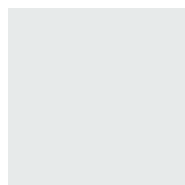


TALENT INSTITUTE



Unleash Capability ■ Reduce Risk ■ Gain Competitive Advantage



ABOUT THE TALENT INSTITUTE

The **Talent Institute** is a professional services firm that specialises in helping clients develop and implement talent strategies to more effectively manage the acquisition, deployment, development and retention of talent to support current business strategies and to prepare for future challenges.

Our focus is on *reducing people risk* in organisations - which ones to hire or promote and when - how to train and develop them to their fullest potential - and how to organise them and systems around them to maximise their collective potential. Our combination of psychological insights and real-world business experience removes the guesswork from making decisions about people.

Our team of psychologists and experienced management consultants offer proven solutions for hiring and promoting the best, identifying and developing extraordinary leaders, enhancing organisational capability and unleashing talent.

Our work is grounded in organisational psychology and the science of measuring and developing people and organisations.

A virtual management consultancy, we deliver services at any location preferred by the client.



OUR APPROACH

Assess

As one would analyse any business challenge, we begin with an assessment of your needs. By clarifying your concerns and objectives, your audience and your metrics of success, we propose an appropriate intervention or solution.

Build

Once we understand what you wish to accomplish, we propose alternative solutions. We work with you to customise the solution as needed.

Deliver

Based on a carefully constructed implementation plan, we then roll out the solution, taking care to market it internally to all key constituents. We ensure that all deliverables are planned for and provided as promised.

Measure

Measurement of success is crucial, as is analysis of user feedback. By monitoring the effectiveness of the intervention, we ensure that your stated goals are met.



STRATEGY DESIGN

PEOPLE STRATEGY

A people strategy is an adjunct to an overall business strategy. It is a set of specific, prioritised choices about where and how to invest in human capital.

Choices may include:

- Employee groups to grow or shrink,
- Skills to invest in,
- Performance levels required,
- Number of employees needed to achieve required productivity and service levels,
- Work to in-source/out-source,
- Employee value proposition, etc.

A people strategy is critical for the successful execution of the business strategy.

TALENT STRATEGY

Talent management is the process through which employers anticipate and meet their needs for human capital - getting the right people with the right skills into the right jobs at the right time.

The greatest risks in talent management are, firstly, the cost of a mismatch in employees and skills (not enough to meet business demands, or too much, resulting in layoffs or retrenchments) and, secondly, the cost of losing talent development investments through failure to retain employees.

A talent strategy should be developed and implemented in conjunction with the business strategy, integrated into daily operations and frequently reviewed and refined.

RETENTION STRATEGY

Recruiting and training replacement employees can be costly and may absorb considerable internal resources. More critical is the loss of key skills, knowledge, wisdom and business relationships when employees leave.

Similarly, a shortage of talent coupled with a misaligned recruitment strategy will make recruitment efforts unproductive and costly.

We guide the effort of a cross-functional project team to craft a retention strategy.



SUCCESSION PLANNING STRATEGY

Succession planning ensures leadership continuity and managed change in organisational leadership. A robust succession planning strategy:

- Provides a roadmap for executive succession and leadership continuity
- Guides development activities of key executives
- Serves to anticipate and manage issues of responsibility readiness / career ambition
- Avoids transition problems and premature promotions
- Helps assure the pipeline of leadership capabilities necessary to deliver strategy.

In addition to designing a succession planning strategy, we help clients:

- Determine key position requirements, now and into the future (taking into account likely organisational architecture shifts)
- Identify potential successors (through readiness assessments)
- Determine development priorities for continuing performance improvement.



COMPETENCY-BASED ASSESSMENTS

SCREENING AND SELECTION

In today's highly competitive business environment, organisational survival and growth are dependent on recruiting and retaining quality people.

Strong performers increase revenue and profit by developing effective ideas and strategies, lobbying them, and inspiring others to implement them. They cut through bureaucracy and complexity, bring ideas to market quickly, meet commitments, and reduce costs.

Weak or marginal performers hurt the bottom line by making poor decisions, working inefficiently, failing to get others support and being slow to change. They are frequently slow learners.

Competency-based assessments reduce errors when deciding between candidates, increasing the probability that a selected individual has the skills, attributes and experiences needed to succeed in a particular role, and providing insights that can accelerate an individual's development.

We offer multiple psychometric and assessment centre solutions.

FUTURE LEADERS

The strength and depth of the leadership talent pool is a key predictor of business success.

A company's ability to grow and achieve ambitious performance targets rests largely on the quality of its people, particularly its leaders. Better people produce better results. Organisations need accurate and reliable people-information to make the best decisions regarding talent selection, deployment, promotion, development and succession. The best organisations are more likely to have a formal process for identifying high potential and future leaders.

Next generation leaders must be emotionally intelligent, be able to recognise patterns and shifts in the industry ahead of competitors, and command details and translate them into higher-level strategic thinking. Achieving financial targets and delivering business results are criteria for promotion.

We assist clients in implementing a future leader strategy.



GRADUATE SELECTION

Graduate recruitment is an important component of a talent strategy.

With so many graduate opportunities available today, recruiting quality, appropriate talent is not easy. The best graduates will always have competing offers, so a well designed selection strategy is crucial.

Competency-based selection ensures that the process accurately targets critical capabilities and attributes; ensures all applicants have equal opportunities to demonstrate their 'fit' to the criteria; and uses reliable and valid methods to gather data against job-related competencies, as well as using objective decision-making.

LEARNING POTENTIAL

Learning potential refers to an individual's capacity to assimilate new information beyond previous experience and attain a proficient level of development.

Assessing learning potential predicts how responsive individuals will be to conventional education, training, instruction, and job exposure as well as their cognitive responsiveness to new training and developmental tasks in the workplace. Individuals with higher levels of learning potential acquire new skills and knowledge quickly and efficiently, increasing performance and organisational productivity.





TALENT INTEGRATION

Nothing is more stressful to an organisation and its people than when mergers, acquisitions and restructuring occur. Who stays? Who moves up? Who fits the new culture? Decisions must be made quickly, accurately and defensibly. Success depends on effective talent integration.

Talent integration assessments allow organisations to integrate talent quickly, fairly and accurately, saving critical time and streamlining the process with less stress and faster integration.

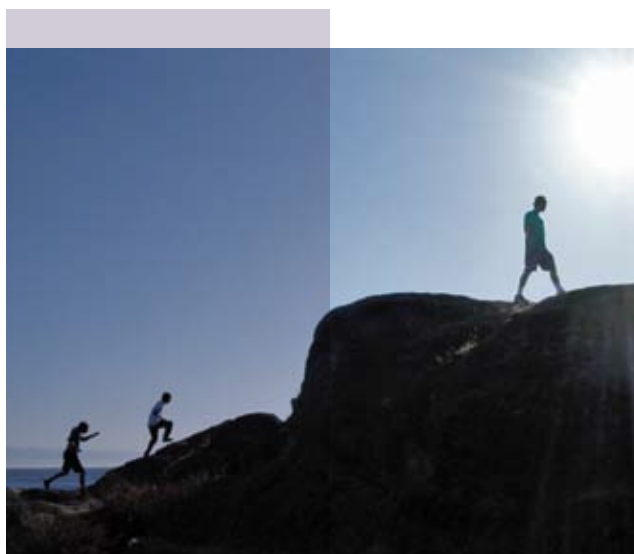
LEADERSHIP PROMISE

Every leader has personality characteristics that threaten his or her success. These derailers pose performance risks, impede work relationships, hinder productivity and limit overall career potential. When the pressure is on, a new side of the leader may emerge.

With the shrinking talent pool, expanded responsibilities of leaders, rapid promotion and the intense pressure being placed on leaders, the impact of flawed leadership attributes has become a central focus across organisations.

Research indicates that failed managers/leaders have bad judgement, cannot build teams, have troubled relationships, cannot manage themselves and do not learn from mistakes.

Using sophisticated measures, we validate leadership promise and alert decision-makers to risk.



REVIEWS

TALENT REVIEW

Forward-looking companies seek to increase 'bench strength' and create high-performance work cultures by evaluating management and/or leadership talent on a regular basis.

Such organisational talent reviews provide leverage in helping achieve large-scale shifts in organisational focus brought on by events such as a merger or a significant change in strategic direction.

A talent review is a systematic management or leadership audit, which aims to measure, align and develop talent against current and future business needs.

It generates detailed information on organisational and individual capabilities to execute strategic imperatives, which may include driving growth, entering new markets, transforming organisational culture, or integrating a new acquisition.

TALENT MANAGEMENT REVIEW

A talent strategy is vital to navigate through challenges facing organisations today.

A talent management review is a systematic review of current HR-processes and systems, the purpose of which is to identify process strengths, inefficiencies and gaps that may impact on the organisation's ability to attract, deploy, develop and retain talent.

The review specifically focuses on the following business processes:

- Recruitment and selection
- On boarding and new hire integration
- Learning and development
- Performance management
- Leadership development
- Succession planning
- Retention.

This diagnostic intervention produces rich information that allows for process reengineering and the introduction of better practice models and processes.

SOLUTIONS

COMPETENCY FRAMEWORK DESIGN

A competency framework is a written description of the competencies required for fully successful or exemplary performance in a job category, work team, department, division or organisation. It provides the tool for systematically aligning individual performance to business strategy and goals and is at the centre of an effective talent strategy.

The use of competencies is appealing because it enables HR-systems to concentrate on the factors that contribute directly to the organisation's success. A common framework of competencies provides the means for integrating all aspects of the HR-system so that employees are selected, evaluated, developed, promoted and rewarded based on competencies that support organisational success.

RECRUITMENT PROCESS REENGINEERING

The efficiency of the recruitment and selection process has significant implications for talent attraction, employer branding and ultimately for talent retention. If the process is inefficient, employers may be unable to secure talented people, with significant cost to the business and severe damage to the brand.

The reengineering process entails a diagnostic review of the current business process, which is mapped against a better practice model. Close-the-gap recommendations are made.

JOB PROFILING

Companies may have rigorous recruitment strategies, but if they have not developed a high-performance profile of what they are looking for in employees, selection processes may be completely ineffectual.

Equipped with a clear understanding of the competencies, attributes, knowledge and skill requirements that drive effective behaviour in a specific role, a selection procedure will clarify the extent and nature of the gap between actual and desired capability.

TRANSITION COACHING

Leaders in transition rely on the skills and strategies that worked for them in the past. This is a mistake.

Transition coaching is a productive process consisting of robust and structured conversations around issues relating to increased personal and organisational efficiency and effectiveness when a person is appointed into a new (and usually higher) job role.



It encourages (newly appointed) leaders to develop new capabilities required to execute new responsibilities, align action with personal values and strategic plans, broaden their perspective and worldview, identify 'derailers' or personal attributes which may cause failure, strengthen skills to minimise the impact of derailleurs and develop increased self-awareness.

SELECTION OUTSOURCING

Today's aggressive business environment requires exceptional people to sustain and grow competitive advantage.

Organisations need to improve the quality of new hires by improving the effectiveness of their selection processes. Many organisations appoint a capable service provider to provide competency-based data for selection decision-making.

Selection outsourcing is recommended for companies that are:

- Expanding their workforce,
- Opening or commissioning new facilities,
- Assessing and developing talent to align skills with new cultural and business strategies,
- Seeking to permanently outsource selection for key positions where efficiency, accuracy and reduced employment risk are critical.

ORGANISATIONAL DESIGN

Rapid growth follows business start-up. To prepare for growth, an appropriate human resources architecture must be established during the start-up phase, including essential HR-processes, systems and technology platforms, plus the design of necessary policies and procedures.

Our organisational psychologists design and implement appropriate HR-architectures.



WORKSHOPS

BEHAVIOUR-BASED INTERVIEWING

Behaviour-based interviewing is a semi-structured process, using behaviour-based questions that are specifically designed to examine key areas of past or present behaviour (or performance) as a means of predicting future performance.

When properly executed, behaviour-based interviewing improves the quality of new hires, improves the efficiency and effectiveness of the talent acquisition / hiring process, decreases recruiting costs and minimises the direct and indirect costs of poor selection. It also contributes to the positive branding of the company.

ACCURATE HIRING AND SELECTION RISK MANAGEMENT

This workshop aims to equip delegates with practical skills to ensure that their screening processes are cost-effective and yield the most suitable candidates. In addition, the workshop increases delegate understanding of competency-based assessments and the value it adds to selection decisions.

Delegates also learn about the contextual factors that impact on selection risk and how to do an employment/selection risk analysis.



TEAM BUILDING

Organisational high performance is dependent on effective teamwork.

To meet their goals, teams have to meet three dimensions of performance:

- They require a common direction: a shared understanding of goals and values;
- Skills of interaction to go beyond individual expertise to solve complex problems;
- They must be able to renew themselves - to expand capabilities in response to change.

The three dimensions - direction, interaction, and renewal - are interdependent. Teams need to progress on all three dimensions simultaneously.

Our programmes are designed to build essential skills and to inspire.



■ SOUTH AFRICA

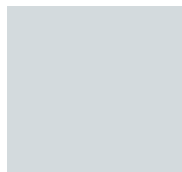
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