



# TALENT CODEX

Codex

/koh-deks/

noun

Codes of practice, guidelines  
and recommendations

Talent Codex

/tal-uh nt/koh-deks/

noun

PBC's industry-leading practices for finding  
and nurturing *RAW* talent

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# PBC's Talent Model

**In the late 1990s, McKinsey first introduced the idea of a war for talent. Yet after almost 20 years, organisations are still struggling to identify and develop the key talent that is needed within their organisation.**

As Dr Tomas Chamorro-Premuzic, the CEO of Hogan Assessment Systems notes: “the war for talent is over and everyone lost” (Chamorro-Premuzic, 2017).

Due to the rise of passive jobseekers, growing appeal of self-employment, and the allure of entrepreneurship, many organisations are losing the war on talent (Chamorro-Premuzic & Yearsley, 2017).

Instead of winning the war *for* talent, many organisations appear to be waging a war *on* talent, resulting in a highly inefficient job market where companies face talent shortages and employees are disengaged.

To reverse these circumstances and win the war for talent, companies need to focus on three areas:

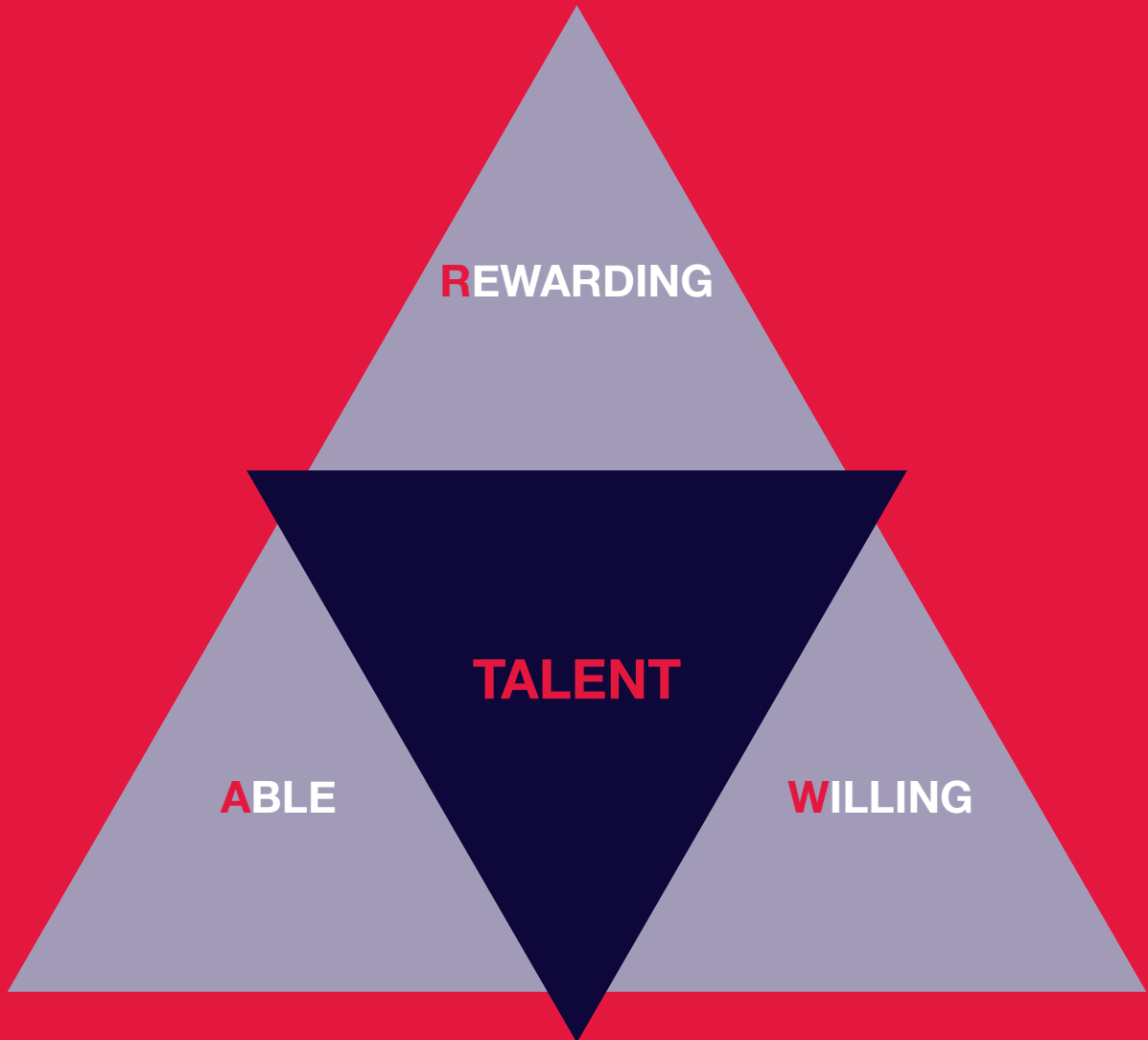
1. Shifting the focus from intuitive to scientific assessment methods
2. Boosting the performance of the team and organisation
3. Developing employees' self-awareness

‘20% of people account for 80%  
of productivity, and vice versa.

Talented individuals constitute  
the vital few delivering most of  
the output.’

Dr Tomas Chamorro-Premuzic,  
CEO, Hogan Assessments

# Defining Talent



Defining 'talent' has been eluding researchers for decades, with different disciplines taking different viewpoints on what 'talent' is.

What is clear from a thorough review of the empirical research is that what talent looks like can change with the context. From our review and with the support of research by Hogan, PBC views 'talent' as the interplay of three factors.

Talented employees are **rewarding** to work with, **able** to do the job and **willing** to work hard, both in their current position as well as future positions they may hold.

From our definition of talent, we have identified nine talent markers that represent RAW talent.



Talent Markers



**R**

Likable  
Inspiring  
Connected

**A**

Agile  
Proficient  
Intelligent

**W**

Aligned  
Motivated  
Conscientious

**TALENT**

# RAW TALENT

‘Talent is personality  
in the right place’

## Rewarding

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### **Predictor/measure:**

- Personality
- EQ
- Multi-rater assessments
- Eg HPI, HDS, EQ, Hogan 360, Configure

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### **Talent marker:**

#### **Likable**

Trustworthy, engaging and affable

#### **Inspiring**

Influential and energises others to do their best

#### **Connected**

Builds and maintains relationships across different networks

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## Able

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### **Predictor/measure:**

- Cognitive Ability
- Job Knowledge, Skills, Experience
- Eg Ravens, Watson-Glasor, HBRI, Judgement, Manager Feedback

### **Talent marker:**

#### **Intelligent**

Exceptional problem-solving, reasoning and learning ability

#### **Proficient**

Relevant/transferable job knowledge, experience and skills

#### **Agile**

Adapts to change, thinks quickly and learns from mistakes

## Willing

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### **Predictor/measure:**

- Values
- Motivation
- Engagement
- Eg MVPI, HPI, Biographical Interviews, Engagement Scores

### **Talent marker:**

#### **Conscientious**

Strong work ethic with high standards of performance

#### **Motivated**

Achievement-oriented and driven to accomplish goals

#### **Aligned**

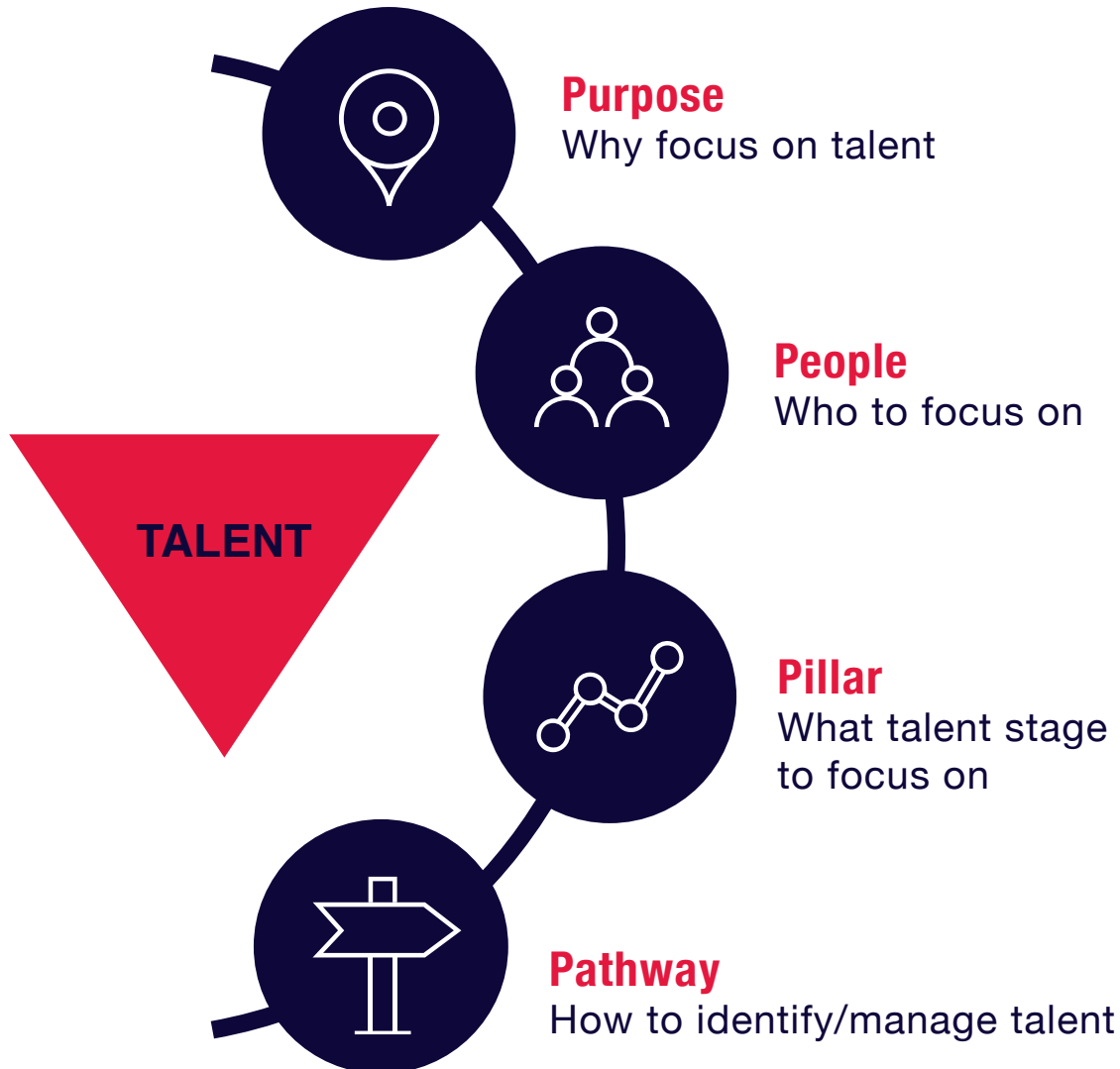
Personifies the organisation's values and culture

# PBC Talent Codex

**Underpinned by our definition of talent, the PBC Talent Codex can help your organisation develop a talent management strategy that considers your organisation's unique strengths and challenges.**

We will work with your organisation to determine the relevant needs for each of the talent principles and design a tailored solution.

# The Four Principles of Talent





**WHY FOCUS ON TALENT**

# Purpose

## Strategy

- Understand the talent strategy
- Align talent objectives with the organisation's strategic objectives
- Clarify internal/leadership commitment, support and engagement around talent
- Review current and past talent initiatives
- Set success/evaluation criteria upfront

## Context

- Understand the organisation's context and environment
- Review the organisation's culture

## Diversity

- Identify and incorporate diversity commitments

# People

## Leaders by level

- Emerging Leaders
- Middle Managers
- Senior Leaders/Executives
- C-suite/Board Level

## High Potential Employees

- People leaders or technical specialists

## Business critical roles

- Roles focused on value creation and that have strategic impact

## Diverse groups

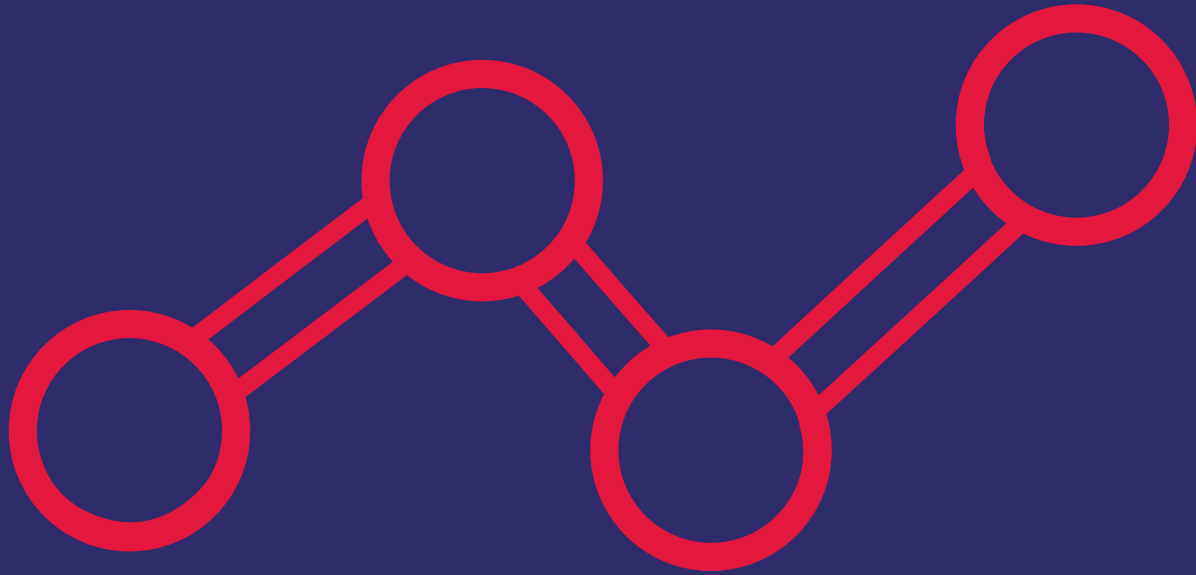
- Gender
- Ethnicity/Cultural background
- Age

## Graduates





**WHO TO FOCUS ON**



**WHAT TALENT STAGE TO  
FOCUS ON**

# Pillar

## Define

- How is talent defined, customise RAW to the job/team/organisation

## Identify

- Select the most talented people using validated methods

## Develop

- Develop and train talent within their current role or future roles using core development frameworks

## Engage

- Motivate talent to increase satisfaction and reduce turnover by focusing on culture fit
- Focus on the universal needs of Affiliation, Achievement, Meaning

# Pathway

## Assessments & Surveys

- Hogan personality assessments: Potential, Derailers and Values
- RAW360, Hogan 360 and other multi-rater talent surveys
- Cognitive ability assessments
- Configure: Talent Competency Assessment

## Programs & Facilitation

- Workshops/Thought Leadership presentations
- Biographical, Manager and Stay Interviews (structured and semi structured)
- Simulations and Role Plays

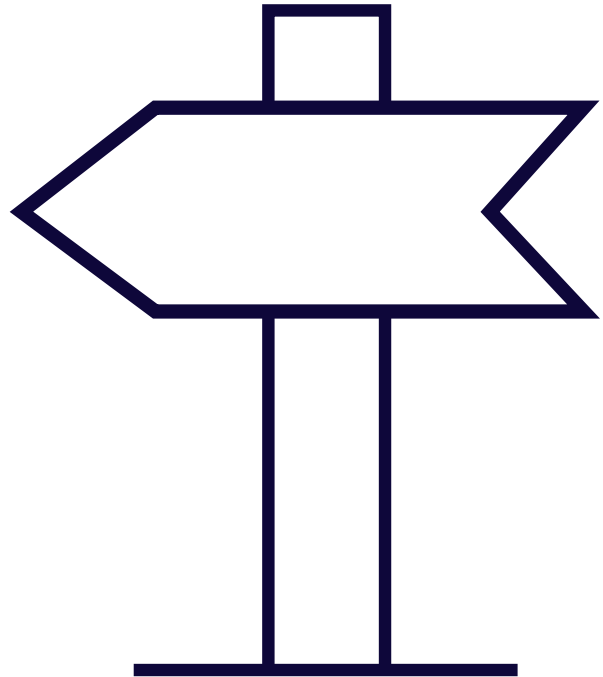
- Assessment/Development Centres
- Coaching
- Manager Training

## Research & Analytics

- Analytics Codex: Talent data analytics
- Program ROI/Success analytics
- Job analysis
- Competency design and mapping
- Validation studies
- Organisation-wide surveys

## Internal Metrics & Engagement

- Talent reviews/calibrations
- Achievement of KPIs/KRAs
- Manager evaluations/recommendations
- Work/project experiences



**HOW TO IDENTIFY  
& MANAGE TALENT**

# Talent Audit

Complete the following questions and checklist to see how you are currently finding and nurturing RAW talent.

## RAW Talent

**How is talent defined in your organisation?**

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## Purpose

**What are the objectives of your talent management activity?**

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**What strategies are used in your current talent management strategy?**

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## People

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> <b>Leaders by level</b> | <input type="checkbox"/> <b>High Potential Employees</b> | <input type="checkbox"/> <b>Business Critical Roles</b> |
| <input type="checkbox"/> Emerging leaders        | <input type="checkbox"/> People Leaders                  | <input type="checkbox"/> <b>Graduates</b>               |
| <input type="checkbox"/> Middle Managers         | <input type="checkbox"/> Technical Specialists           | <input type="checkbox"/> <b>Diverse Groups</b>          |
| <input type="checkbox"/> Senior Leaders          |  | <input type="checkbox"/> Gender                         |
| <input type="checkbox"/> C-suite                 |  | <input type="checkbox"/> Ethnicity/Cultural Background  |
|  |  | <input type="checkbox"/> Age                            |

# Pillar

**Define**

**Identity**

**Develop**

**Engage**

# Pathway

**Assessments and Surveys**

Hogan personality assessments

Hogan 360 and other multi-rater surveys

Cognitive ability assessments

Configure: Competency Assessment

**Internal Metrics and Engagement**

Talent reviews/calibrations

Achievement of KPIs/KRAs

Manager evaluations/recommendations

Work/project experiences

**Programs and Facilitation**

Structured and semi-structured interviews

Simulations and Role Plays

Assessment/Development Centers

Coaching

Workshops/Thought Leadership presentations

Manager Training

**Research and Analytics**

Job analysis

Competency design and mapping

Validation studies

Data Analytics

Organisation-wide surveys

# Case Study Using Framework

## Talent Management

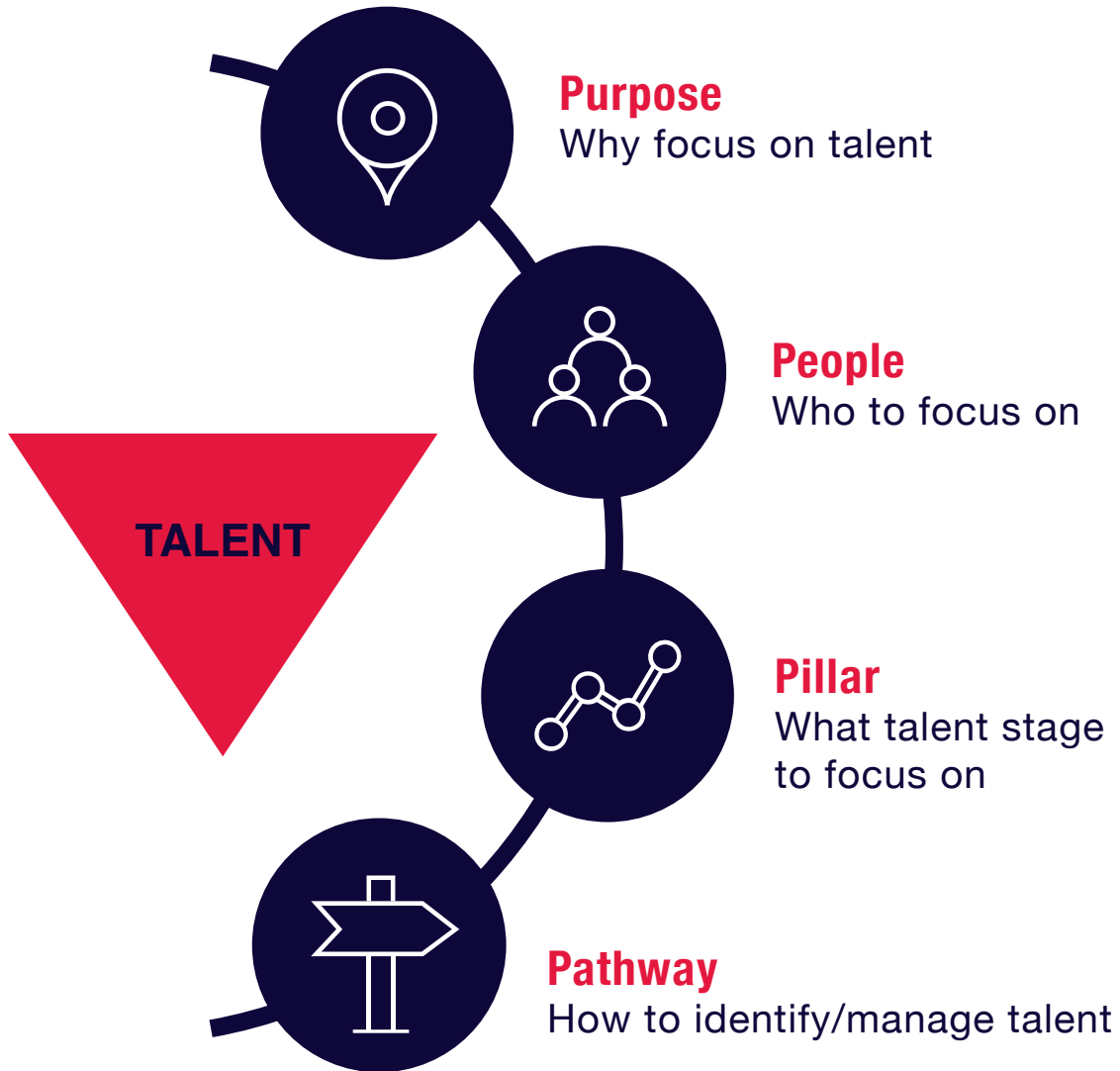
### **Purpose - *why***

A large construction company undertook a talent management program to see a comprehensive and holistic profile of strengths and development gaps at both the individual and cohort level. The organisation wanted to align talent objectives with their strategic objectives and clarify internal/ leadership commitment, support and engagement around talent. A review was conducted on the organisation's culture to understand the context, environment and diversity commitments were identified and incorporated.

### **People - *who***

Leaders of every level within the organisation (Emerging, Middle, Senior and C-suite), high potential employees (people leaders or technical specialists), business critical roles, diverse groups (gender, cultural backgrounds and age) and graduates were all included in this program.





## **Pillar – *what talent stage***

- **Define** – PBC worked with the organisation to determine how talent is defined and customised the RAW model to the job/team/organisation.
- **Identify** – Using validated assessment tools and methods, the most talented people were selected. These assessments and methods included the Hogan personality assessments, Judgement, HBRI, the Hogan 360, interviews and assessment centres. The data gathered from these assessments were used to create comprehensive individual talent profiles, which captured these metrics. Aggregated cohort talent profiles were also generated, which captured aggregated assessment results benchmarked by job level and industry. Analysis of individual and cohort strengths and development gaps was undertaken.
- **Develop** – In consultation with the organization, PBC designed individual coaching based on the individual’s strengths and development gaps to develop and train talent within their current role or future roles. At the cohort level, group programs were designed to address the development needs. This enabled talent mobility and succession management based on multiple metrics.
- **Engage** – Motivate talent to increase satisfaction and reduce turnover by focusing on culture fit. ROI was captured through change data from repeat multi-rater and internal assessments.

## **Pathway** – how to identify/manage talent

Hogan's suite of assessment tools were used to identify talent at the various levels within the organisation. Structured and semi-structured interviews, simulations, role plays, assessment/development centres and workshops/thought leadership presentations were also utilised to address development and capability gaps.

# Notes

# Notes

The first war for talent may be over, but a new one has well and truly started.

**How is your organisation arming itself to win the war?**

Contact **PBC** today to **design** and  
**customise RAW Talent** and the  
**Talent Codex** to your **strategy**.

**For more information**

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