

A Virtual Risk Check

Understanding the People-Impact on Results

TALENT
INSTITUTE

Bringing Your Strategy to Life

The results you must achieve and how you respond to a post-COVID19 world provide the framework for your organisation's future.

Securing tomorrow's results is all about aligning people with new strategies. This alignment requires a deep understanding of the people-related risks your organisation faces, failing which your strategy may just remain a dream.

People-related risk comes in many forms and invariably has a profound impact on the ability of the organisation to deliver its strategy or mandate. The result is an institution that under-performs. The opportunity cost is huge.

Risk Accelerators

These are factors which may contribute to an institution's risk exposure and under-performance:

- Dysfunctional Board of Directors
- Under-performing CEO
- An executive team that performs below its performance potential
- Weak leaders
- Organisational culture
- Executive incentive scheme | Short-term profit focus
- Shallow leadership pipeline
- Employer brand
- Limited competency development | Outdated skill sets
- Blockers in key roles
- Lack of development opportunities
- Unmet expectations of top talent
- Lack of diversity (or cloning)
- Affirmative action | Localization programs
- Selection practice
- Compensation system
- Performance management system
- Knowledge management
- Insufficient use of talent analytics
- Immature talent management practice

Symptoms of Deeper-Rooted Problems

- An institution that struggles to execute its strategy or achieve targets
- Loss of critical expertise (coupled with an inability to replace high-professionals)
- Low productivity
- Low levels of engagement (specifically within key talent segments)
- Loss of top talent | Churn
- Corporate bloat (steady headcount increase without a commensurate increase in performance)
- Uncertain return on talent management investments.

Solution

There is no magic solution that will solve the problems associated with the listed risk accelerators. Neither are there quick-fix solutions. Different interventions are required to address different risks.

A recommended point of departure is a **virtual diagnostic enquiry** to develop a comprehensive view of people-related risk across the spectrum of potential risks – much like a health check. Once the data is available, appropriate actions can be instituted to minimise the impact of each risk, or that of the most important ones.

Some risks are more complex (e.g. under-performing CEO or the restructuring of the executive team) and require a Board-intervention.

However, the management of most people-related risks are completely within the control of the executive team. Given their pivotal role, the situation is compounded when the executive team is unable to meet unfolding challenges, pay lip service to talent management, have a disregard for accountability and fail to maintain focus on the most critical opportunities for success.

About the Talent Institute

The Talent Institute is a privately held boutique professional services firm that focuses on helping clients develop and implement talent management practices to support current business strategies and to prepare for future challenges.

Our core competency lies in our ability to interpret talent analytics in the context of strategy and business impact, and the use of predictive intelligence to inform risk mitigation, capability development and talent investments.

Grounded in organisational psychology, we leverage research, analytics, expertise and industry insights to enable business performance by removing the guesswork from making decisions about people.

Your Contact

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