

Identifying Behaviors that Limit Organizational Talent Mobility

Instructions: For each statement, select the category that best describes your behavior as a manager:

Talent Mobilizer - I rarely or never engage in this behavior

Selective Guardian - I sometimes engage in this behavior in specific circumstances

Talent Protector - I frequently engage in this behavior

Click box to apply assessment

I frequently engage in this behavior

I sometimes engage in this behavior in specific circumstances

I rarely or never engage in this behavior

Visibility Management

You intentionally keep some of your most talented team members' achievements and capabilities less visible to the broader organization.

In-team Development Focus

When discussing career development with high-performing team members, you emphasize growth opportunities within your team rather than exploring possibilities elsewhere in the organization.

Ownership Mindset

You feel a sense of ownership over team members you've invested in developing and are reluctant to "give them up" to other departments.

Strategic Avoidance

You delay or reschedule talent meetings/discussions when you suspect other managers might be interested in recruiting members of your team.

Risk Amplification

When high-performing team members express interest in roles outside your team, you highlight the risks and challenges of the move rather than the potential benefits.

Readiness Gatekeeping

You've justified keeping top talent in their current roles by claiming that they are "not quite ready yet" for advancement opportunities elsewhere in the organization.

Information Control

You selectively share information about cross-functional projects or organizational initiatives with your team, limiting exposure for your top performers.

Succession Planning for Outside Teams

When engaging in succession planning discussions, you're more comfortable recommending external candidates rather than internal team members who could be promoted out of your team.

Retention Tactics

You create special assignments, titles, compensation arrangements, or other incentives to retain your top talent when they might otherwise pursue development opportunities elsewhere in the organization.

Transition Obstacles

You require significantly longer transition periods when talented team members are selected for opportunities in other departments compared to average performers