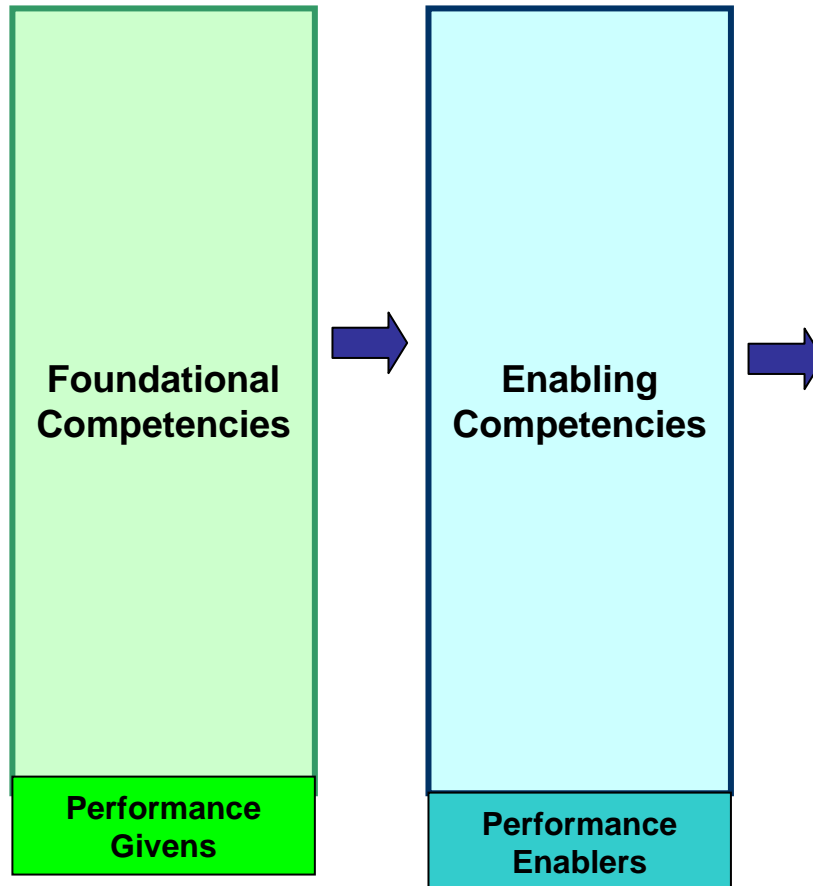


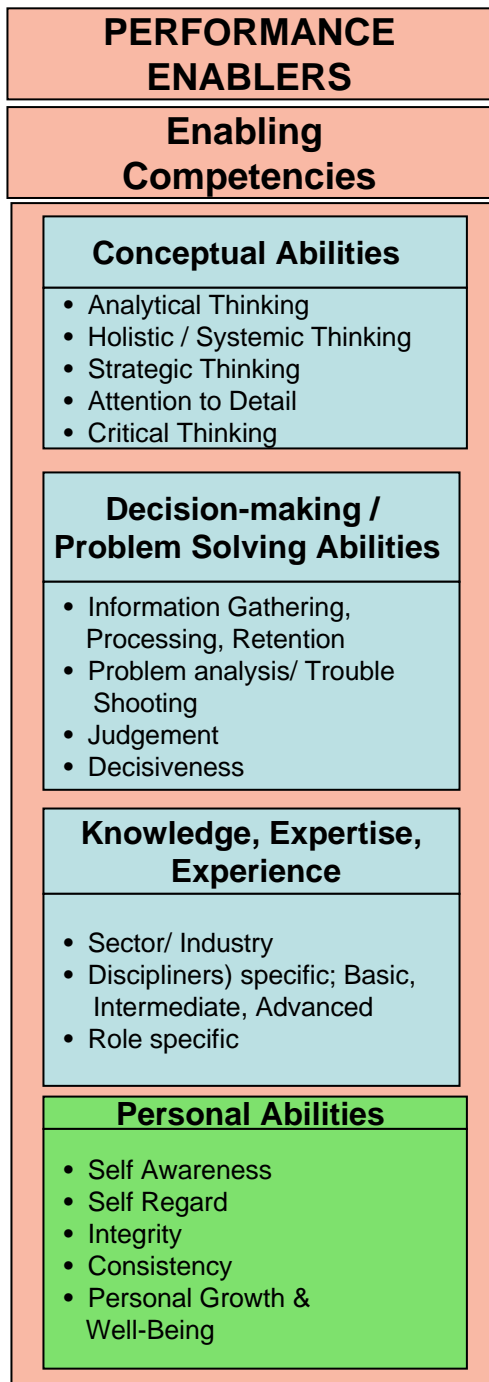
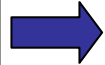
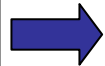
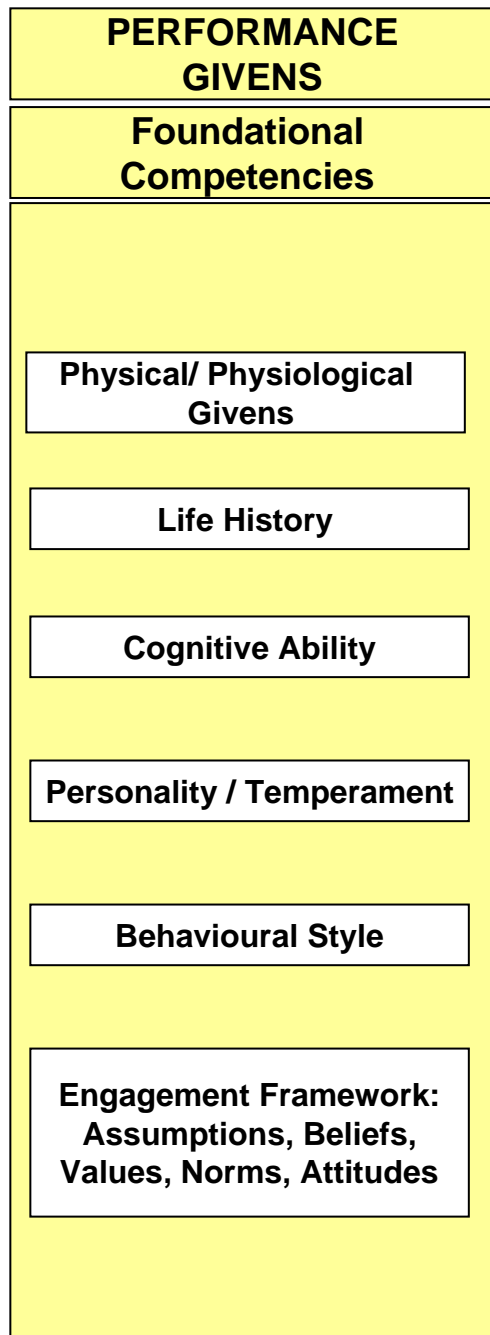


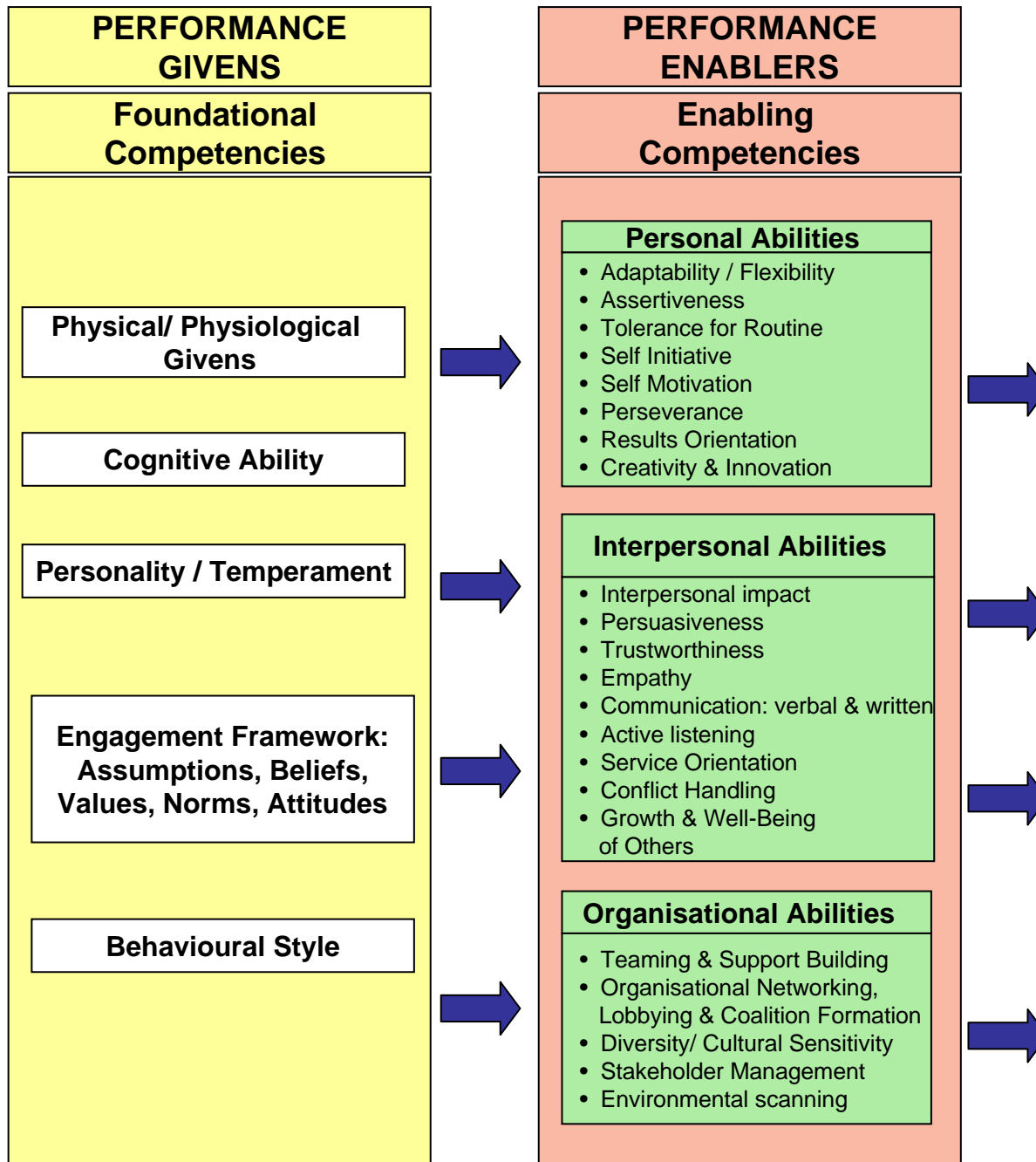
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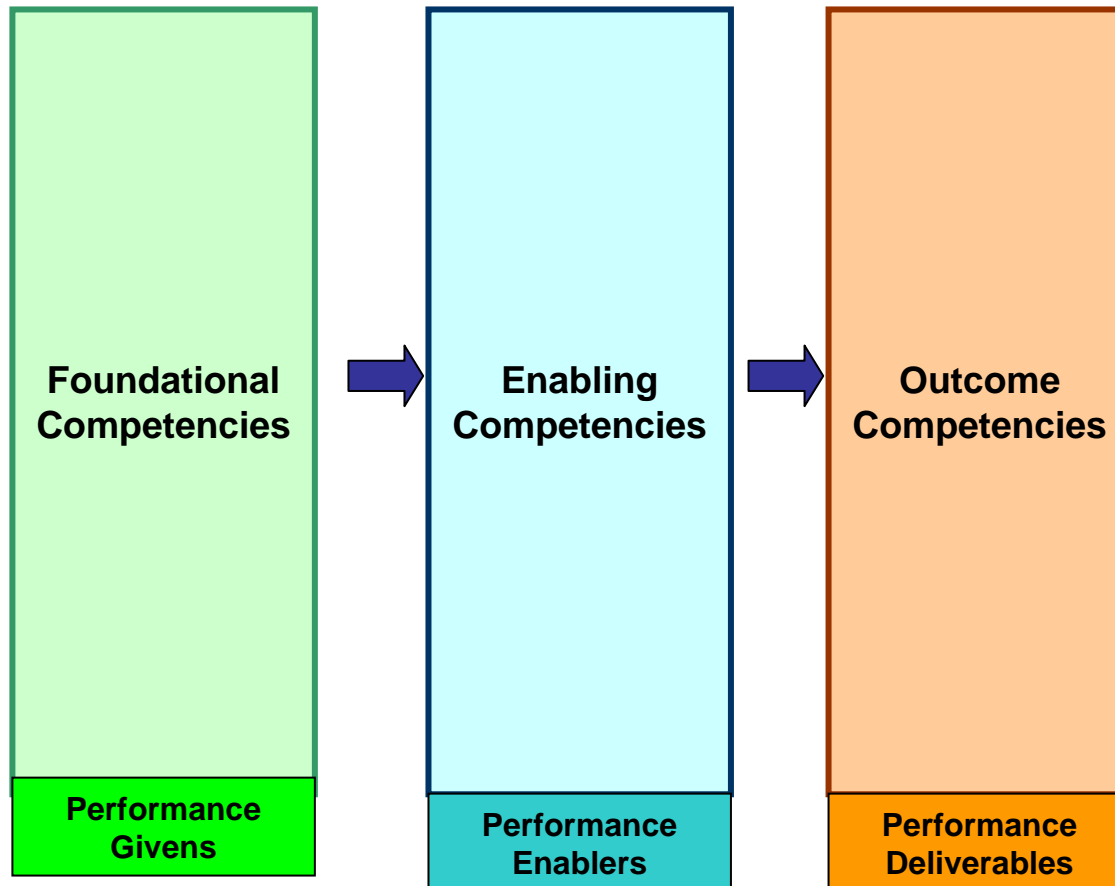


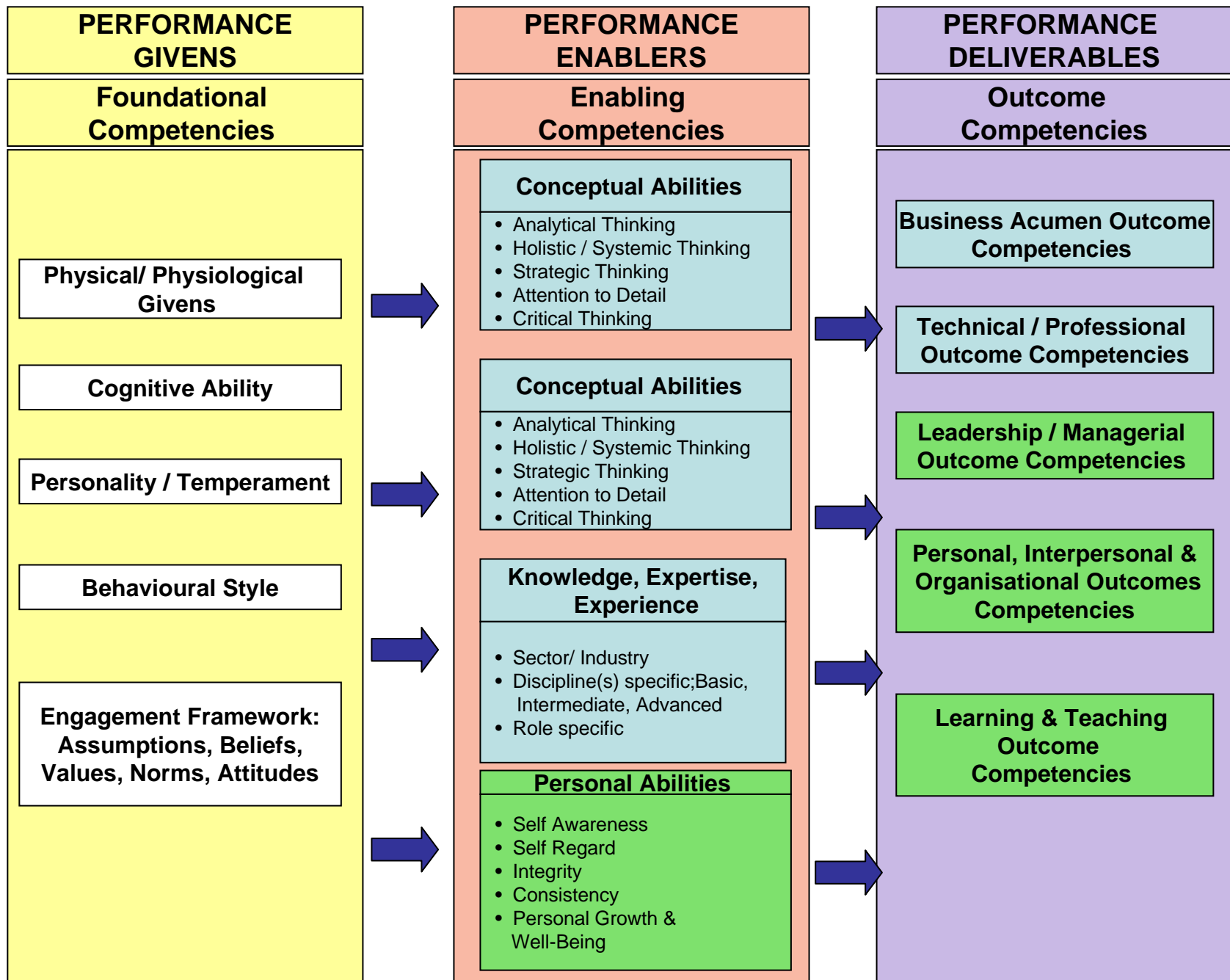


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## Competency based Perspective

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# PERSON AS COMPLEX BEING

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**Multi-Dimensional  
Perspective on  
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**Competency based  
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Ability & willingness to  
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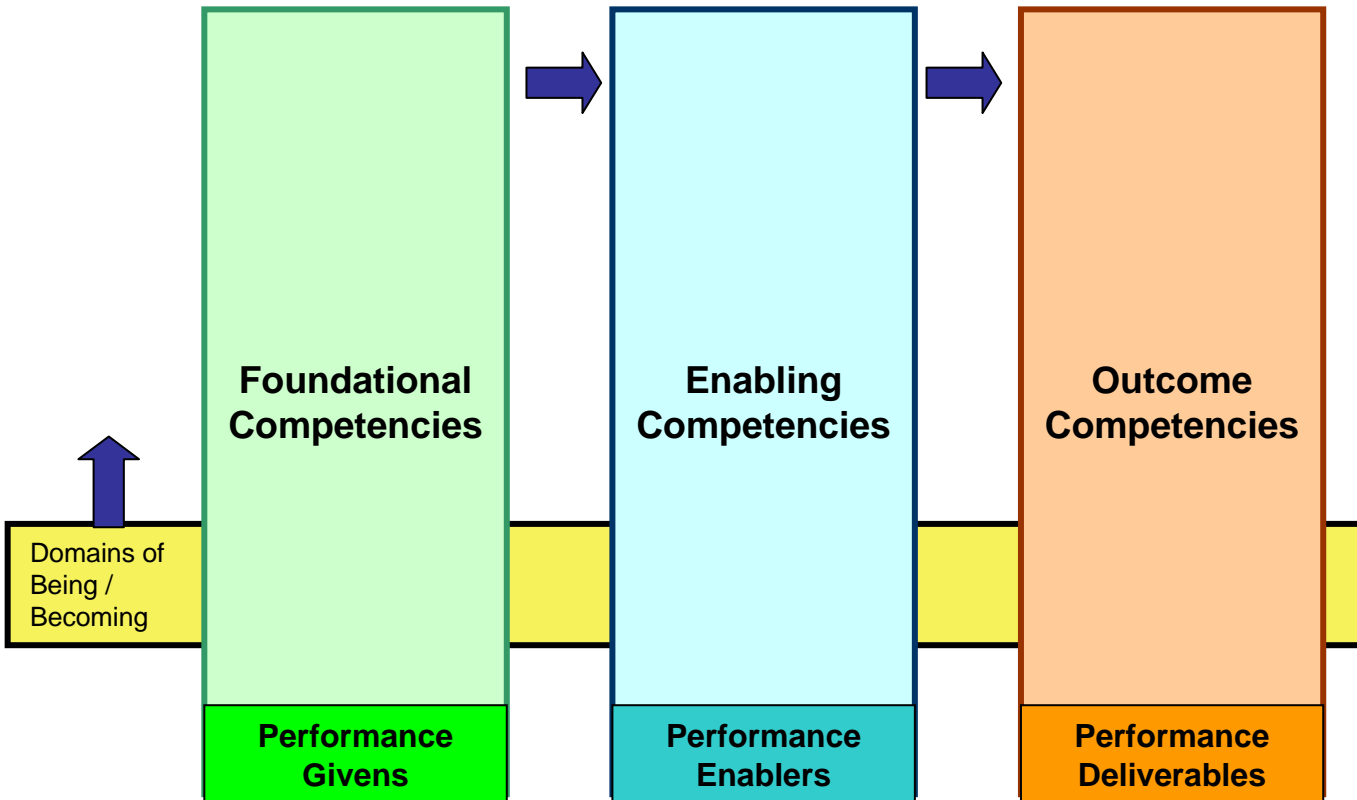
**Multiple Level  
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Different Modes & Qualities of  
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# PERSON AS COMPLEX BEING

## Multiple Level Perspective

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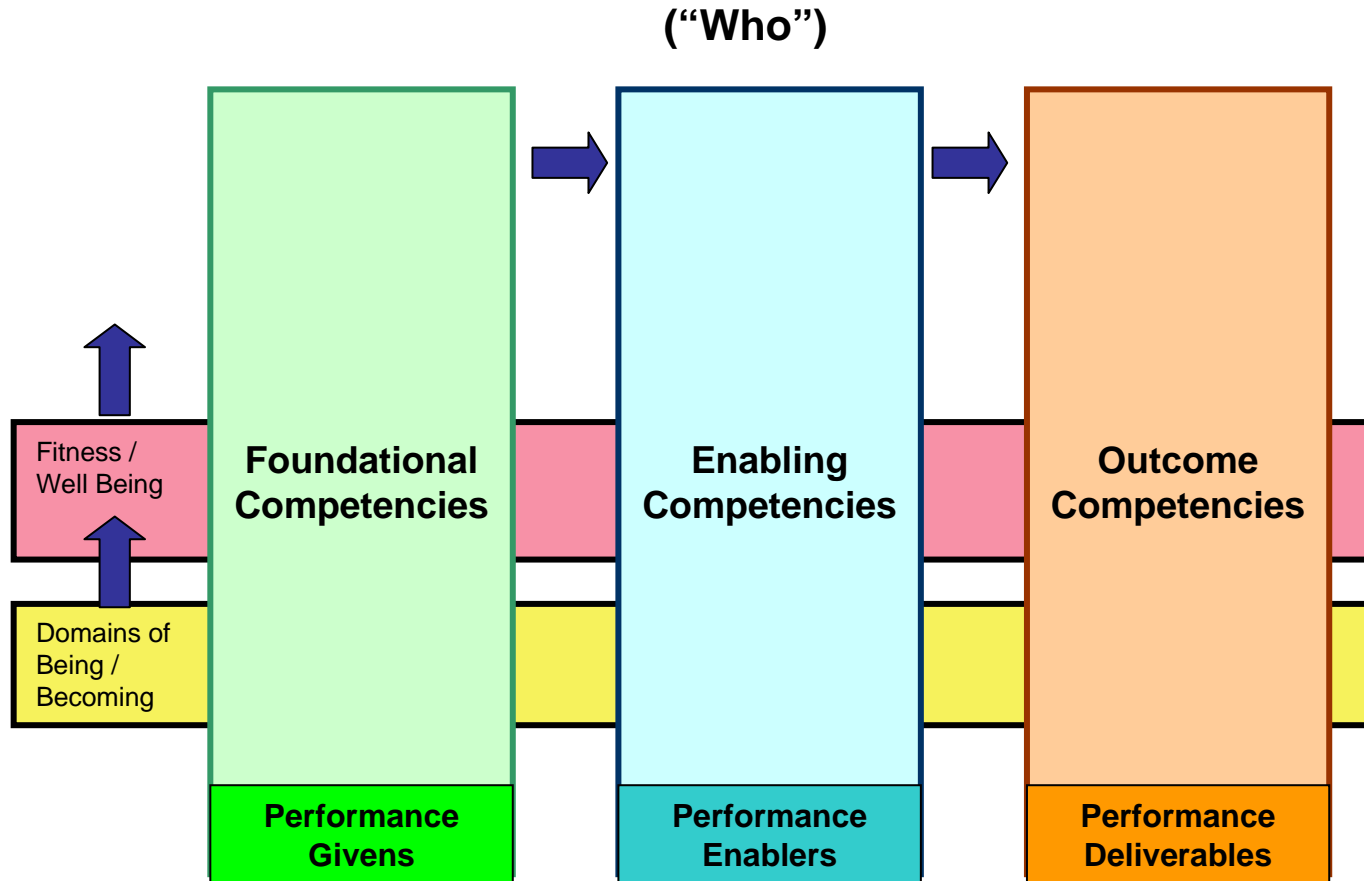
## Multiple Level Perspective

### Domains of Being/ Becoming

- **Religious:** Ultimate Values, Truths & Beliefs
- **Spiritual:** Life fulfilling Meanings, Purpose and Calling
- **Psycho-social:** Personality, Motivational, Emotional, Cognitive, Attitudinal Make-up
- **Physiological/ Biological:** Temperament, Metabolic Rhythms
- **Physical:** Height, Weight, Gender, Colour, Age, Appearance

# PERSON AS COMPLEX BEING

## Multiple Level Perspective

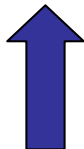


# PERSON AS COMPLEX BEING

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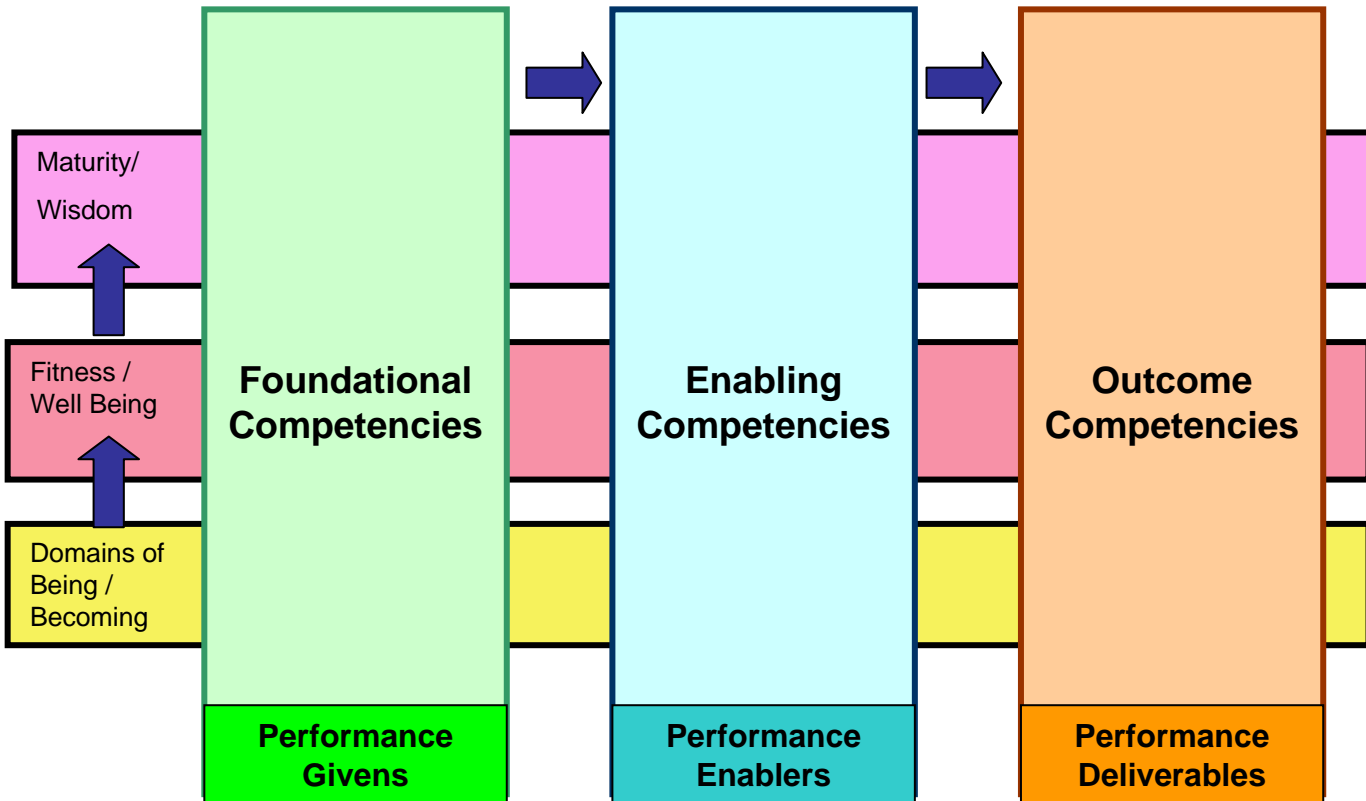
**-Fitness/ Well Being: Level of Development  
& Sustainability**



# PERSON AS COMPLEX BEING

## Multiple Level Perspective

(“Who”)



# PERSON AS COMPLEX BEING

## Multiple Level Perspective

**“Maturity”/ Wisdom:** Appropriateness of conduct relative to context, issue at hand, situation specific circumstances & stakeholders concerned



**Fitness/ Well Being:** Level of Functioning/ Development



## STORY LINE (Continued)

- ❖ adopting holistic perspective of Organisation to determine organisational talent requirements;
- ❖ in translating organisational talent requirements into person requirements, seeing Person as complex being;
- ❖ **operationalising complex person requirements into observable desirable behaviours**

# PERSON AS COMPLEX BEING

## APPROACHES TO MODELING PEOPLE TALENT REQUIREMENTS

### Approach 1

Generic Organisational Competency Model

### Approach 2

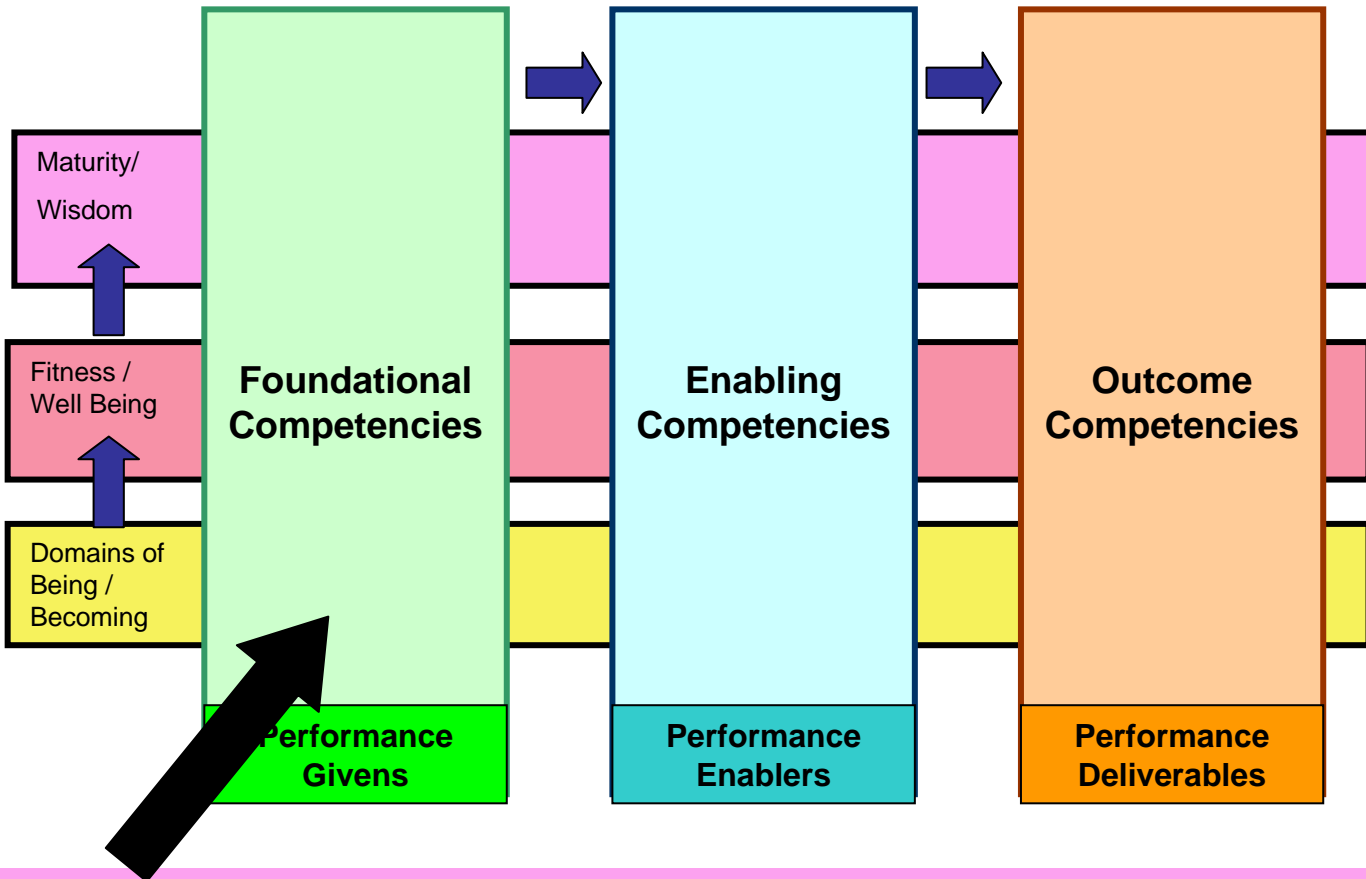
Differentiated Core Organisational Competency Models

### Approach 3

Core Value Chain Process Competency Model with  
Enabling Process Competency Models

# PERSON AS COMPLEX BEING

(“Who”)



**Observable desirable behaviours = “Can Do’s”  
or “Able to Do” as operationalisations of Competencies**

# Operationalised desired Outcome Competencies

<p><b>CONTEXUAULLY EMBEDDED LEVEL OF WORK COMPETENCE</b></p>	<p><b>BUSINESS ACUMEN COMPETENCIES</b> Understanding of how business operates; what the key business issues are; and how they impact on the success of the business</p>	<p><b>TECHNICAL / PROFESSIONAL COMPETENCE</b> Ability to apply knowledge, skills, expertise appropriately to the complexity of the setting</p>	<p><b>LEADERSHIP / MANAGERIAL COMPETENCIES</b> Ability to develop and mobilize people around a shared vision and values, and lead people towards actualising the vision and living the values.</p>
<p><b>Strategic Formulation (SF)</b></p> <p>Establish strategic intent for globally &amp; diverse organisation in hyperturbulent &amp; hyperfluid setting, able to sustain business within 3 to 5 year time horizon as a viable, profitable entity</p>	<p><b>Able to understand business of business in an integrated manner, now and in the future, and its critical success factors</b> Able to determine, attract, deploy and retain business level resources effectively relative to business needs in present and future <b>Able to accurately assess market and client needs and translate them into overall business offering</b> Able to operate across Units/ Functions/Disciplines in identifying and assessing macro trends and processes relative to macro business needs</p>	<p>Able to understand, deal with, and influence general business and industry specific trends over longer term Has an in-depth understanding of global and local macro environmental trends that may impact on the sustainable competitive position of own organisation <b>Able to expand and/or redefine existing mental models, business rules and systems in order to enhance/ sustain the future viability of own business</b> Able to effectively operate in a complex, dynamically changing context</p>	<p><b>Able to develop vision, mission and values for total business</b> Able to mobilise total organisation with its stakeholders around vision, mission and values, and gain and sustain their ongoing commitment <b>Able to identify necessary strategic initiatives to actualise vision and mission, obtain organisation-wide-buy-in for these initiatives, and built the necessary organisational capabilities to deliver these initiatives</b> Able to model personally the way in actualising the vision and mission, and live the value</p>

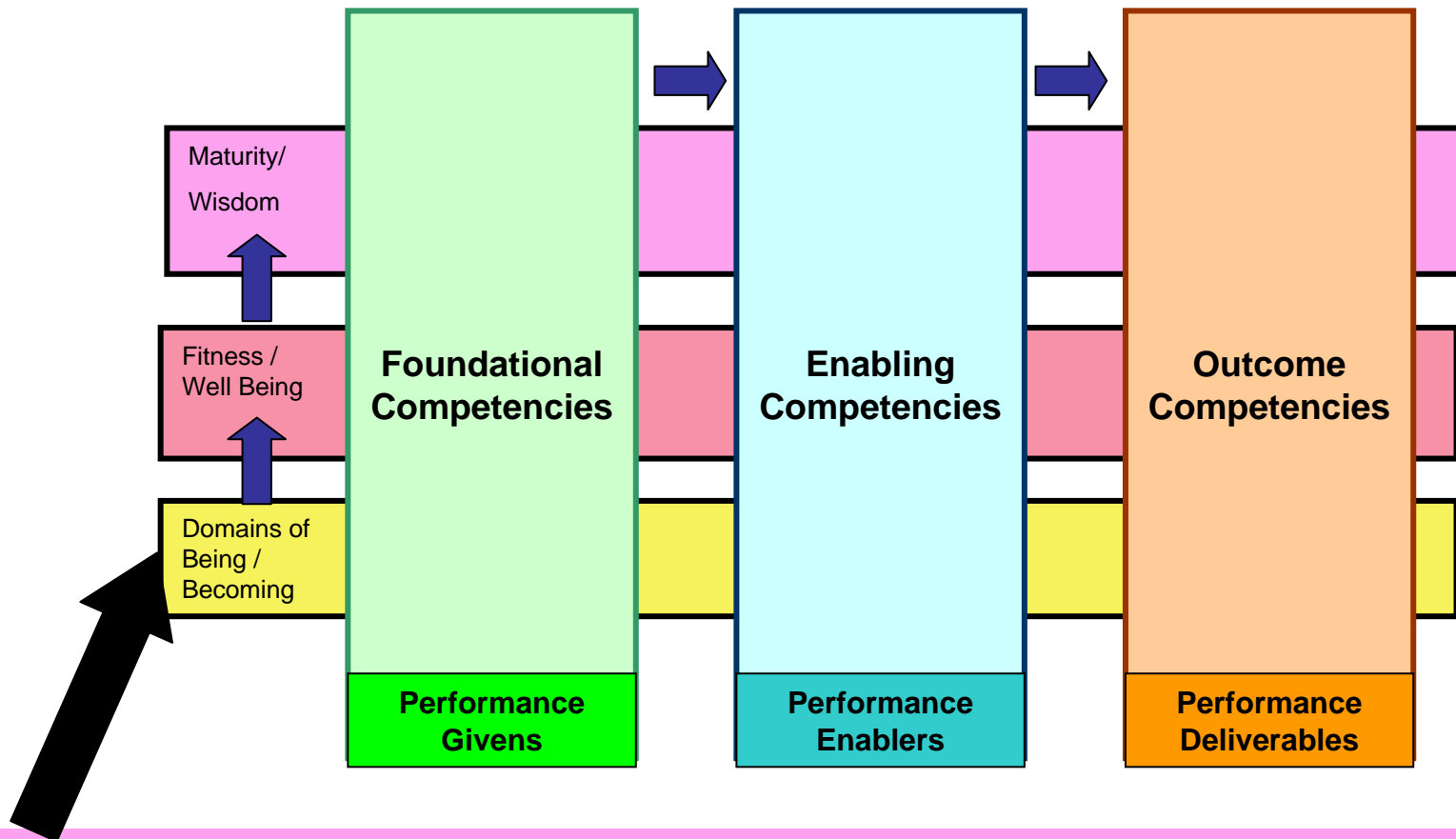


# Operationalised desired Enabling Competencies

Category	Competency	Definition	Descriptor per Level of Work			
			TP - Quality	PS - Service	BP - Good practice	SE/SF – Strategic
			Conceptual Abilities	Analytical thinking (Detailed thinking)	Able to interpret relevant information in terms of specific variables by using a sequential, systematic and deductive approach	Able to take apart a problem, situation or information and draws the correct conclusion
Conceptual Abilities	Holistic / Systemic Thinking (Big Picture thinking)	Able to interpret relevant information in terms of patterns from information by using a holistic, systemic and inductive approach			Able to approach issues from an integrated perspective, taking into consideration the various parts of the issue as well as their relationship to one another in order to detect patterns	Able to identify and relate apparently unrelated issues and factors, seeing the whole and not only the parts in new ways

# PERSON AS COMPLEX BEING

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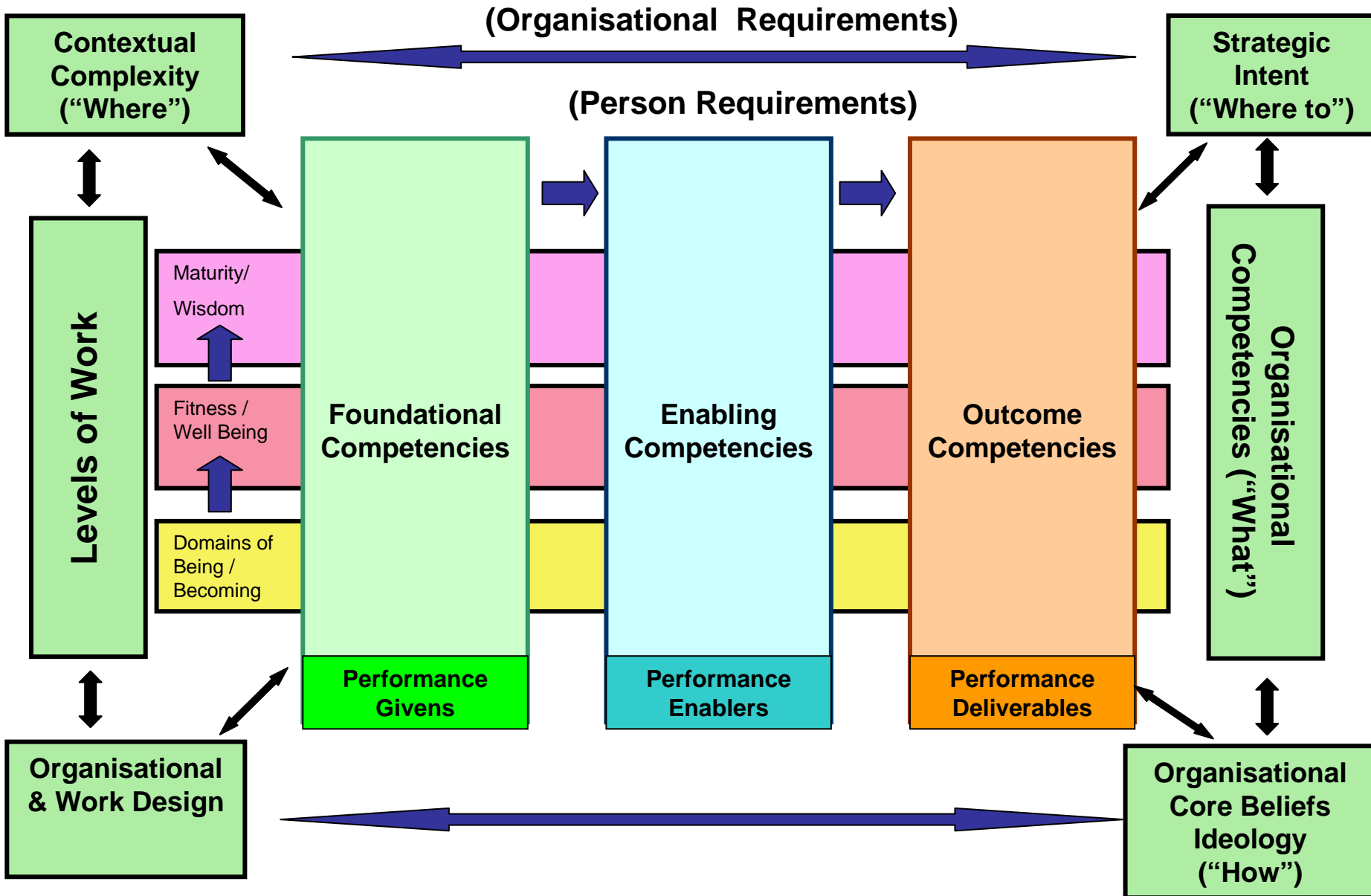
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# HOLISTIC, SYSTEMIC TALENT PROFILE



# LOOKING AHEAD: SOME SUGGESTED RESEARCH & DEVELOPMENT NEEDS

- ❖ **Validated Process** of identifying and translating Organisational Talent Requirements into Person Requirements
- ❖ **Competency Linkage Model**, using e.g. Structural Equation Modelling, of Performance Givens, Enablers and Deliverables = “Less is More” holistic, systemic Competency Model
- ❖ **Operationalisation of Domains of Being/ Becoming, Fitness/ Well Being and Maturity/ Wisdom** into observable, desired behaviours, competency wise