



# TALENT CODEX

# Codex

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noun

Codes of practice, guidelines  
and recommendations

# Talent Codex

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

# Contents

04/	Talent Today
06/	<i>RAW</i> : Defining Talent
10/	PBC Talent Codex
12/	Positioning
14/	People
16/	Pillar
18/	Pathway
20/	Talent Audit

# Talent Today

**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 Assessments 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:

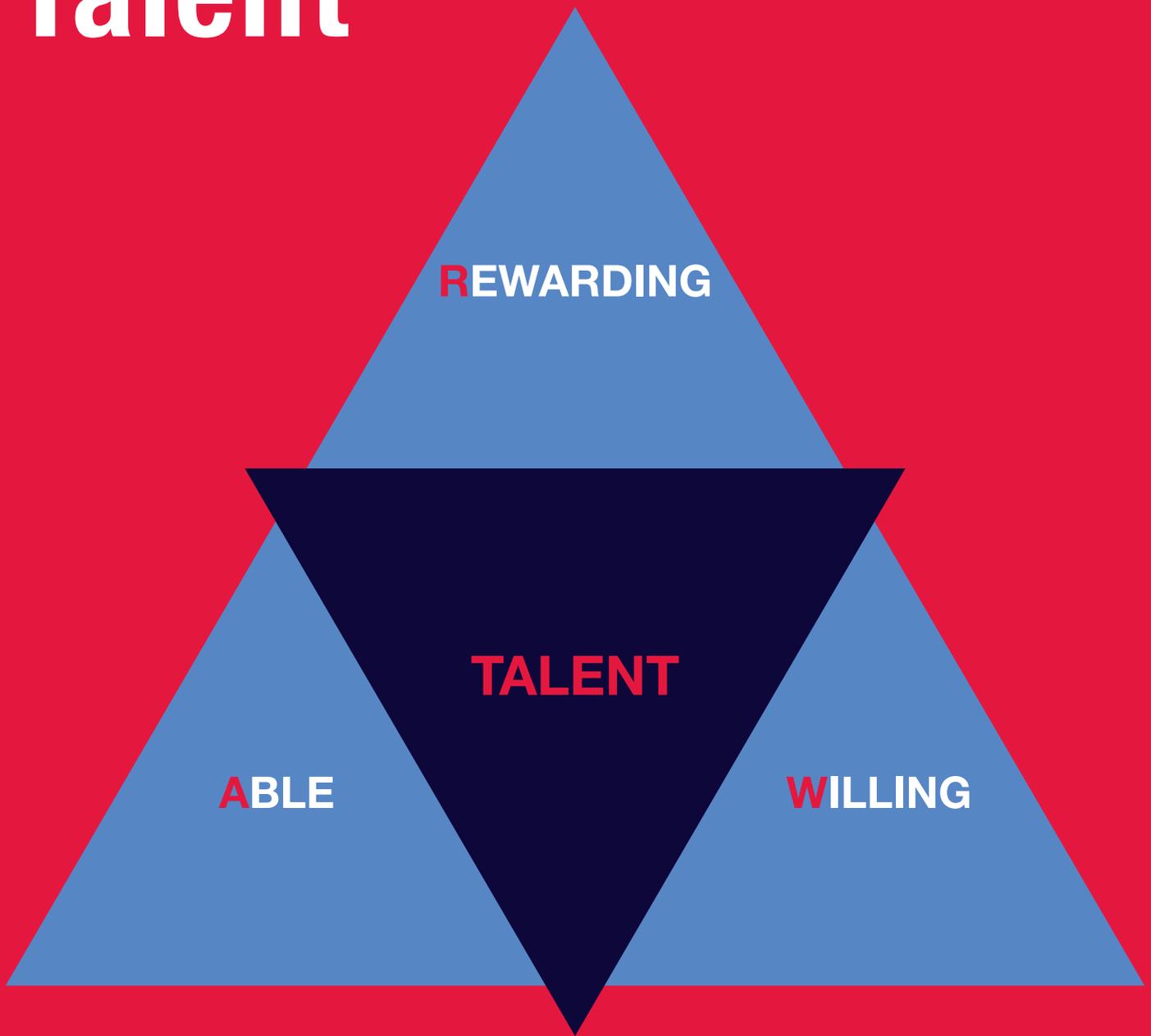
1. Shifting the focus from intuitive to scientific assessment methods
2. Boosting the performance of the team and organisation
3. Developing employees' self-awareness

‘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

# RAW: 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.

9

Talent Markers

**R**

Likable  
Inspiring  
Connected

**A**

Agile  
Proficient  
Intelligent

**W**

Aligned  
Motivated  
Conscientious

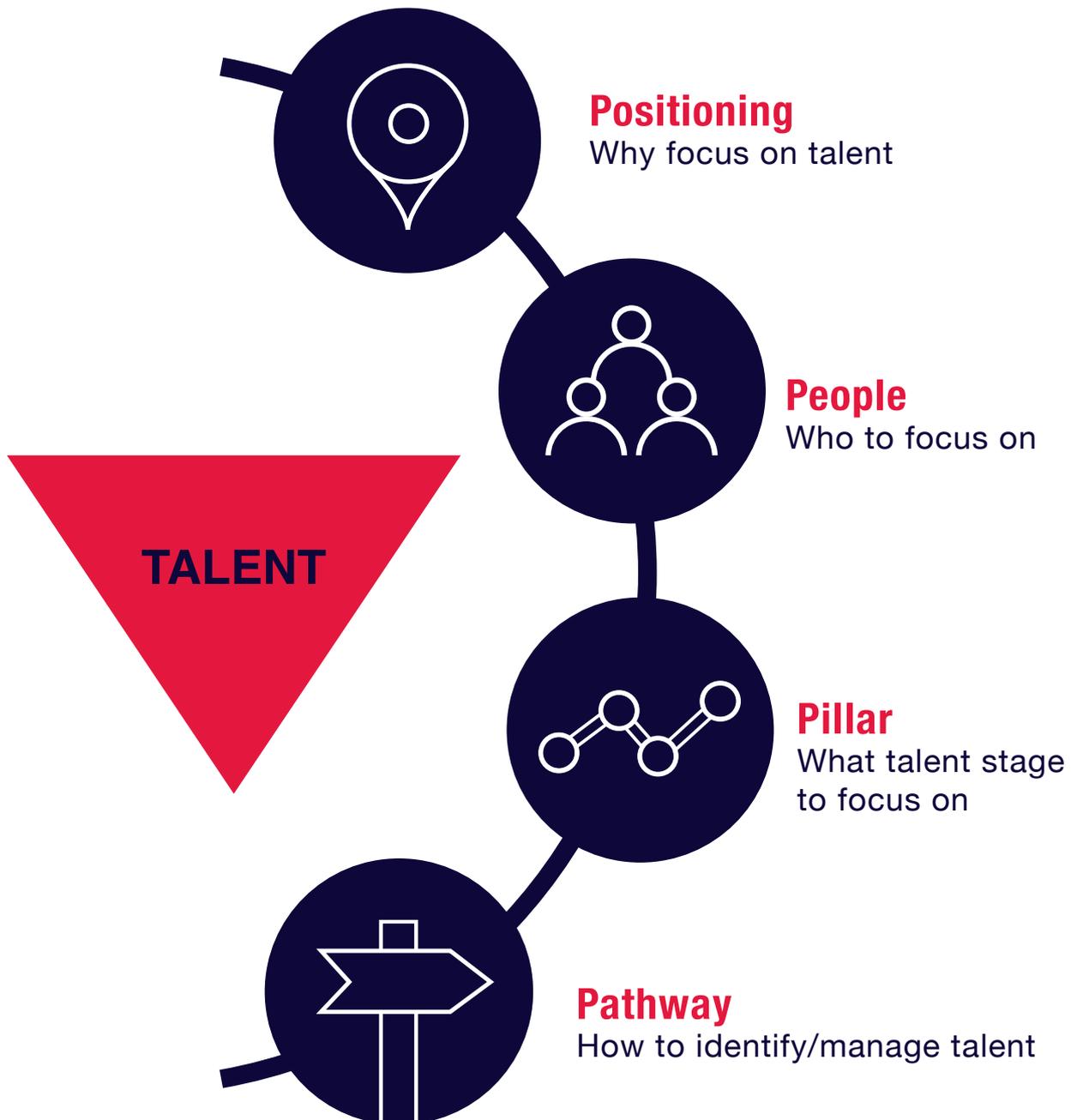
**TALENT**

# 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**

# Positioning

## 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

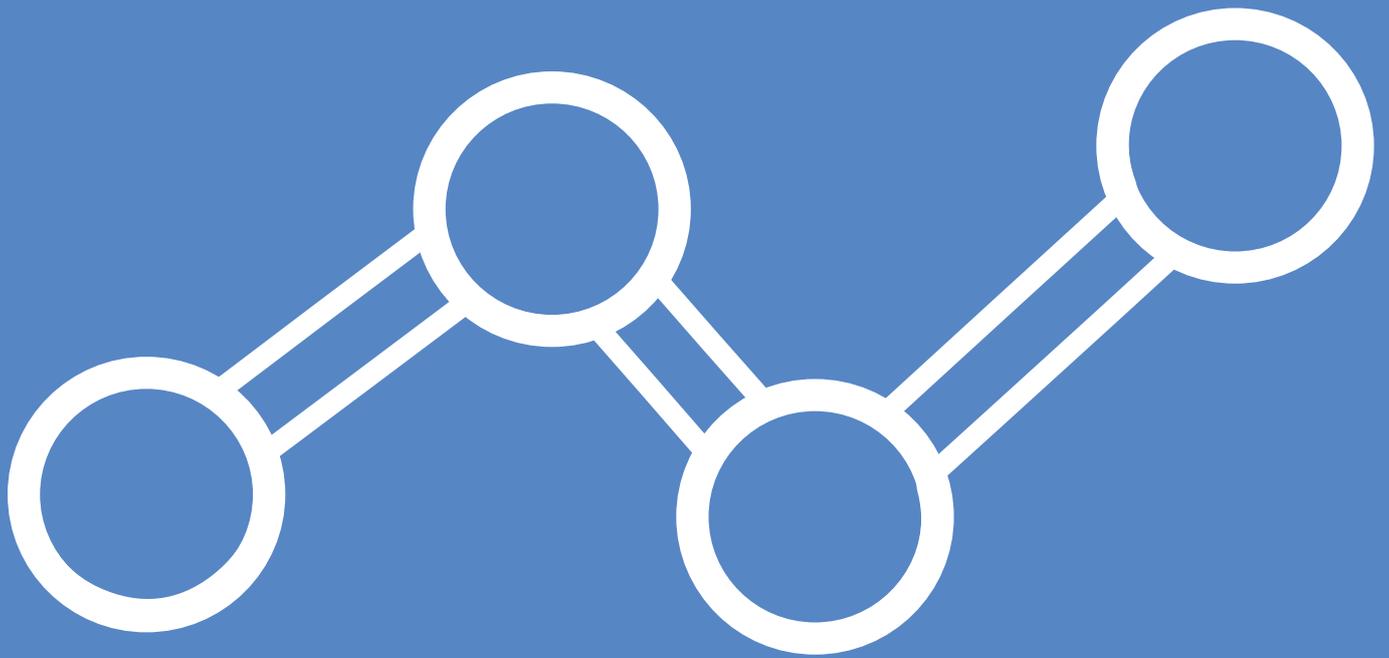
## Diverse groups

- 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 and Surveys

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

## Programs & Facilitation

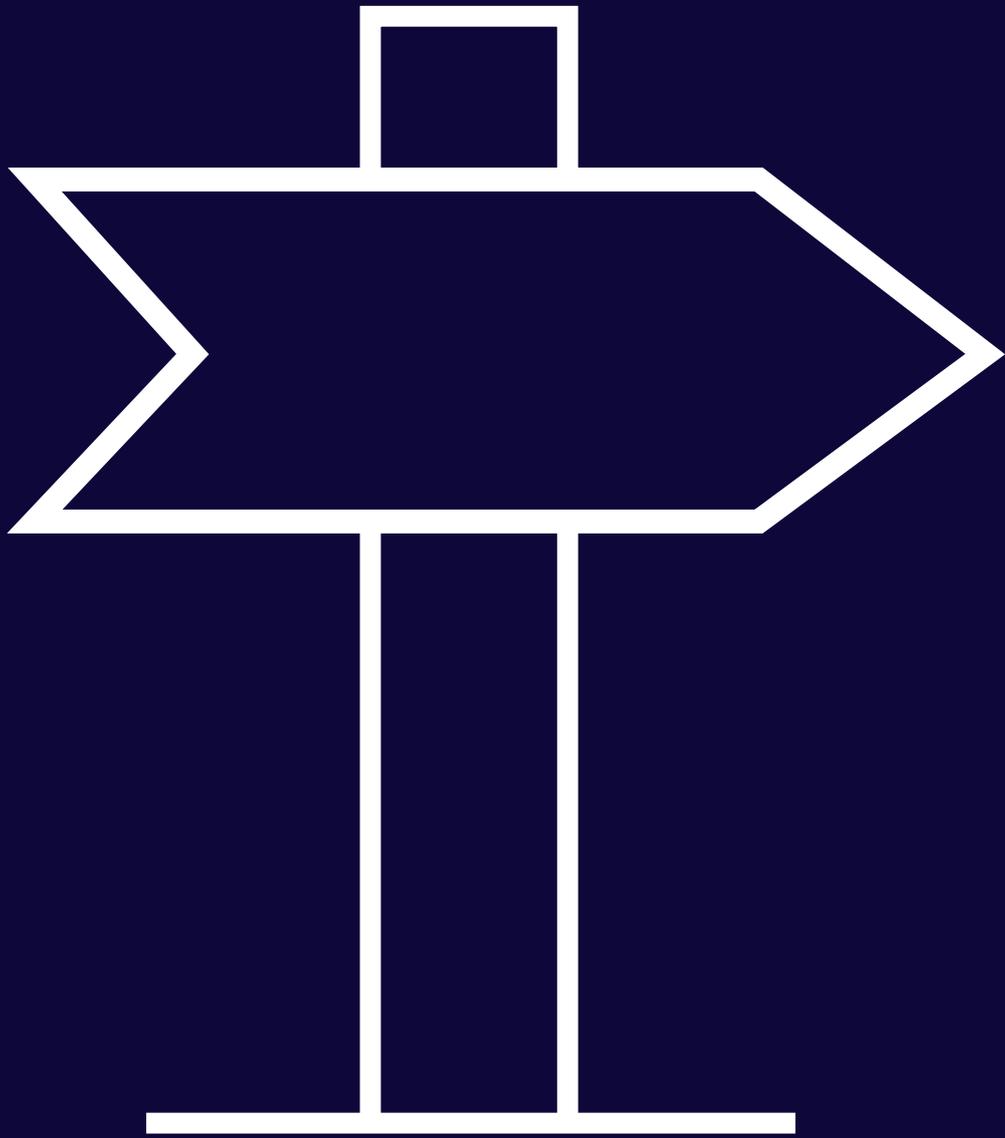
- Workshops/Thought Leadership presentations
- Biographical, Manager and Stay Interviews (structured and semi structured)
- Simulations and Role Plays
- Assessment/Development Centres
- Coaching
- Manager Training

## Research & Analytics

- 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

## Positioning

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"/> <b>Graduates</b> |
| <input type="checkbox"/> Emerging leaders        | <input type="checkbox"/> People Leaders                  | <input type="checkbox"/> <b>Diverse Groups</b>          |   |
| <input type="checkbox"/> Middle Managers         | <input type="checkbox"/> Technical Specialists           | <input type="checkbox"/> Gender                         |   |
| <input type="checkbox"/> Senior Leaders          |  | <input type="checkbox"/> Ethnicity/Cultural Background  |   |
| <input type="checkbox"/> C-suite                 |  | <input type="checkbox"/> Age                            |   |

## Pillar

- |  |  |   |  |
|--|--|---|--|
| <input type="checkbox"/> <b>Define</b> | <input type="checkbox"/> <b>Identity</b> | <input type="checkbox"/> <b>Develop</b> | <input type="checkbox"/> <b>Engage</b> |
|--|--|---|--|

## Pathway

- |  |   |  |   |
|--|---|--|---|
| <input type="checkbox"/> <b>Assessments and Surveys</b>          | <input type="checkbox"/> <b>Programs and Facilitation</b>           | <input type="checkbox"/> <b>Research and Analytics</b> | <input type="checkbox"/> <b>Internal Metrics and Engagement</b> |
| <input type="checkbox"/> Hogan personality assessments           | <input type="checkbox"/> Structured and semi-structured interviews  | <input type="checkbox"/> Job analysis                  | <input type="checkbox"/> Talent reviews/calibrations            |
| <input type="checkbox"/> Hogan 360 and other multi-rater surveys | <input type="checkbox"/> Simulations and Role Plays                 | <input type="checkbox"/> Competency design and mapping | <input type="checkbox"/> Achievement of KPIs/KRAs               |
| <input type="checkbox"/> Cognitive ability assessments           | <input type="checkbox"/> Assessment/Development Centers             | <input type="checkbox"/> Validation studies            | <input type="checkbox"/> Manager evaluations/recommendations    |
| <input type="checkbox"/> Configure: Competency Assessment        | <input type="checkbox"/> Coaching                                   | <input type="checkbox"/> Data Analytics                | <input type="checkbox"/> Work/project experiences               |
|  | <input type="checkbox"/> Workshops/Thought Leadership presentations | <input type="checkbox"/> Organisation-wide surveys     |   |
|  | <input type="checkbox"/> Manager Training                           |  |   |

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?

# Notes

# Notes



# TALENT CODEX

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