Talent Decisions

7 Examples of Talent Decisions You Can Make Any Time

talentedgeweekly



Developed by Brian Heger

1. Talent Upgrade in a Critical Role

Question to ask:

❓What is one critical role that is not filled by the best possible person, where upgrading the talent in this seat would have a significant impact?

What is the role, incumbent, and my next step to address?

Indicators to consider:

- There are known internal candidates who would likely outperform the incumbent if placed in the role.
- If the role were vacant tomorrow, we would likely select a different and stronger candidate than the incumbent.

2. Top Retention Risk

Question to ask:

❓Who is my single top retention risk right now that I want to address?

Your top risk is usually a high-impact contributor who is most likely to leave in the next few months and who you want to retain.

Indicators to consider:

- If this person left unexpectedly, there is no clear interim or ready successor.
- Losing this person in the next few months would materially disrupt delivery, outcomes, or continuity.

3. Recognition Need

Question to ask:

❓Who is a valued contributor but may not know it or need to hear it?

Whose contributions and impact should be recognized now to ensure they feel seen, valued, and engaged?

Indicators to consider:

- This person consistently delivers strong results, but their contributions have not been explicitly acknowledged recently.
- We rely on this person's discretionary effort, yet rarely pause to recognize their impact.

4. Hidden Talent

Question to ask:

❓Who is a talented team member whose strong work or potential goes largely unrecognized by others or senior leaders?

What step will I take to increase their visibility?

Indicators to consider:

- This person consistently produces strong outcomes but is rarely discussed in talent, succession, or opportunity conversations.
- Their skills or potential exceed the scope or visibility of their current role.

7 Talent Decisions That Can Be Made Any Time

1. Upgrade Talent in a Critical Role
2. Top Retention Risk
3. Recognition Need
4. Hidden Talent
5. Performance Decline
6. Stretch Development
7. Unlocking Trapped Talent Capacity

5. Performance Decline

Question to ask:

❓Who is one team member whose performance has been consistently below expectations, despite feedback and support?

What is our final step to address this in a timely manner?

Indicators to consider:

- Performance concerns have persisted despite clear feedback and reasonable support.
- Others have begun adjusting expectations or working around this person to get results.

6. Stretch Development

Question to ask:

Who is one team member who is consistently exceeding expectations and ready for more?

What stretch assignment, project, or opportunity will I commit to offering them in the next 30 days?

Indicators to consider:

- This person consistently exceeds expectations in their current role with limited incremental challenge.
- We regularly say this person is ready for more, but no concrete stretch assignment has been identified or offered.

7. Unlocking Trapped Talent Capacity

Question to ask:

❓What is one work initiative we are currently pursuing that isn't adding the value we expected, and that, if stopped, could unlock capacity to focus on our most critical goals?

What is the next step to discontinue or repurpose this work?

Indicators to consider:

- If we removed this one initiative today, we would not see a meaningful downside to results.
- We continue to fund or staff this work, even though it no longer aligns with business priorities.

Are you an internal HR practitioner? Pressure-test your thinking and talent practices with me and peers working on similar priorities in my private community, Talent Edge Circle

Talent Edge Circle
STAY ON THE EDGE, COME INTO THE CIRCLE