

Talent Analyzer



Right People, Right Seats Worksheets



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Organization Fit Characteristics (Right Person)

List the adjectives that describe the ideal employee. Reference core values if they exist. Don't include metrics; instead, focus on the characteristics that make for best people fit. Typical descriptions are: team player, dependable, friendly, over achiever, customer focused, problem solver, smart.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Accomplishment Measures (Right Seat)

List the ways employees are meeting their metrics. Typical indicators are: exceeds KPIs, go-to person to get things done, sets and achieves aggressive goals, creates and completes scorecard metrics.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____



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The Talent Analyzer Employee List

Right People? Right Seats?

Name	Right Person (Y/N)?	Right Seat (Y/N)?	Type	Action Plan

Evaluation

Right Person Y/N? - This employee is an ideal culture fit; our core values are all demonstrated.

Right Seat Y/N? - This employee has multiple metrics and consistently exceeds expectations.

Employee Type

Keeper = Right Person and Right Seat

High Potential = Right Person and Not Right Seat

Questionable = Not Right Person and Right Seat

Opportunity = Not Right Person and Not Right Seat



The Talent Analyzer Model

Yes

High Potentials

Name

Tips

- Create a scorecard
- Conduct One-on-Ones
- Set stretch goals
- Provide training



Keepers

Name

Tips

- Train managers
- Empower
- Develop, not train
- Feedback



No

Opportunities

Name

Move On

- Don't Wait
- Offer Outplacement Assistance
- Don't Fight Unemployment
- Leave With Dignity



Position

Hire

- Define Job and Person
- Screen for Core Values
- Assess Candidates
- Match to Job



Questionables

Name

Tips

- Decision time: keep or let go?
- Identify Core Value misalignment
- Create self awareness
- Conduct performance reviews



Yes

Right Seats?

No

Right People?



The Talent Analyzer Action Tips

Right People? Right Seats?

Keepers

Train managers

Keepers leave bosses not companies, retention starts with training keepers' managers to be great leaders

Delegate and empower

Keepers love challenges and autonomy; let them know what's expected and let them run

Development individually

Provide individual coaching to maximize a Keeper's potential

Feedback

Don't take Keepers for granted; let them know they've done a great job

Opportunities

Terminate gracefully

1. Don't Wait
Offer Outplacement Assistance
2. Don't Fight Unemployment
Leave With Dignity

Higher with a process

1. Define Job and Person
2. Screen for Core Values
3. Assess Candidates
Match to Job



The Talent Analyzer Action Tips

Right People? Right Seats?

High Potentials

Create individual scorecards

Let the High Potentials know what's expected with job specific accountabilities

Conduct One on Ones

Regular meetings between the leader and high potential are the best way to achieve success

Set stretch goals

Create measurable, time-based goals aligned with the organization's

Provide training

Create a development plan targeting job skills

Questionables

Decide whether to keep or let go

If keep, moving forward:

1. Ensure organization's core values are clearly identified and understood by the Questionable
2. Create self-awareness for the Questionable; 360 feedback is best
3. Conduct regular performance reviews (monthly or quarterly) covering previous commitments, next period commitments, personal development, and core values demonstration



The Talent Analyzer Instructions

Right People? Right Seats?

Objective

Focus people challenges on the individual rather generalizing issues for a group. The process helps leaders objectively understand where to focus their attention and resources.

Step	Action
1	List Organization Fit Characteristics (Right Person) List the adjectives that describe the ideal employee on page 3. Reference core values if they exist. Don't include metrics; instead, focus on the characteristics that make for best people fit. Typical descriptions are: team player, dependable, friendly, over achiever, customer focused, problem solver, smart.
2	List Accomplishment Measures (Right Seat) List the ways employees are meeting their metrics on page 3. Typical indicators are: exceeds KPIs, go-to person to get things done, sets and achieves aggressive goals, creates and completes scorecard metrics.
3	List People List the people to be evaluated. The list could be a subset or an entire team. Keep the list manageable. If concerned about confidentiality, use pseudonyms.
4	Rate Each Person Y/N Against Organization Fit Characteristics (Right Person) Go through the list of names and ask whether this person consistently demonstrates the listed organization fit characteristics or not. If they do, answer Y; otherwise, answer N. If there is hesitation, most likely the answer is N. Go with immediate gut reaction.
5	Rate Each Person Y/N Against Accomplishment Measures (Right Seat) Go through the list of names and ask whether this person consistently exceeds the listed achievement criteria. If they do, answer Y; otherwise, answer N. Again, hesitation most likely indicates the answer is N. Think about what their team members might say.



Step	Action
6	Write Each Person Into The Quadrant They Match Based On Y/N Scores <ul style="list-style-type: none">• Y/Y Keepers• Y/N High Potentials• N/Y Questionables• N/N Opportunities
7	List Each Open Position In The Opportunities Quadrant <ul style="list-style-type: none">• Note new roles• Indicate Turnover openings
8	Analyze People Assignments <p>Look for trends; are most people clumped in a particular quadrant? Most leaders are surprised when they see people broken down this way. What's the reaction?</p>
9	Prioritize Focus Based On Observation <p>The key with talent initiatives is to not try to do everything all at once. Prioritize efforts based on what is observed. Where are most of the people? Where are the senior people? Where are most of the payroll dollars?</p>
10	All Things Equal Priority Should Be: <ol style="list-style-type: none">1) Keepers These are the people that are moving the organization forward; right person and in the right seat. Focus needs to be on retaining and growing them. Remember employees leave managers before companies; emphasis should be on enhancing the leadership skills of the Keepers' managers.2) Opportunities These people are dragging everyone down and impacting the leader's credibility; not right person and not right seat. If openings exist, make filling them a high priority.3) High Potentials These are your producers or potential stars who may need grooming; right person and not right seat. High Potentials could be inexperienced team members or team members contributing below expectations.4) Questionables These are the most difficult to deal with; not the right person but in the right seat. They are making the numbers but missing the culture.