



# Talent Management Process

## What is Talent Management Process?

The Talent Management Process (TM) is an ongoing, dynamic process assessing the current managerial talent present in an organization so that action plans may be created to develop each manager to their full potential. The TM is a strategic 360-degree tool supporting an organization in the constructive utilization of its human resources. The TM combines online survey with action planning to assist an organization in integrating individual career development with the organization's business needs.

TM is based on a 360-degree assessment of 53 questions measuring the 10 most important competencies of the Talented Manager:

- Cost Consciousness
- Achievement Focus
- Project Management
- Communication
- Change Management
- Leadership
- Judgment
- Customer Focus
- Problem Solving
- Quality Management

TM was developed to harmoniously support HR initiatives in the areas of Mentoring & Coaching, Compensation, Succession Planning, Recognition & Appreciation, Job Description as well as Individual Training & Development Plans.

CASE STUDY

### Grupo Votorantim, Brazil



#### ◆ SITUATION

Votorantim is a multi-billion dollar, 85-year-old Brazilian conglomerate and a major player in the cement, metals, energy and financial industries of Brazil and North America. With recent openings for senior leadership roles, and with a desire for long-term talent development, one of the group's American cement subsidiaries (Suwannee), turned to the TM to help resolve these issues.

#### ◆ COURSE OF ACTION

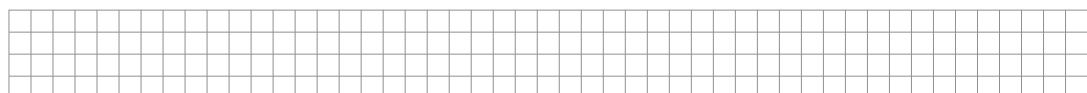
The TM project developed with the Suwannee plant dealt with 22 fast track managers in an attempt to define and prepare these key leaders for their future with the company. Individual development plans were identified through the 360° TM assessments.

#### ◆ RESULTS

The implementation of TM resulted in the discovery of managers qualified to fill the higher-level management positions. The TM also allowed the senior leadership in the company to begin succession planning as well as to consistently recognize and develop existing talent. Key individual participants are now positioned to face the future and their individual challenges.

## Competitive Benefits of the TM in managing an organization's Human Resources

- **DEVELOPMENT TOOL**  
Identifies specific needs for training and development for fast track managers.
- **SUCCESSION PLANNING TOOL**  
Ensures an adequate supply of talent to fill key positions in an organization.
- **BENCHMARKING TOOL**  
Measures the level of competency and performance of an organization's professionals.
- **STRATEGIC TOOL**  
Helps retain key employees, in order to cover the long-term needs of a business.
- **REINFORCEMENT TOOL**  
Recognizes fast track managers based on performance.



*"I appreciated the care of the participant, the flexibility in the design of TM and the ability to tailor the process for assessing talent in our region."*

**Fernando Lima** • Human Resources VP, Votorantim Brazil

### Special Features of TM

- An overall picture of the profiled group's current managerial abilities.
- An individual picture of each manager detailing a list of strengths, as well as areas for improvement.
- An analysis of managerial talent readiness for career advancement.
- A tool for optimized succession planning.

### Unique Value Proposition for Trainers & Consultants

- **CERTIFICATION.** Experienced trainers or consultants can complete the TM certification process in one day. Official certificates will be granted upon successful completion of the training.
- **GLOBAL REACH.** Persona Global's online Assessment Center enables fast, 24/7 data collection and processing over the internet, allowing distribution of feedback reports in multiple languages and from any location.
- **MEASURABLE.** The TM Survey instrument quantitatively measures strengths and areas for improvement for individual managers and for a team as a whole.
- **TRACKS PROGRESS.** Repeat applications of the TM ensure progress in achieving development goals for each manager.
- **UNIVERSALITY.** The TM addresses the common human issues and universal challenges facing all managers and organizations across various industries around the globe.
- **CUSTOMIZABLE.** Methodologies and metrics facilitate usage at multiple sites in different languages.

#### ABOUT THE AUTHORS



**Eduardo Esteves**  
Managing Director, Persona Latin America

**Mr. Esteves** has over 20 years of experience in the consulting and training industry. Before joining Persona, Mr. Esteves has had extensive involvement with the world renowned Hay Group and has spent many years at the head of his own firm in Brazil.

Mr. Esteves expertise lies in HR and Sales/Marketing consulting as well as in course development and delivery. Mr. Esteves is **Persona GLOBAL**'s Latin America Managing Director.

**Dr. Donald T. Tosti**  
Founding Partner, Vanguard Consulting, Inc.

**Dr. Donald T. Tosti** has co-authored the TM. Dr. Tosti is an internationally recognized educator and pioneer in performance-based approaches to organizational effectiveness. The ASTD recognizes him as a key contributor to the Human Performance Improvement (HPI) technology in the United States. Over the last 30 years of his experience in the industry, he has consulted on a wide range of organizational change programs for companies in the USA and Europe, and has co-founded Vanguard Consulting, Inc.

Dr. Tosti holds a Ph.D and an M.S. in Psychology, and a B.S. in Electrical Engineering.

Dr. Tosti is also a Certified Performance Technologist (CPT) and former President of the International Society of Performance Improvement (ISPI).



For more information about **Persona GLOBAL**, Inc.'s metrics and methodologies, please contact [info@personaglobal.com](mailto:info@personaglobal.com) or visit [www.personaglobal.com](http://www.personaglobal.com)



#### ABOUT **Persona GLOBAL**

**Persona GLOBAL** is a worldwide provider of assessment tools and methodologies for corporations facing challenges in change leadership, communication, organizational alignment, sales, customer service and management. **Persona GLOBAL**, Inc.'s metrics and methodologies are currently available in 72+ countries; its programs have been translated in up to 38 languages. More than 1,700 certified **Persona GLOBAL** practitioners around the world serve their clients as strategic business partners.

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