WHAT IS YOUR CURRENT TALENT IMPACT?

INTRODUCTION

It is rarely the purpose of a company to develop talent, but if you don't do it, you will have a hard time delivering the desired business impact stated in your corporate purpose and strategy.

On a regularly basis it is a useful exercise to stop and take a look at how you are doing developing talent and turning that development into strategic impact.

One valuable way of doing that is using 'Empathy Mapping' as a tool to understand how different stakeholders are experiencing the current talent impact, for you to scale what is working well and changing what is working less well.

STEP 1

- Line up the current talent impact criteria you have as a company:
- *What are we fundamentally trying to do and what does good look like?*
- *What impact are we specifically aiming for and what are the signs of us moving towards that?*

STEP 2

- Based on step 1 involve a broad pool of stakeholders and have them look at what impact you are trying to achieve and how they see the actual and current reality in the company.
- *What is moving in the right direction – how and why*
- *What is not moving in the right direction – how and why?*

STEP 3

- Conclude on all the inputs and turn it into strategic decisions and actions afterwards.
- *What is already working well that we need to keep or expand further?*
- *What is not moving in the right direction and what is our specific respond to that right away?*

UNDERSTAND THE IMPACT OF YOUR CURRENT TALENT PRACTICE

Having different stakeholder perspectives on your current talent impact is an essential part of understanding and developing a company talent practice. It will provide an overview to understand and prioritize from, taking different stakeholder perspective into account. You will be able to distill and categorize the knowledge about the different stakeholders and locate potential gabs in your current knowledge that needs to be addressed.

WHAT ARE PEOPLE SAYING?

- What are the different internal and external stakeholders saying about our current talent practice and impact?
- What specific quotes from them are important to highlight and why?
- What do people say about what works in our talent practice?
- What do people say about what is not working in our talent practice?

WHAT ARE PEOPLE DOING?

- What talent and leadership behavior should we pay attention to and why?
- What specific behavior can tell us something valuable about our talent practice?
- How do people lead and collaborate and why?
- How do people develop and make an impact on-the-job?

WHAT ARE PEOPLE THINKING?

- What do we believe people are thinking about, based on what they are saying and doing?
- What thoughts from people are important pay even more attention to and why?
- What are people thinking about our talent practice and why?

WHAT ARE PEOPLE FEELING?

- What emotions do we believe people are having based on what the say and do?
- How are people emotionally reacting to our talent practice?
- How do people feel about our talent practice and why?

SYNTHESIS AND CONCLUSIONS

- What insights can we gather from what people are saying, doing, thinking and feeling?

- What needs are being expressed that we need to pay attention to?

- What hypothesis can we make related to our current talent practice?

- What hypothesis can we make related to what is working well and why?

- What hypothesis can we make related to what is not working well and why?

- What hypothesis can we make about the link between our purpose, strategy and talent practice?

MAKING BUSINESS USEFUL

In the business of making business useful.