Talent Mapping/Assessment: Picturizing Talent in Organization

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Abstract

This paper highlights talent mapping/assessment and the need of ensuring talent availability in organization to support individual, group performances, and organizational success. The availability of appropriate number of talent, people with high performances and potentials, at the right time for the right positions, is required to support current achievement and face future changes, with speed and flexibility. The availability of talent is expected to support organization to be adaptive, continuous learning, and continuous improvement in facing the faster and faster rate of global environmental changes.

This research descriptive approaches are used in this paper supported by literatures studies, published documents/reports of the company pointed as a case in this paper, and some other resources of secondary data. And interview with Heads of Regional Offices, Divisions, Branches, and Supporting Offices, conducted in Jamkrindo, helps provide a picture of historical contribution of the employees.

The results is talent mapping/assessment helps organization to set clear standard/criteria and goals for employees' performances and potentials and talent mapping/assessment also gives organization a framework to assess employees while encouraging open discussion and managing succession planning.

Keywords: Talent Mapping, Talent Management, the Nine-box Matrix, Performance Management, Organizational Success.

1. Introduction

Human resource management (HRM) in general is aim at increasing individual performance in any organization through HRM practices to support organizational effectiveness/positive behavior, within the framework of employee satisfaction and sound relationship between employees and organization.

The integration of HRM practices and strategies with organization strategic plan will strategically move or enhance the role of HR professionals by integrating HR strategy into corporate strategic plan and by treating people as capital (Wright and McMahan, 1992).

With four targets of HRM individual performance, positive organizational behavior, HR governance, and employee satisfaction and with further relate the employee performance to business/corporate performance, HRM practices are appear to be strategic HRM (Uysal, 2013).

Ulrich (2009) further urges the needs of transformation of HR professional roles from just being employee advocate and people developer, to functional expert and strategic partner of organization. Not only managing HR practices, HR professionals also required to manage and understand some global issues that relate with organizational competitiveness.

By discussing strategic HRM and HR professional roles, where people are to be treated as capital in organization and HR professionals have to be functioned more as functional expert and strategic partner, some questions remain to be discussed: "which employees are expected to act and work toward realizing the visions, missions, objectives, and goals of organization?","which employees that may productively show their high performances within the applied performance management system, compensation and reward system, and training & development system of organization?"

By adapting what Gibson (2009) proposed in regard with the relation between organizational effectiveness, group effectiveness, and individual effectiveness, we may picture that those employees or members of organization whose might support the success/effectiveness of organization are those (individually and in group) with such "quality"(quality people) who are able to provide quality products/services, under the direction of quality leaders and managers.

2. Research Methods

Descriptive approaches are used in this paper supported by literatures studies, published documents/reports of the company pointed as a case in this paper, and some other resources of secondary data.

Interview with Heads of Regional Offices, Divisions, Branches, and Supporting Offices, conducted in Jamkrindo, helps provide a picture of historical contribution of the employees.

3. Literature view and Discussion

A. Talent management

Many literatures discuss talent management (firstly revealed by McKinsey and Company, 1997) and define talent management/talent from many perspectives.

Staff (2009) defined talent management as a holistic approach to optimize human capital which enables organization to achieve its objectives and goals, both short term and long term.

McGee and Cannon (2010) viewed talent management as a process by which organization identifies, manages, and develops its people now and for the future (i.e. to support the success of organization).

Since talent management is also related with research, development and implementation of HR initiatives to enhance and build people potentials (Labrador,2008), it implies that talent management, dealing with both high-performing and high-potential people, is basically aim at supporting organization toward realizing its objectives and goals, as part of organization vision and missions, while managing succession planning.

Talent management is the implementation of integrated strategies/systems designed to increase work place productivity by developing improved process for attracting, developing, retraining, and utilizing people with the required skills an aptitude to meet current and future business needs (Sireesha and Ganapavarapu,2014).

B. Talent, Performance and Organizational Success

If talent management concerns with attracting, selecting, and developing, and retaining best employees (quality people) in their strategic roles (Scullion and Collings, 2011) it is also clear that these people must be those with high performances and potentials.

Talented people (talent) are skilled individuals whose performances above or far exceed their targets/key performance indicators (KPI). Skilled people with exceptional results.

Performance management coupled with clear cut targets to employees (goal setting) are required for managers to communicate clearly and closely with employees.

Talents are individuals who can make a difference to organizational performance, immediately or in the longer term, by demonstrating the highest level of potentials (Davies and Davies, 2011).

In a competitive market place, talent management is primary driver for organizational success (Sireesha and Ganapavarapu, 2014).

C. Talent development and succession planning

The success of talent management depends conditionally on the availability of training and development that is prepared to meet current job competencies and to face future changes. Talent management development in general follows these stages: identification of organization goals, values, and strategies, identification of talents, talent development, and lastly integration of talent management into strategic plan (Yasin, 2014).

As the foundation of organization, attention on talent or quality people(Balzac, 2011), even have to be appropriately paid right at the beginning we recruit or select this people to ensure that we find "the right people whose we really want to" and know "how are we going to empower them?"

Talent management that embedded in strategic HRM or human capital management (HCM) and support the alignment of key position with talent availability, is presumed to add value to organization(figure 1).
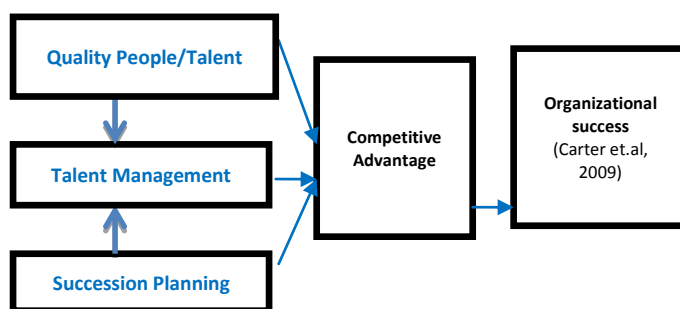

Fig 1. Talent Management, Competitive Advantage, and Organizational Success

D. Talent mapping/assessment: a case of Jamkrindo

1) The Process

Talent mapping/assessment done in Jamkrindo, a State Guarantee Company, Jakarta, Indonesia, April 2016 is basically aim at (1) picturizing its talent/quality people, especially those positioned as Heads of Regional Offices, Heads of Divisions, Heads of Branches, and Heads of Supporting Offices, (2) ensuring talent availability at Jamkrindo, and (3) formulating appropriate individual development program based on proper performance evaluation that in line with Jamkrindo remuneration and compensation system.

Other than data collection needed to map the talent (strategic plan, business/action plan, employees demographics, training and development plan, and policy on HR system and practices) supported by some tools (performance assessment and measurement, competency dictionary, and organization structure), Jamkrindo also conducted competency calibration, an important step in completing the map. *(Noted: at the time Jamkrindo conducted the talent mapping/assessment, it also is preparing a blue print on integrated HRM).*

2) Competency calibration

This step is important in terms of, being a State Company; Jamkrindo in a way has to refer to the circular letter ("SuratEdaran/SE") of the Ministry of State Owned Enterprises (MSOEs) regarding competency requirement for "future leaders" at SOEs versus competency dictionary prepared by consultant. These two versions of competency requirements need to be reviewed or to be aligned in terms of competency behaviors that follow the dictionary/requirements (see figure 2,3, 4).Figure 2 show competency requirements from Jamkrindo (prepared by consultant).

Competency Types	Competency Aspects	Initial
Required	**Integrity**	**ITG**
Core Competency	1. Achievement Orientation 2. Customer Service Orientation 3. Concern for Order, Quality & Accuracy 4. Innovative	1. ACH 2. CSO 3. CFO 4. INV
Role Competency	1. Team Leadership 2. Develop Others 3. Planning Organizing 4. Decision Making	1. TLE 2. DEV 3. PLO 4. DEC
Functional Competency	1. Networking 2. Flexibility 3. Analytical Thinking 4. Information Seeking 5. Conceptual Thinking 6. Impact Influence 7. Interpersonal Understanding 8. People Development	1. NET 2. FLX 3. ATH 4. IFS 5. CTH 6. IFE 7. IUD 8. PDV

Fig 2. Core Competency, Role Competency and Functional Competency of Jamkrindo

The following Figure 3 shows competency requirements for "future leader" from MSOEs.
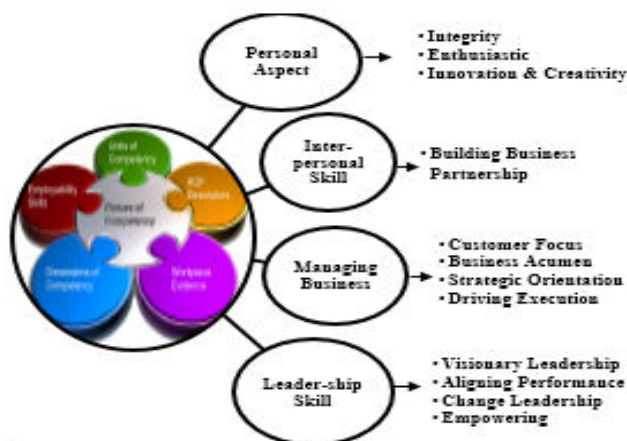

Fig 3.Requirements for "Future Leaders" of SOEs (SE-12/MBU/Wk/2012 (28/11/2012)

COMPETENCY	MSOEs SE-12/MBU/Wk/2012 (28 November 2012)	JAMKRINDO (Consultant, 31 December 2014)
Personal Aspect	• Integrity • Enthusiastic • Innovation & Creativity	• Integrity • Achievement Orientation • Innovative + Information Seeking
Interpersonal Skill	• Building Business Partnership	• Team Leadership + Networking
Managing Business	• Customer Focus • Business Acumen • Strategic Orientation • Driving Execution	• Customer Service Orientation • Concern for Order, Quality & Accuracy • Planning Organization + Conceptual Thinking + Impact Influence • Decision Making + Analytical Thinking
Leadership Skill	• Visionary Leadership • Aligning Performance • Change Leadership • Empowering	• Team Leadership + Interpersonal Understanding • Development Others • Innovative + Flexibility • Development Others

Fig 4.Competency Requirements (MSOEs vs. Consultant)

3) Behavioral event interview (BEI) and competency assessment

BEI is conducted to support (to some extent to "replace") performance appraisal done by Jamkrindo to review or to trace historical contribution of the employees being interviewed.The historical contribution of employees has to match or meet the criteria and standard of outstanding performance of Jamkrindo HR (see figure 5).

PERFORMANCE

Performance Aspect:
- Showing satisfied and high performance score consistently within 2-3 years consecutively
- Having the speed and timeliness in completing the job
- Anticipating organizational and stakeholder demands on performances
- Having achievement orientation and solution-based creativity

Technical Ability Aspect :
- Continuous learning

POTENTIAL

Competency
Meeting level of competency (4-5) in all types of competencies core, role, and functional competency
Character
- Being a role model in cultivating core values and working culture
- Having sense of loving to organization and willing to realize organizational goals
- Showing self confidence, being respected by others

Self Motivating
- Being aspired to take higher responsibility and challenge
- Being persistent and strong in self leadership development
- Willing to work beyond the scope

(Adapted from Hewit, 2013)
Fig 5.Standard and Criteria for Outstanding People/Quality People/Talent of Jamkrindo

The results of BEI coupled with psychogram competency assessment resulted in a talent mapping using the nine-box matrix (NBM) as follows (see figure 6).
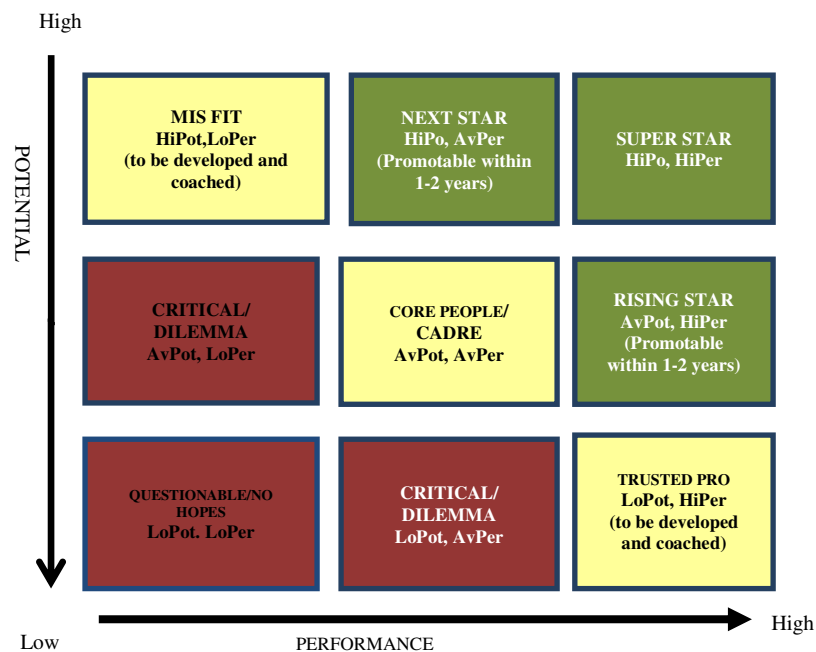
High

POTENTIAL

MIS FIT HiPot,LoPer (to be developed and coached)	NEXT STAR HiPo, AvPer (Promotable within 1-2 years)	SUPER STAR HiPo, HiPer
CRITICAL/ DILEMMA AvPot, LoPer	CORE PEOPLE/ CADRE AvPot, AvPer	RISING STAR AvPot, HiPer (Promotable within 1-2 years)
QUESTIONABLE/NO HOPES LoPot. LoPer	CRITICAL/ DILEMMA LoPot, AvPer	TRUSTED PRO LoPot, HiPer (to be developed and coached)

Low   PERFORMANCE   High

Fig 6.The Nine-Box Matrix (NBM)

4) The map and training needs

Out of total 9 positions at Regional Offices, 14 Heads of Divisions, 56 Heads of Branches, and 10 Heads of Supporting Offices that had been interviewed, the distribution in the NBM is as follows;

a. The SUPER STAR 3 people,

b. The RISING STAR and NEXT STAR (promotable within 1-2 years) 30 people,

c. The CORE PEOPLE/CADRE, MISFIT, and TRUSTED PRO (need to be developed and coached intensively) 36 people,

d. The CRITICAL/DILEMMA12 people, and

e. The QUESTIONABLE/NO HOPES2 people.

Coaching, mentoring, and setting higher and more challenging targets for the NEXT STAR and the RISING STAR, to enhance their capacities to further contribute more than their current achievement, are also required for them to enhance their current performances, and in the longer term, to encourage them to move or to be the next SUPER STAR, those who are ready "to fly and to shine", with speed and flexibility.

Based on the NBM configuration, the management of Jamkrindo has to realize that Jamkrindo needs to align its performance management system, knowledge management system, and HR planning, followed by training and development plans to intensively "promote" the NEXT STAR and the RISING STAR and further "develop" the MISFIT, CORE PEOPLE, and the TRUSTED PRO, to be ready for later promotion.

Providing attention, more intensive coaching and mentoring, especially within the fields of leadership, achievement orientation, and communication, are among other steps to be taken into account by management of Jamkrindo for those who are in the CRITICAL/DILEMMA boxes since they generally need to enhace their problem solving capacities. On the other hand, for those who are in the QUESTIONABLE/NO HOPES box, Jamkrindo needs to take firmed or assertive decision.

To minimize bias and favouritism, Jamkrindo conducted the following steps; 1) provide appropriate training and development opportunities and time to support each individual in each box, 2) fairly administer the process and communicate the results with each employee, in an open dialogue, to see and further dig something that may not "closely seen" during the assessment process.

5. Conclusion

Talent mapping/assessment, conducted by Jamkrindo, provides the organization the configuration of its current talent within the nine boxes of the nine-Box Matrix. The map also provides organization with steps or needs should be taken in regard with its people position in each box, including the training needs.

Since talent management is expected to ensure the availability or talent for the right position at the right time, HR planning or selection/recruitment activities of organization need to be designed, or aligned, on core competency/core values basis.

The availability of talent with high performances and potentials, especially in the era of globalization, boundary less word, need to be ensured to support the adaptability, continuous learning, and continuous improvement (creativity and innovation) of organization to face the even faster rate of global environmental changes.

Talent mapping/assessment helps organization to set clear standard/criteria and goals for employees' performances and potentials.

Talent mapping/assessment also gives organization a framework to assess employees while encouraging open discussion and managing succession planning.

Acknowledgement

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