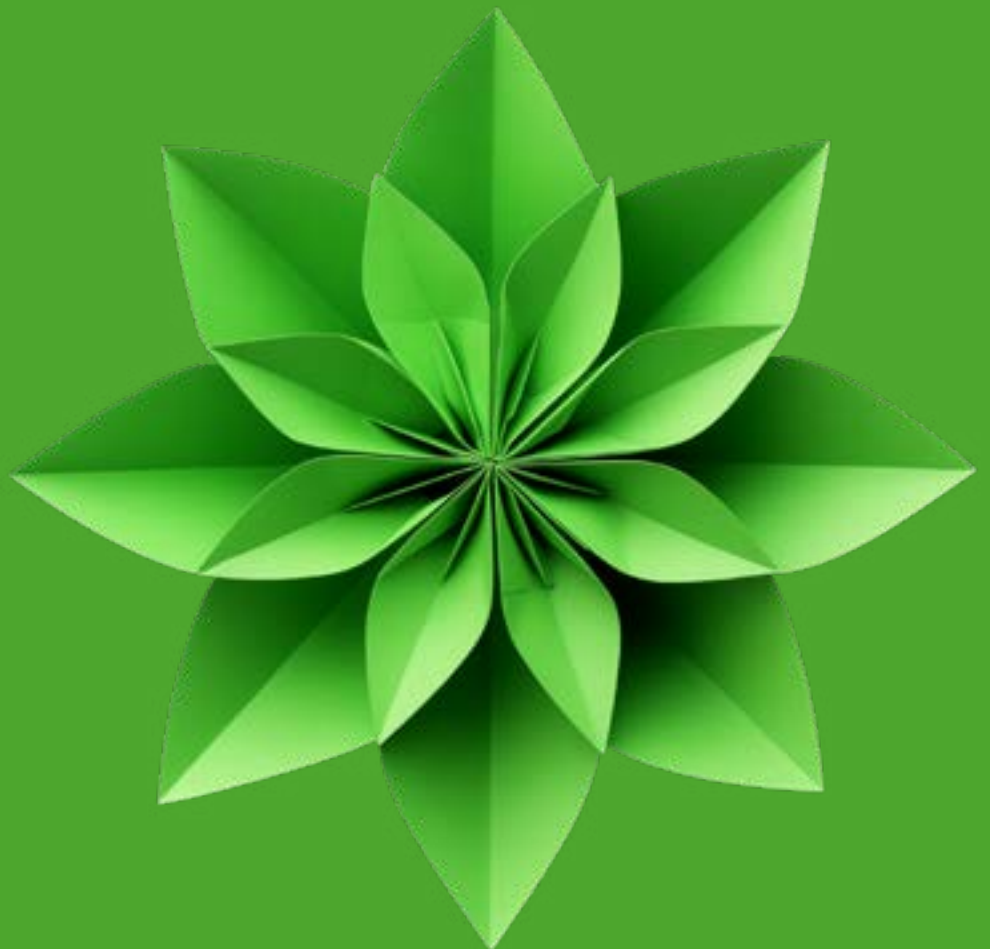


Building the measures that
show whether Talent is
creating value



Most Talent measurement tracks activity. It does not prove progress.

Organisations do not have a shortage of Talent data.

Increasingly organisations can track activity, completion and process compliance. They can see skills audits, engagement scores, performance and potential scores.

All this data can create noise around the key question the business, and its leadership teams, most need answered.

This question is whether the Talent system is becoming healthier, balancing better performance today with stronger capability for the future.

The supporting questions that matter are flow questions

- Are better people moving into more valuable roles?
- Are we building stronger successors?
- Are our pipelines becoming healthier?
- Are our best people staying, growing and performing?
- Is Talent activity changing business outcomes?

“Do we have the best people with the right skills in the most important roles?”

The shift we help you make

From static measurement of activity to dynamic measurement of specific flows

Indicators need to be measured by specific successor pipeline, not averaged across the whole organisation, because an overall view can easily hide critical weakness.

An organisation may appear to have strong succession cover and a healthy population of high-potential people when the data is averaged across all pipelines. In reality, it may have serious gaps for a critical role, function, geography, leadership track or specialist technical pathway.

This is especially true for senior roles, specialist functions and scarce technical roles, where small gaps can create significant business risk.

Measuring each pipeline separately shows where people are moving, where readiness is thin, where diversity or experience gaps are emerging, and where intervention is needed before a vacancy becomes a crisis.

That is why Leadership Flow matters. It identifies the critical successor pipelines to measure, not just the roles to list.

The aim of a Talent system is always improved organisational performance

Four value drivers predict Talent system health

1 Talent density - More capable people in more valuable roles.

Is the organisation increasing the concentration of strong capability in the roles that matter most for performance?

2 Talent attraction- Better people choosing to join.

Is the organisation attracting people who raise the quality, capability and future options?

3 Talent velocity - Converting individual potential into performance faster.

Are people with potential moving fast enough into the key roles, that turn potential into performance?

4 Talent potential - Future capability being built before it is needed.

Is the organisation building the capability for what it will need next, creating organisational potential, not only optimising current performance?

The best Talent measures do more than report what happened. They show whether the system is healthy enough to deliver what the organisation will need next.

The indicators that matter are leading indicators

What makes a useful indicator

- **It predicts system health, not just reports activity.** It should show whether the talent system is getting stronger before the business feels the consequence.
- **It connects to a value driver.** Every indicator should link clearly to talent density, attraction, velocity or potential. If it does not show whether one of those drivers is improving, it is probably noise.
- **It informs a decision.** A good indicator should help leaders decide where to invest, intervene or change course. If nobody would act differently when the number moves, it is not useful enough.
- **It can be tracked consistently over time.** The measure does not need to be perfect, but it does need to be stable enough to show movement, compare populations or roles, and reveal whether the system is improving.

A selection of example indicators.

These should be tracked for each strategic successor pipeline. The specifics will be different by organisation.

Talent density	% high value roles with high performers in place % high value roles with low performers in place % ready now successors that the CEO is confident in
Talent attraction	% offer acceptance and compensation premium % quality hires from target companies % of bounce outs within 6 months
Talent velocity	% high potential have been in position for more than 3 years (the timing can vary by career stage) % of high potentials in development roles % of successful internal transitions at 6 months
Talent potential	% of “development” roles filled by high potentials % of high potentials with clear “potential for what” % diversity by pipeline stage

What you get from a Talent measurement project

1. A talent value model

The link between business performance, specific high value roles and talent outcomes.

2. A focused indicator set

The few measures that best predict talent system health.

3. A baseline health view

A clear view of where the system is strong, weak or under-instrumented today.

4. A decision dashboard

A practical way for leaders to see where to invest, intervene or change course.

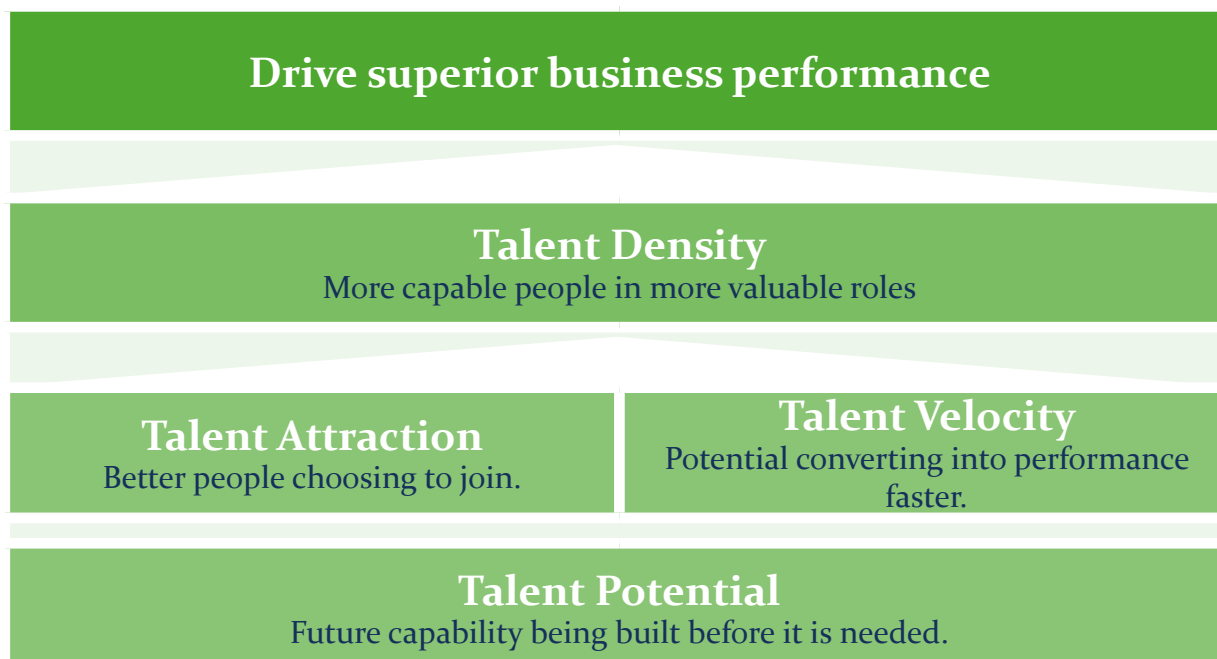
5. A measurement rhythm

A cadence for reviewing the indicators and turning insight into action.

6. A data improvement roadmap

A practical plan for closing data gaps without waiting for perfect data.

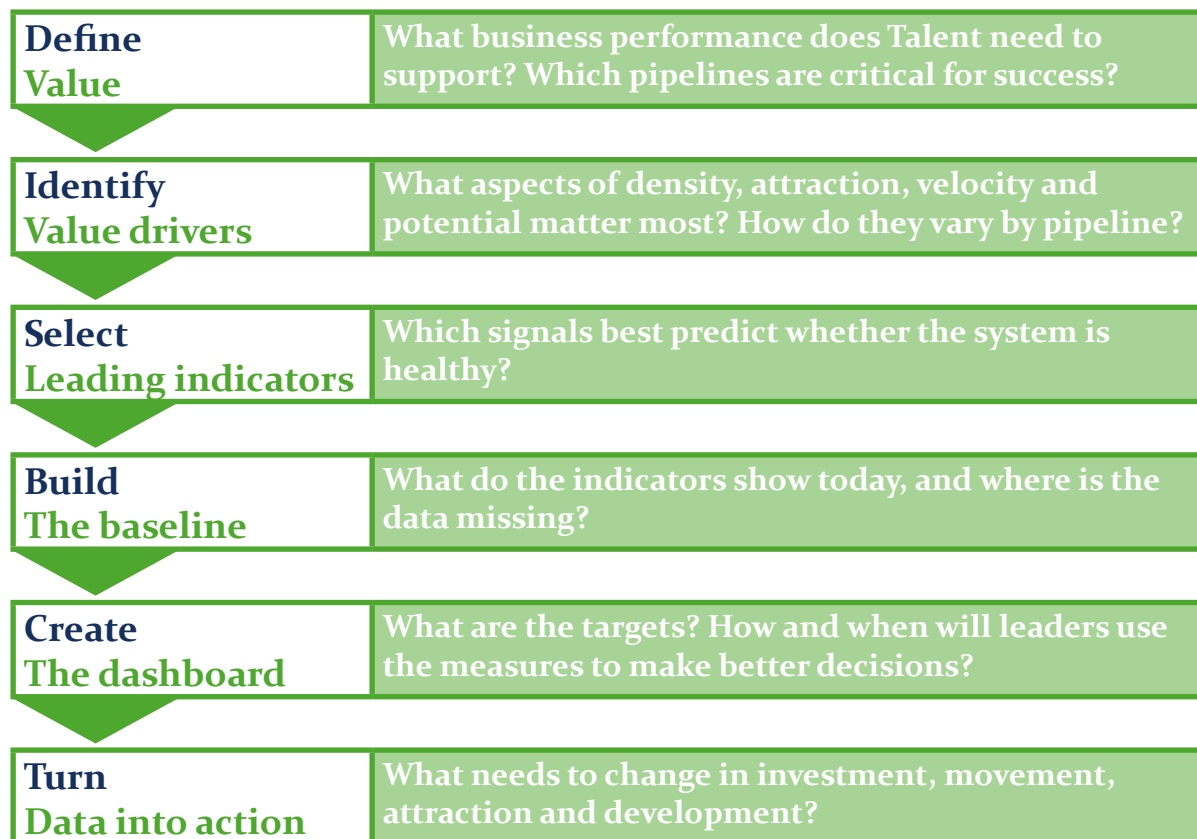
The measurement value model



How a Talent Measurement project works

This work can be standalone or build directly from the Talent Flow and Talent Proposition work

The project flow



How we work

- As partners and advisors
- Sprint based, typically in 4 weeks
- Total time is based on the scale and complexity of the organisation

Measure the specific flows, not the average system.

You have the data.
We help you measure
whether your Talent
system is healthy enough
to deliver the future.

To explore how to build a Talent measurement system leaders will use, contact

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