

Drawing Out Innate Talents

Certified Talent Analyst, Mindy Murphy, had the opportunity to work with a highly talented, hybrid manager in our Talent Insights program. This manager had recently been promoted to a role that was a perfect fit for her. The position required her to lead people without being their direct manager, a tough role on its own, compounded by the fact that a recent restructure was creating a challenging environment. Because of these things, it was becoming increasingly clear that this manager needed to lean into her strong people acumen to bring the team along with her.

Challenge:

The manager needed to lean into her strong people acumen to bring the team along with her.

Solution:

Specific goals related to the candidate's talents are decided upon and the candidate works with the Talent Analyst.

Results:

This candidate increased her survey ratings in 12 out of the 13 talent themes, and increased her percentage of positive ratings in her top six talents.

Challenge

Talent Insights is composed of an initial call with the candidate, their manager, and a few of us from CSS. That first call lays the ground rules, expectations and responsibilities. The next step is to do a survey of people who work directly above, with or for the candidate. This is decided by the candidate and that person's manager. After the initial survey is done, our Talent Analyst assess the results then reports back to the candidate and manager.

What we are looking for is how well people assess the candidate related to the innate talents of that candidate that we see on the Profit Center Manager Interview (PCMI). Simply put, are the innate talents being seen and felt by the people around them?





Solution

Specific goals related to the candidate's talents are decided upon and the candidate works with the Talent Analyst over the course of several weeks or months (depending on the length of the program) on strategies to make their talents come to life. In this case study we repeated an other survey after six months to see how the strategies put in place came to life in the candidate's day to day interactions.

The manager in this case had enormous talent on her PCMI, but after the first survey, we were able to assess that her innate people acumen talents were not coming through in her interactions with many of the people surveyed. Her strong Exactness and Business Thinking were definitely recognized in the survey. It was easy to surmise that her other strong talents were completely overshadowing people acumen. But the people acumen talents were the talents that she would need to bring the team along with her. Her goal at the end of the first survey was to increase her people acumen scores, specifically her Positivity and Relationship scores.

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Mindy worked with this manager to put together some specific strategies and goals to bring her strong people acumen talents to the forefront. She was committed to improving and over the course of several months, Mindy and the candidate worked very closely to review, refine and re-establish goals along the way. Then a second survey was given to the same group as before.

Results



- There are 13 talent themes on the PCMI. This candidate increased her survey ratings in 12 out of the 13 talent themes (the one that didn't increase, stayed the same).
- The candidate increased her percentage of positive ratings in her top six talents.
- She increased her overall positive ratings by 13%.
- She also achieved her goal to increase her overall scores in Positivity and Relationship.

When asked what the candidate learned from Talent Insights?

"The importance of the little wins, the small things, that over time can make a huge difference on my working relationships. Additionally, I recognize that for all the technical skills I exceed at, I can't be a positive influence unless I have strong relationships, personally and professionally, with my peers. It's an obvious connection, but sometimes you forget to make it happen when you're in the job and just trying to accomplish goals."

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When asked how Talent Insight has helped developed her as a manager?

"I definitely recognize, even more than ever, that humility is absolutely necessary for any leader to be successful. As much as I want to plow through change and grow our business quickly, I understand that not everyone operates at the same pace. The Talent Insights program really helped me to hone-in on the science of interpersonal relationships, because someone would rather follow a person who cares for them as an individual, rather than someone who is focused only on the end goal."