

# Predictive Talent Analytics

Extracting Actionable Insights from People Data

**TALENT**  
INSTITUTE

# The Context

Increasingly executives are putting pressure on their Human Resources departments and talent management professionals to produce fact-based insights and strategies for critical talent issues.

The conversations usually start with a series of critical questions such as:

- Do we have the right talent mix to achieve our objectives?
- Do we have the right talent in the right places to leverage growth opportunities?
- How broad and deep is our current talent pipeline for meeting future demands?
- Do we have the right talent onboard to strategically change the direction of the business?
- Which capabilities are most at risk? Where are the critical gaps and how deep are they?
- From a succession planning perspective, are we backing the right choices?
- How ready are our next-generation leaders to transition into higher-level, more complex roles?
- Do we have insight into who our high-potential employees and key talents are, their aspirations and possible flight risk?
- Given our strategic path, do we have the capabilities now that will be required tomorrow? Or are we facing surpluses (of obsolete skills) and gaps (of scarce expertise)?
- How do we know that our talent investments are producing results?

**Talent analytics and metrics provide the answers to these questions.**

## The Talent Institute Assessment Value Proposition

Drawing on top-end psychometric measures, assessment centre methodology and other talent measures, we analyse, interpret and integrate the output of several data-points to produce powerful talent analytics that enables our clients to make data-led decisions given a particular organisational context and a set of questions they want answered.

### What is Talent Analytics?

Talent analytics involves the systematic discovery of meaningful patterns in data about people, and the turning of such data into *actionable insight* to support better decision-making.

It focuses on measuring talent with the intent of describing, *explaining, predicting and optimising employee performance*. If employee performance can be predicted and optimised, so can organisational performance.

Simply put, talent analytics provides intelligence that supports data-driven decisions related to strategy and risk. It functions as a GPS for leaders, directing them to the *right questions*. It tells where to invest to improve the effectiveness of those processes in delivering and developing the right people to drive organisational outcomes.

## The Business Case for Assessment

Differences in peoples' performance impact the bottom line.

Strong performers increase revenue and profit by developing effective ideas and strategies, winning support for them, and inspiring others to get them implemented. They cut through bureaucracy and complexity, bring ideas to market quickly, meet commitments, and reduce costs.

Weak, or marginal performers, hurt your bottom line by making poor decisions, working inefficiently, failing to get others' support, and being resistant to change. They are frequently also slow learners.

Moreover, assessments produce powerful analytics that alerts decision-makers to risk, particularly as it relates to organisational capability and strategy execution in a VUCA-world.

# Contexts in Which Assessments Are Commonly Used

Typical scenarios include assessment for:

- Selection (external hiring or promotion)
- Development
- Developing a view of bench strength | organisational capability
- Validating the perceived potential and readiness of identified key role successors
- Identifying high-potential employees (HiPOs) and future leaders.

Further applications include assessment in the context of:

- Organisational restructuring, mergers, or acquisitions
- Career planning and development.

When used as part of a diagnostic intervention, assessment data helps to explain the performance of a business unit, department, or team. Talent analytics also sheds light on the *variance in performance* of two or more business units which operate under similar conditions.

And finally, assessment plays a crucial role in *executive team development* and *transition coaching*.

## Delivery Options

Assessments are done via a digital platform, or under supervision. Nowadays, and with few exceptions, psychometric measures are delivered via a variety of digital platforms and in different languages. Depending on the specific application, supervised assessment centre simulations may be included in the process.

# Output

In the context of projects, macro talent analytics and actionable recommendations are the most important outputs of an intervention. These are usually shared with the talent management team ahead of a presentation to the executive team.

An **executive conversation** addresses questions such as:

- What is the data telling us?
- What is likely to happen, and why?
- What will be the business impact if we did not act on the picture that has emerged?
- What are the risks we face?
- What must we do to reduce our risk exposure?
- How shall we track our successes?
- What are our immediate talent management priorities?

In addition, and depending on the nature of the project and the client's preferences, several reports can be generated.

These include:

- Individual feedback reports
- Individual snapshot reports (for decision-makers)
- Dashboard reports, and
- Executive reports.

## Adjacent Solutions

Depending on your needs, we assist with the design of:

- Talent strategies
- Leader competency frameworks
- Success profiles
- Structured panel interview guides
- Talent management platforms, and
- Governance structures.

## Differentiators

Our entire approach to assessment is context-driven. A detailed enquiry precedes a review of possible approaches to the client's need. We make it our business to get to know your business and the industry in which it operates.

We interpret analytics in the context of your corporate situation, business strategy, strategic priorities, and specific challenges.

More importantly, our engagements are guided by a set of beliefs and practices that are essential to producing the outcomes you expect.

## Start a Conversation

We would like to have a conversation with you about your specific needs.

We hope that it will evolve in a working relationship, but in any event, we are confident that we can offer you the benefit of sharing experience, and we know that we will benefit from learning about you, your context and your challenges.

## About the Talent Institute

The Talent Institute is a privately held boutique professional services firm that specialises in strategic talent management consulting. Specifically, we focus on helping clients develop and implement strategies and practices to more effectively manage the selection, deployment, development and retention of talent 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 organizational psychology, we leverage research, analytics, expertise and industry insights to enable business performance by removing the guesswork from making decisions about people.

## Your Contact

Should you want to learn more, please contact:

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