

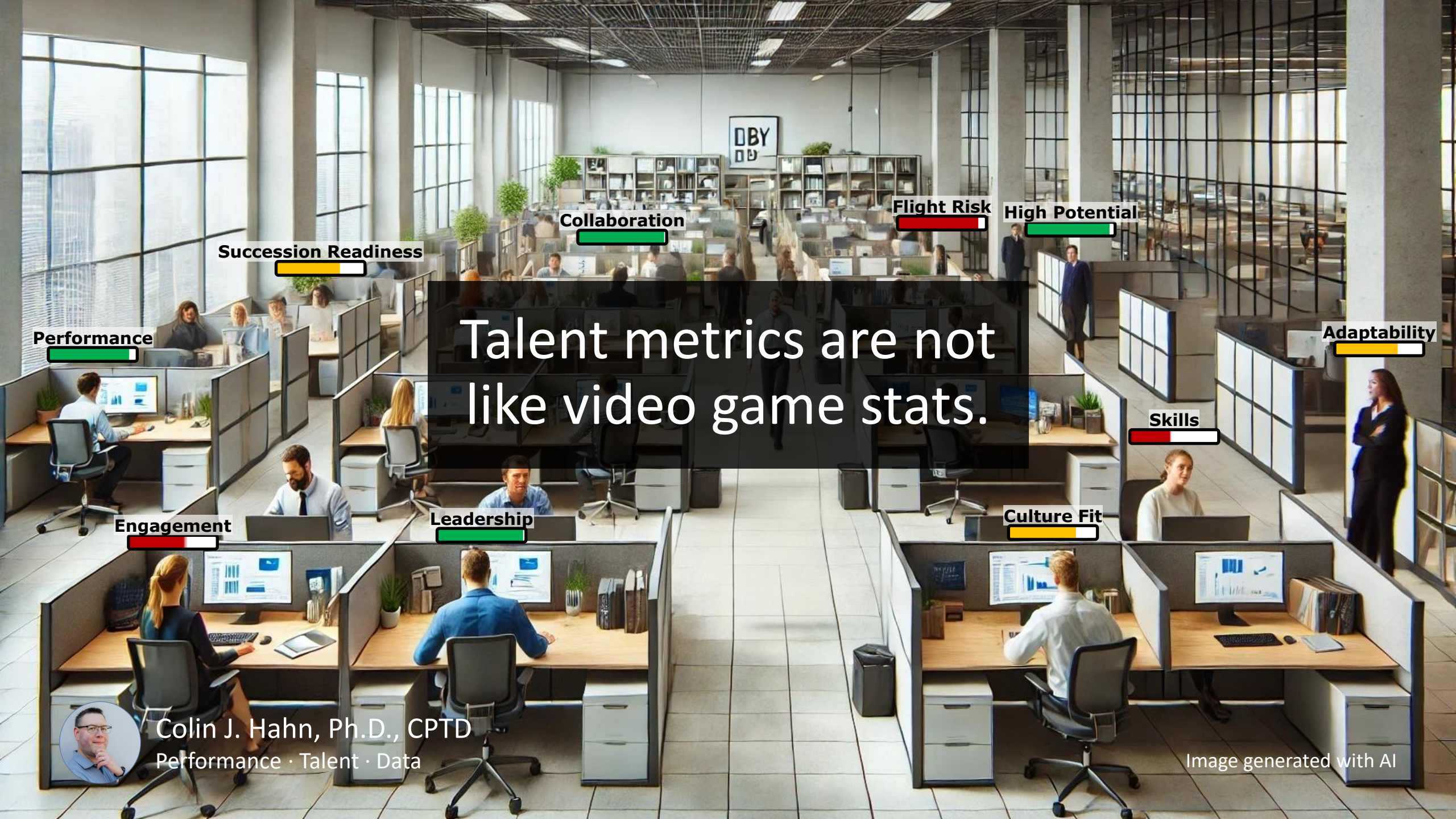
Transforming Talent Intangibles into Actionable Metrics



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*Get a jump start
on the first poll!*





Succession Readiness

Collaboration

Flight Risk

High Potential

Performance

Adaptability

Talent metrics are not
like video game stats.

Skills

Engagement

Leadership

Culture Fit



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Image generated with AI

What aspects of talent would you like to measure?

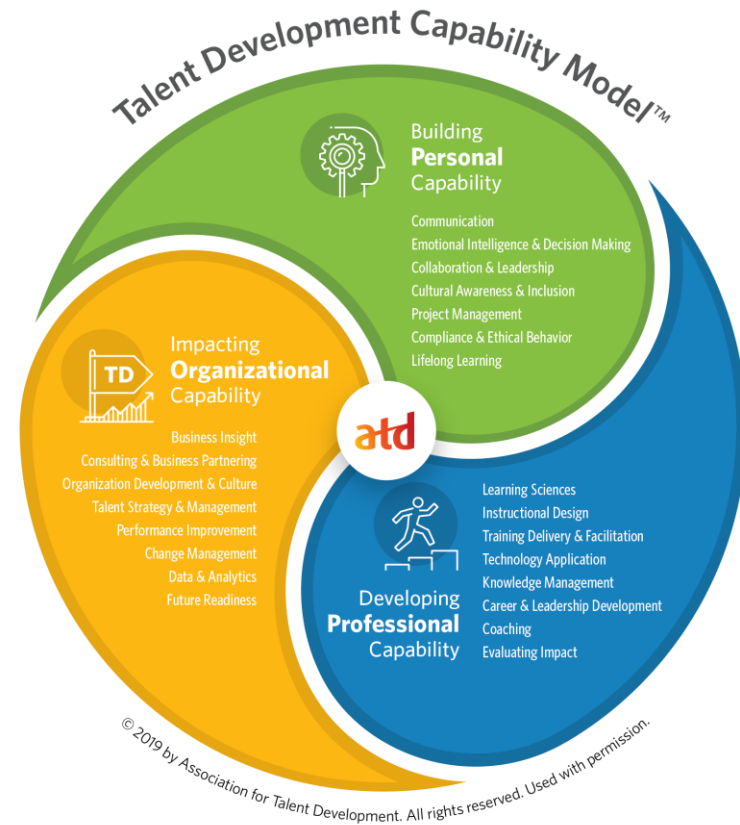
For example:

- Bench strength
- Engagement
- Leadership



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Problem: Talent data is key for strategic partnership



“Data and analytics are key drivers for organization performance and should be drivers for talent development.

Discerning meaningful insights from data and analytics about talent, including performance, retention, engagement, and learning, enables the talent development function to be leveraged as a strategic partner in achieving organizational goals.”

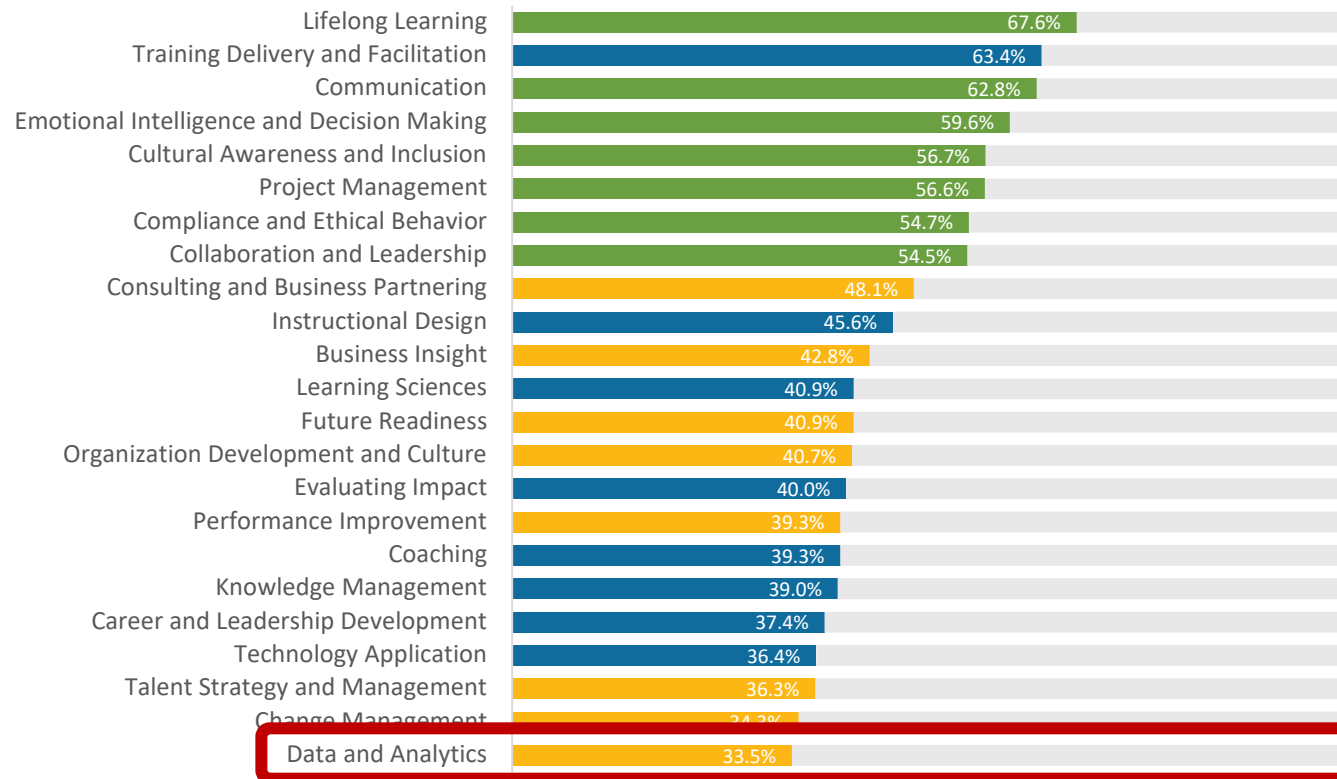


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Source: ATD Capability Model, capability.td.org

...but it's also our profession's weakest area

Proficiency Scores by Domain



Why is talent data difficult?

- HR professionals are not stats experts
- Talent data is “softer” than operational data

We need **easy** and **approachable** methods for talent analytics



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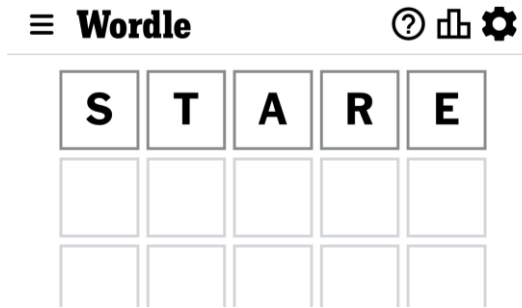
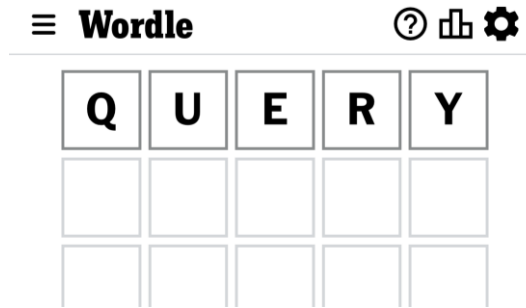
Source: ATD, *Capability Model Self-Assessment Benchmarks* (2023)

Today's promise:
Talent metrics can be **simple**.
There are **easy ways** to make better decisions.



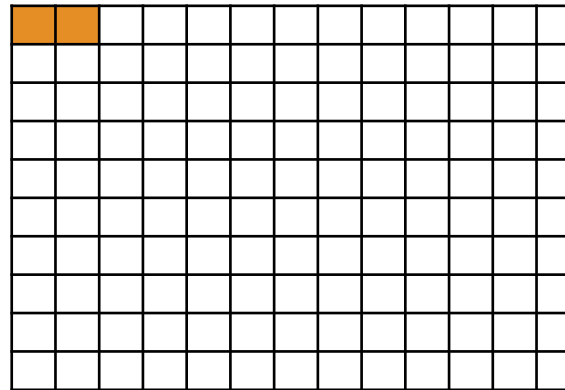
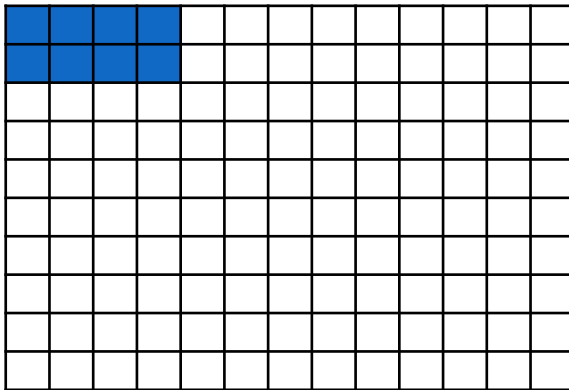
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What is measurement?



Expected number of matching words

100 words per square



Measurement is an **observation that reduces uncertainty.**

Simple observations can reduce your uncertainty enough to improve your decisions.



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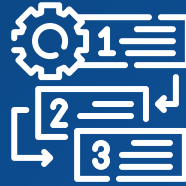
Source: Douglas W. Hubbard, *How to Measure Anything* (2014)

Three techniques to measure “intangibles”



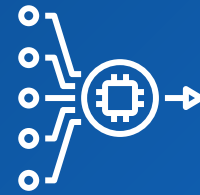
**Clarify what
it means**

Operational
definition



**Construct a chain
of inferences**

Fermi
decomposition



**Measure the
observable effects**

Look at
consequences



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Source: Douglas W. Hubbard, *How to Measure Anything* (2014)

First Technique: **Operational Definition**



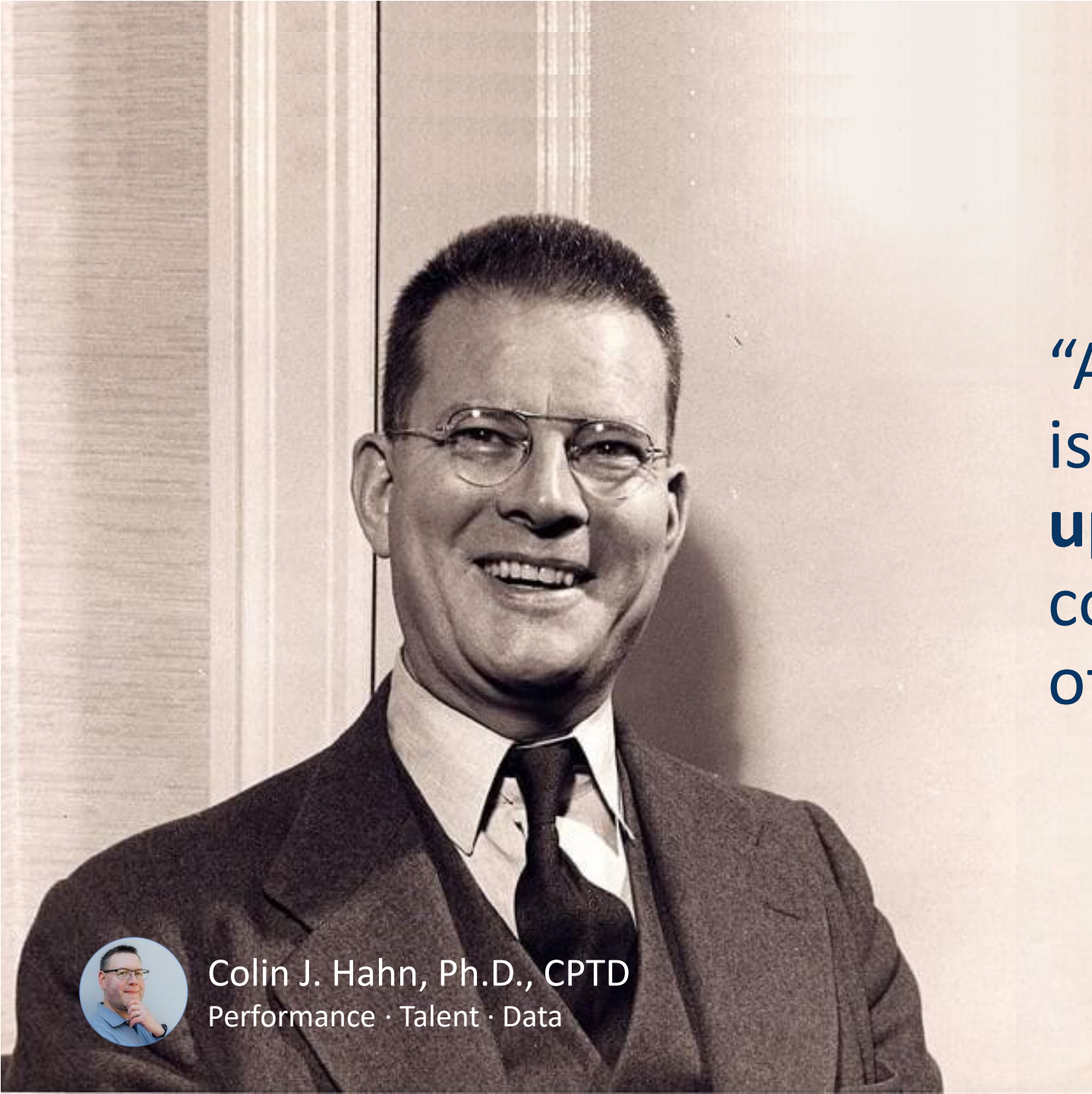
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How could we measure the health of a newborn?

- Breathing effort
- Heart rate
- Muscle tone
- Reflexes
- Skin color



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“An operational definition is a **procedure agreed upon** for translation of a concept into measurement of some kind.”

—W. Edwards Deming



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Building a strong succession bench

1. Align on meaning

What do we mean when we say we want a “strong succession bench”?

- We can **internally fill most critical roles** (at least on an emergency basis)
- Our bench enables us to **improve our leadership diversity**



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Building a strong succession bench

1. Align on meaning

What observations can reduce uncertainty around those elements?

2. Agree on measures

- Percent of succession plans with an **internal emergency candidate** ready in less than a year
- Percent of succession plans with **underrepresented candidates**

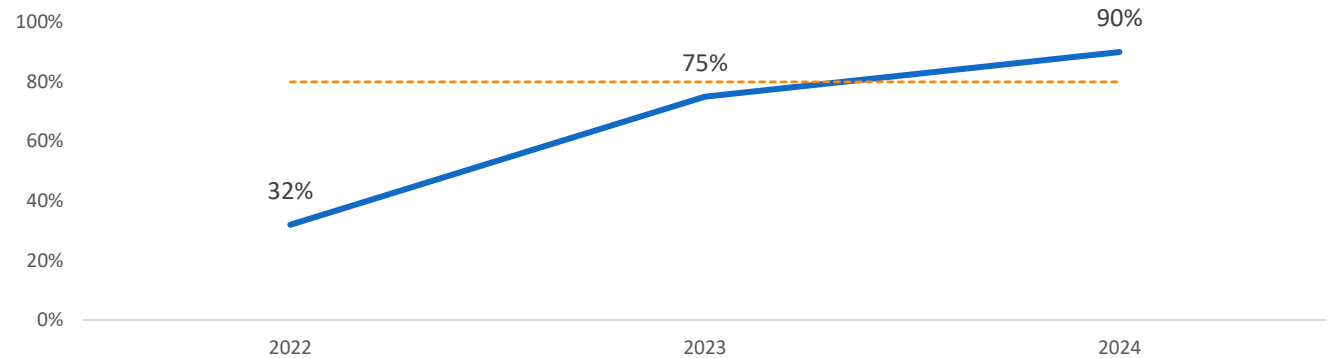


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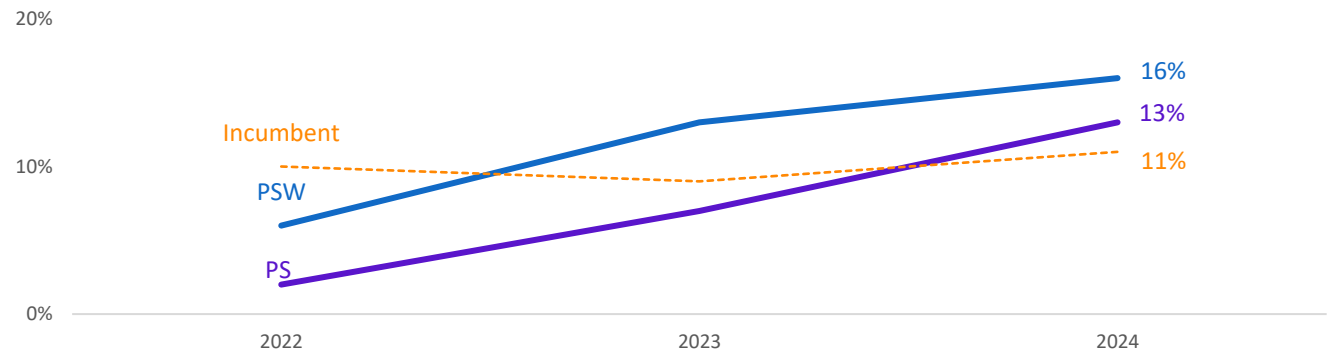
Building a strong succession bench

1. Align on meaning
2. Agree on measures
3. Leverage data

Internal Backfill: % Plans with Internal Emergency Ready in <1 Year



Future Diversity: % Plans with POC Candidates



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Small group activity

How could you use
operational definitions?



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Second Technique: **Fermi Decomposition**

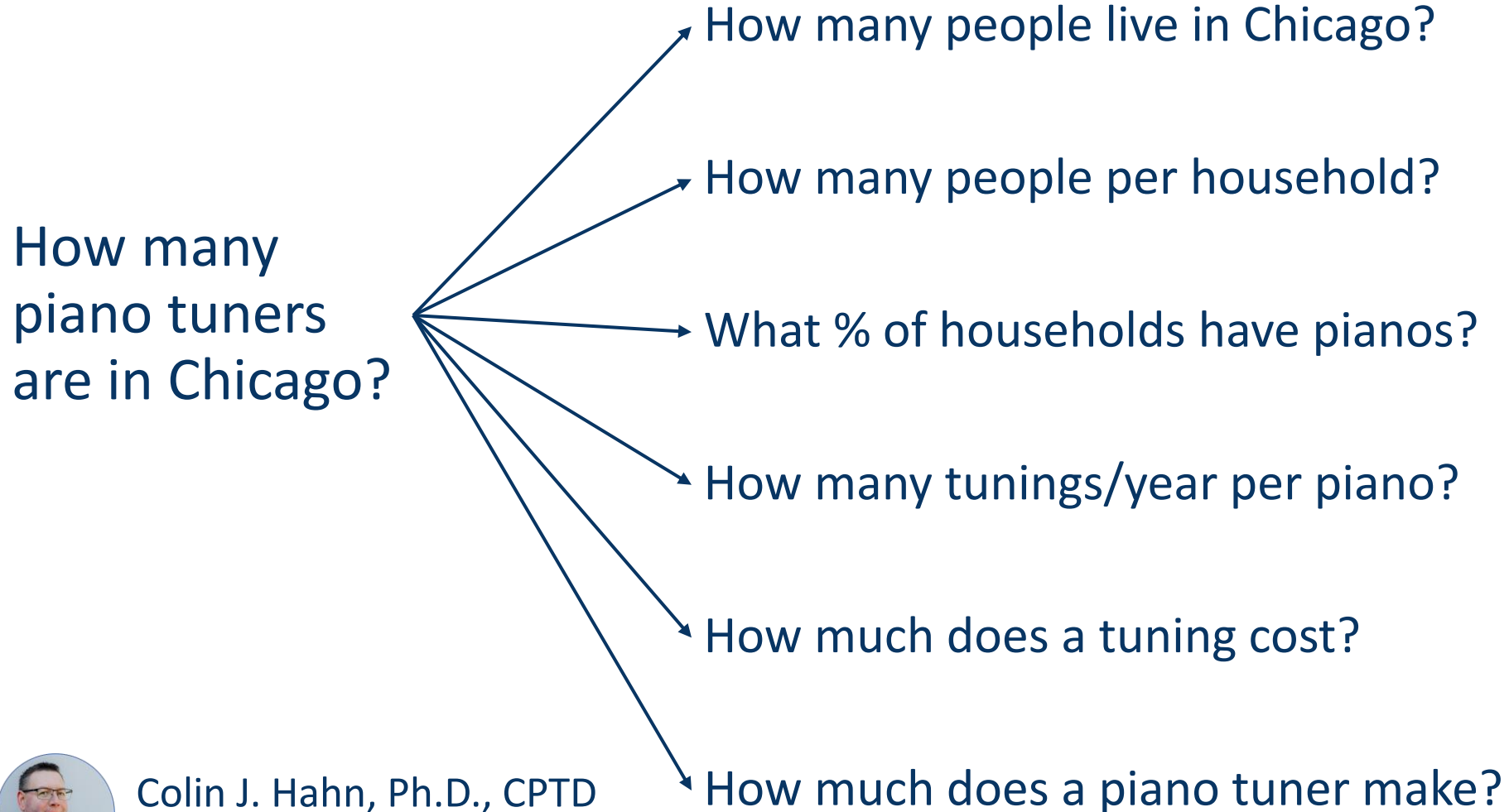


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Example: Estimating piano tuners



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Fermi decomposition is an estimation technique that analyzes an item into **component elements** that are easier to estimate.



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Common applications of Fermi decompositions

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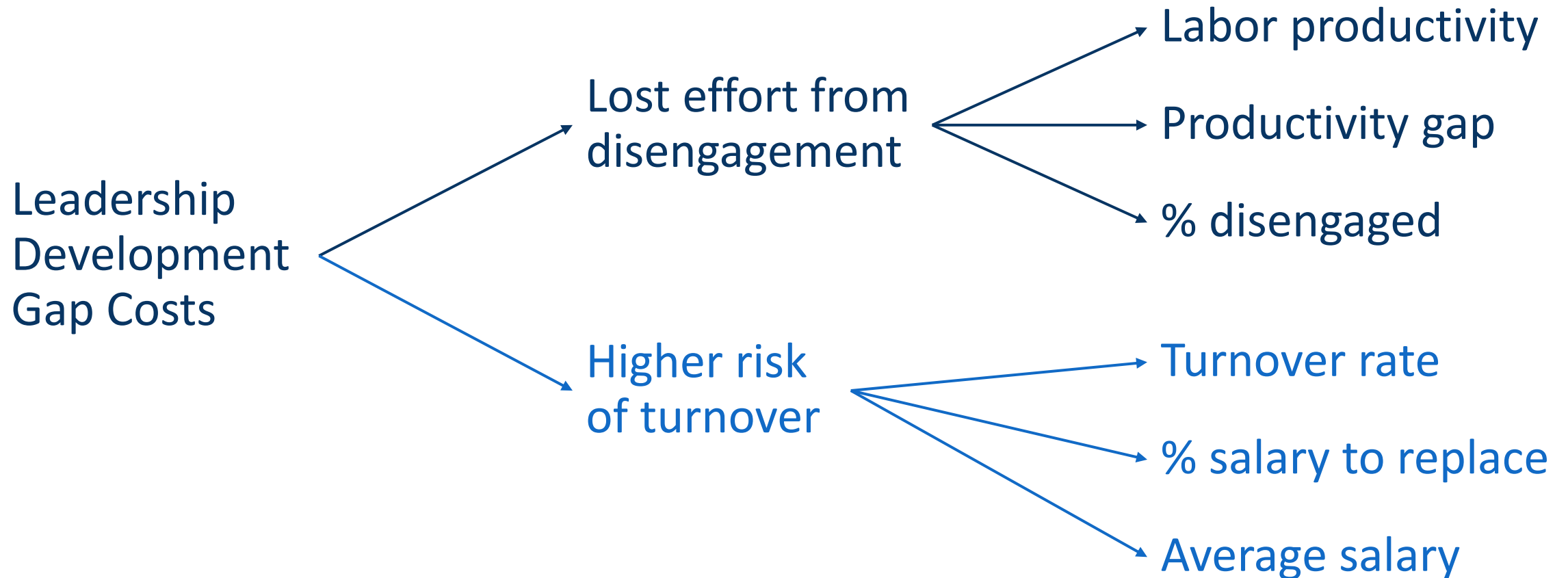
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 By Michelle Toh, CNN
3 minute read · Updated 6:24 AM EST, Mon January 15, 2024



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Cost of poor leadership development



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Table examples

What example can we use
Fermi decomposition on together?

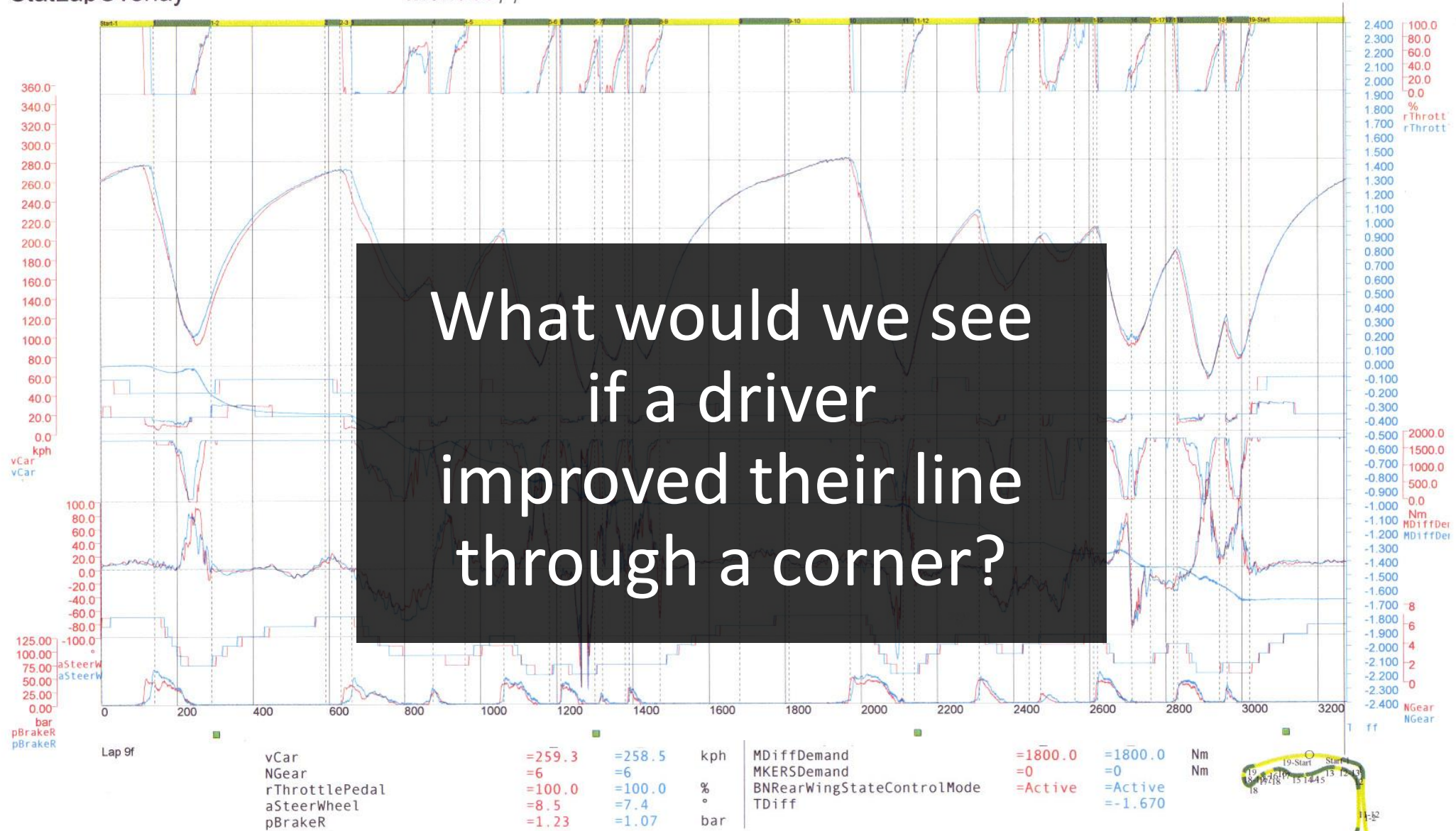


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Third Technique: **Observable Effects**

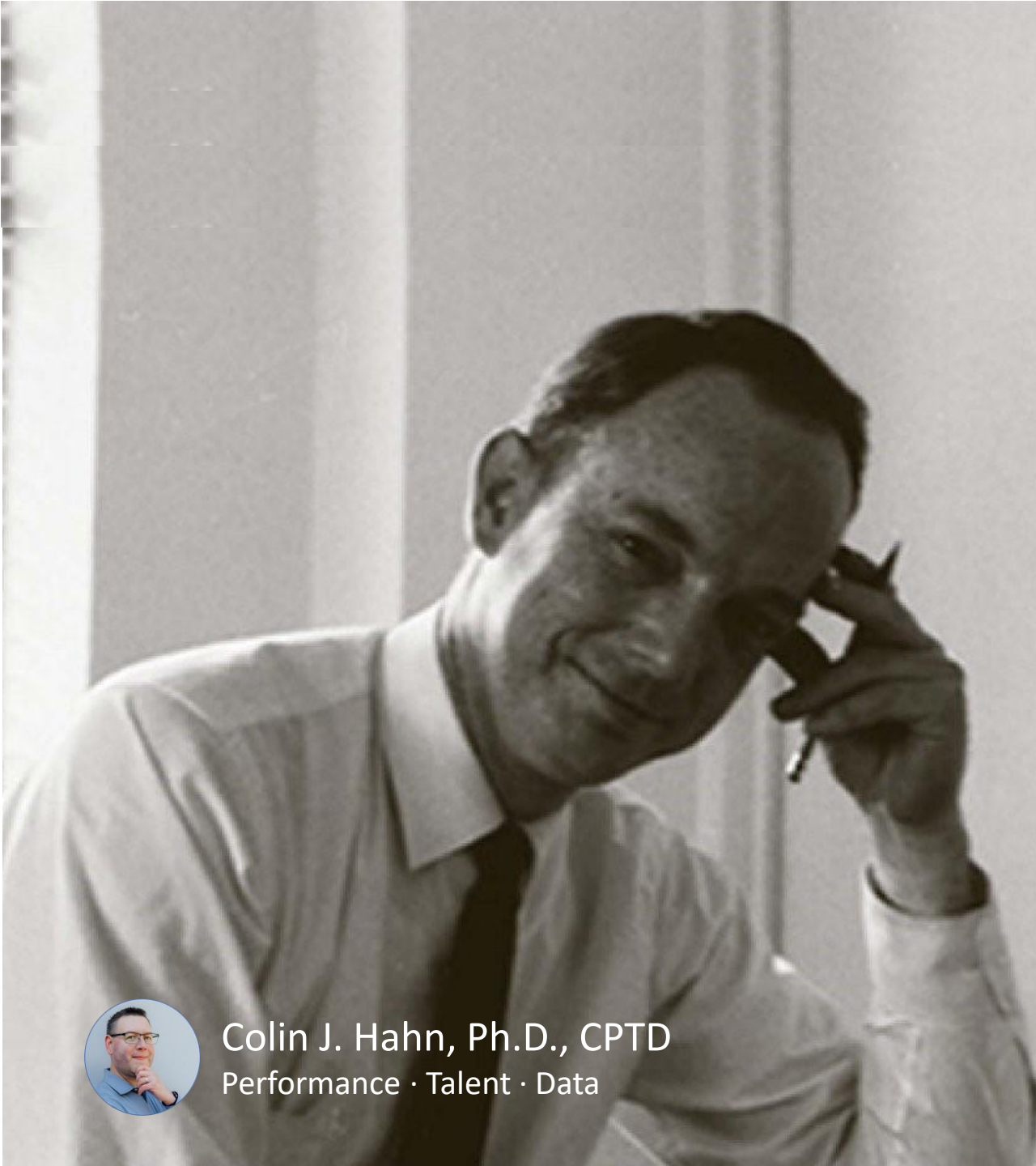


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Source: Nick J Webb (2011)
Craig Scarborough @Scarbstech (2011)



“Many jobs that people say cannot be measured... seem that way only because we are thinking of **behavior rather than accomplishment.**”

—Thomas F. Gilbert



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Assessing difficult conversation skill

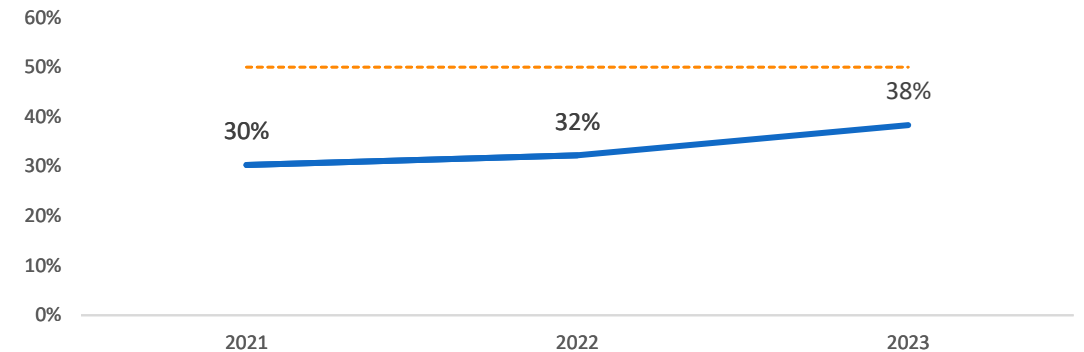
What would we observe if managers were more skilled at difficult conversations?

- **Less top-heavy** performance ratings
- Higher agreement that **expectations are clear**

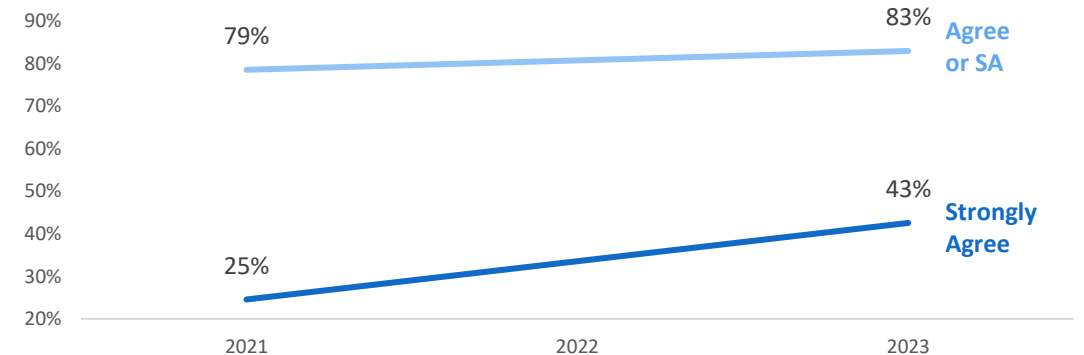


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Need to Improve: % EE w/ 1+ NI Rating



Clear Expectations: % EEs Agree or More



Pair exercise

What issue can you measure
through observable effects?



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Talent metrics can be **simple**.
The goal of measurement is **reducing uncertainty**.
You have **three techniques** to measure intangibles.



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