# Talent Reviews

## 3 Related Tactics that Can Increase Impact

talentedgeweekly

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**WHY THESE 3 TACTICS CONNECT AND REINFORCE EACH OTHER.** These 3 areas are not independent. They are connected. A clear action with no owner rarely happens. An owned action with no check-in date rarely happens on time. Each one compounds overall impact. So if there is some overlap across the 3 areas, that is ok. The goal is that they help move the talent review from discussion to impact.

## 1 Action Plan Clarity

*What specific action are we agreeing to take as a result of this review?*

**WHAT IT IS**

A specific, named action tied to a person and a deadline, not a general intention or a note to “keep an eye”on someone.

**WHY THIS MATTERS**

Ensures that the talent review leads to tangible outcomes that enable business performance.

**BARRIERS**

- Reviews end in talk-track summaries, not decisions
- Discomfort committing to a specific action in the room
- Action items describe a general goal, not a specific action or clear next step

**WARNING SIGNS**

- Review notes read the same across cycles
- Action items are one-word verbs: develop, stretch, expose, etc. and lack substance
- No one can say six months later what was decided

**FACILITATOR QUESTIONS TO ASK IN ROOM**

- "If we did nothing else, what's the one action that would matter most?"
- "Whose calendar does this action actually live on, and by when?"
- "How would you explain this action to the person's manager in one sentence?"

## 2 Business Leader Accountability

*Who, outside of HR, is responsible for taking the action?*

**WHAT IT IS**

A non-HR owner, a manager or business leader, who is responsible for executing the action and answering for it.

**WHY THIS MATTERS**

Ensures actions are owned by business leaders and managers rather than assuming it is an HR action item.

**BARRIERS**

- HR runs the review, so HR inherits the follow-through
- Line leaders treat it as an HR event, not a business one
- No consequence/accountability sits with the business owner

**WARNING SIGNS**

- HR is the only name attached to action items
- Same issues go unaddressed review after review without any change or real progress
- Managers can't recall commitments about their own people

**FACILITATOR QUESTIONS TO ASK IN ROOM**

- "Who outside of HR is making sure this happens?"
- "Does [name] know they own this, or are we assuming they'll find out?"
- "If this doesn't get done, how will you (business leader) know?"

## 3 Follow-Up

*What is the timing for reporting back on agreed upon actions, and what does success look like?*

**WHAT IT IS**

A defined check-in date, reporting expectation, and success metric attached to each action at the moment it is agreed.

**WHY THIS MATTERS**

Creates transparency around what’s expected, avoiding any confusion, and increases the likelihood of actions being taken.

**BARRIERS**

- No calendar cadence built for check-ins
- Success is never defined at the point of decision
- Follow-up is treated as optional once the meeting ends

**WARNING SIGNS**

- Reviews happen annually with nothing checked in between
- Leaders are surprised an action never happened
- No metric is tied to any specific action

**FACILITATOR QUESTIONS TO ASK IN ROOM**

- "When are we coming back together to check on this?"
- "What does success look like for this action six months from now?"
- "Who's reporting back, and to whom?"