



Talent Review

The cascading benefits of a Talent Review:

- **Benefits to the Individual**

Coaching and mentoring based on identified needs

- **Benefits to the team**

Identifying "stars" and capitalizing on talent

- **Benefits to the organization**

Cost benefit ratio, i.e., putting everyone on the bus in the right seats

To ensure continued success in meeting business objectives, organizations must be committed to attracting, selecting, retaining and developing the best available talent for their management and leadership teams. Organizations must meet the on-going challenges of placing the right people in the right positions and of developing high potential talent for future positions of responsibility. To that end, Turknett Leadership Group provides expertise in the assessment and identification of leadership potential and developmental needs, whether within a team or an entire organization.

Our process is focused on validly and accurately assessing each individual's personal characteristics, social and communication style, decision-making effectiveness, and management and leadership competencies. We can also evaluate an individual's fit within the organization's culture or for a specific role. In a typical talent review process we are usually assessing a pool of candidates. This process is useful for overall review of executive talent, assessment of a new leader's existing team, or evaluation of leadership teams in a merger situation. In addition, the process assists an organization in the evaluation and development of its leadership talent pool, and in helping an organization plan for succession and talent management.

Expected Outcomes

- **Identification** of potential and fit for a leadership position; areas of strength and limitations; includes review of individual integrity and leadership character
- **Broader understanding** of the "state of the organization" in terms of succession planning, bench strength, and the overall team effectiveness
- **Clarification of development needs**
- **Review of possible organizational issues** for consideration by the team leader

The Process

Initial Step: Discussion with principals regarding the goals of the organization and specific skills that are most desired. Review plans to communicate with the participants, specifically what they will be told and how they will receive feedback.

- **Personality and Leadership Evaluation** A Personality and Leadership Profile instrument will be administered to each candidate. This comprehensive personality assessment can also be used to predict 360 ratings.
- **Myers Briggs Inventory (MBTI)** is often used as an ancillary tool.
- **Cognitive Assessment** appropriate for the level are included. The Watson-Glaser Critical Thinking Appraisal is usually used at the executive level.
- **Personal Interview (1 hour)** with consulting psychologist for each participant. Input from direct supervisor will be solicited. (Option: peer assessment)
- **Comprehensive Assessment and Developmental Report** is provided to each individual as well as the team leader.
- **On-site visits** to observe meetings or work environment can also be included.

Reporting and Results

Individual summaries of strengths and areas for development are prepared and reviewed in a one-on-one meeting with the senior manager. Turknett will also recommend development options for each individual. If desired, a team composite will be prepared.



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