



PMI San Diego Chapter 2023 Annual Conference

Track 4: Power Skills

Session 2:

Rend Williams

Building Tomorrow's Leaders: Mastering Talent Assessment, Development, and Succession Planning



Mastering Talent
Assessment,
Development, and
Succession Planning

Building Tomorrow's Leaders:

Rend Williams
Founder & President
Foresight Business Consulting
www.rwforesight.com

Agenda



Identify and Assess Talent



Gap Assessment



Communicate



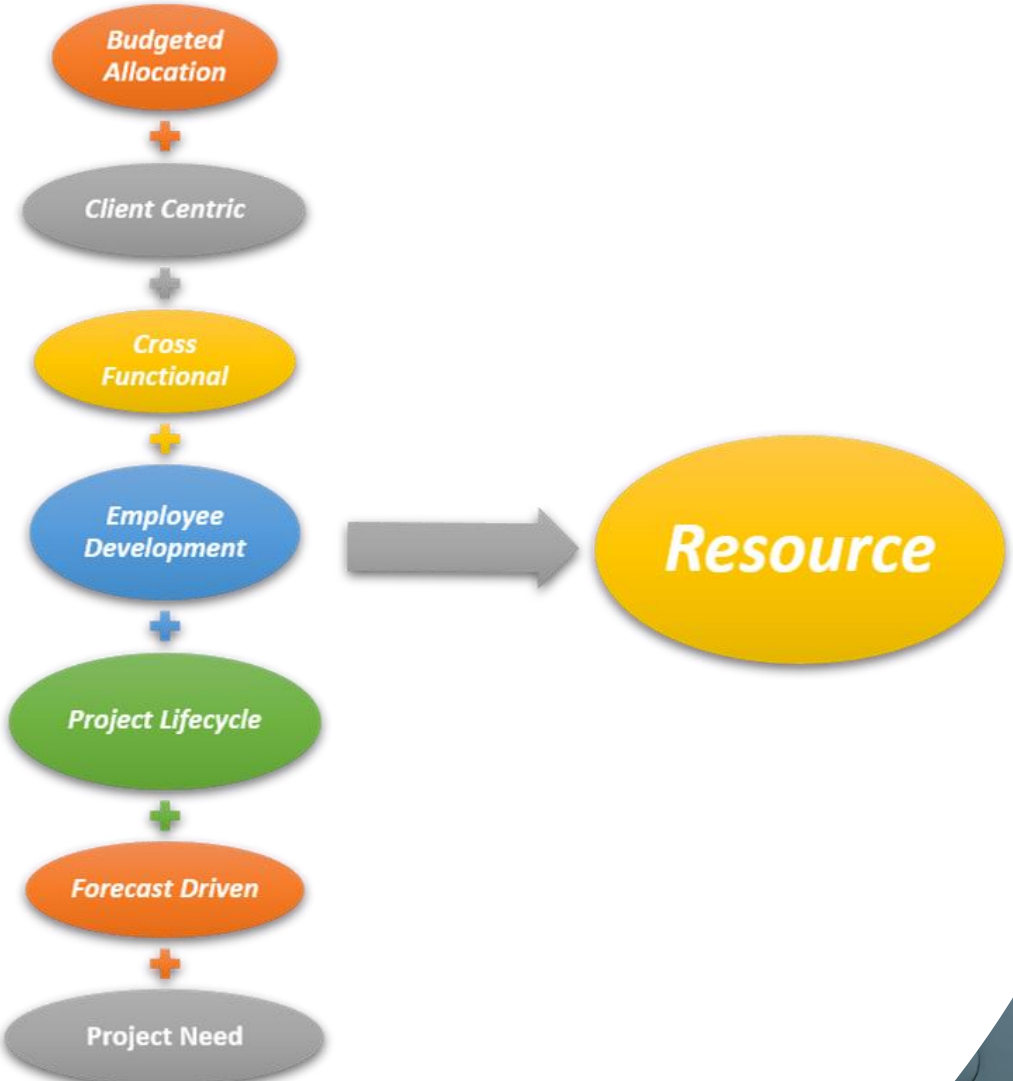
Develop and Grow



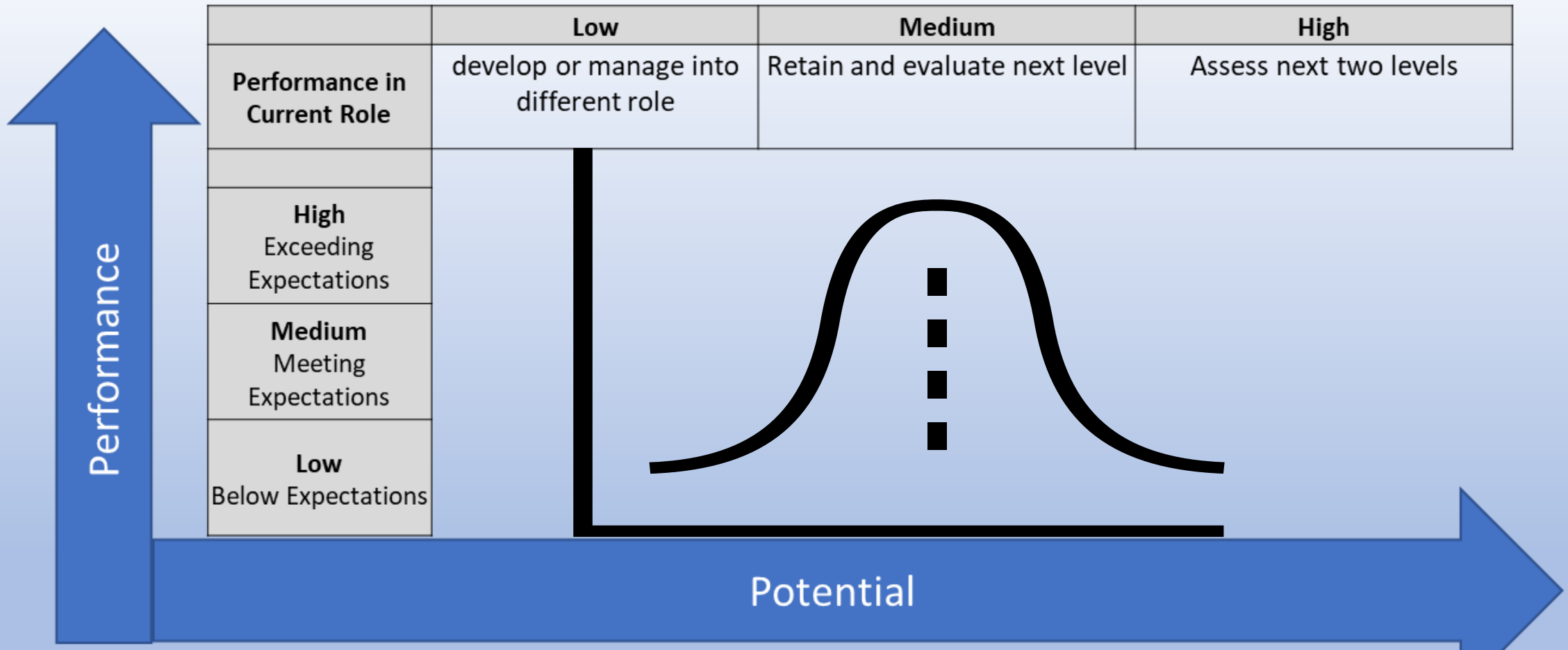
Look and Plan Ahead

Resource Management; Balance project stability, client relationship, and career development

Resource = Talent



Identify and Assess



9 Cell Employee Assessment Tool

	Low Potential	Moderate Potential	High Potential
→ → →	Remain at current level; has likely achieved highest career level.	Able to do the work of bigger jobs at the same management level in the next 1 to 2 years.	Able to do the work at the next Management level in 3 to 5 years or sooner.
↑	Specialists	Solid Contributor	Top Talent
Outstanding/ Excellent Performer	Highly valued, seasoned professional in current role; remain at current level.	Does extremely well in a current job with potential to do more; gives stretch assignments to help prepare a leader for the next management level.	Consistently Excel Prime target of recruitment by other companies.
↑	Average	Develop and Motivate	Rising Star
Meets Expectations Effective Performer	Probably solid performer in current role; could progress higher in specialty	Should be considered for a bigger job at the same level	Current role may still provide opportunity for growth/development
↑	Performance Management	Performance Improvement	Untapped Potential
Underperformer	Reassignment, reclassification, or exit.	Tight performance management is crucial Performance improvement or alternative role	May be job mismatch, new hire with lots of potential or new assignment; may require coaching to improve performance.

Employee categories



High Potential (HiPo):

- Exceptional Skills and Abilities
- Learning Agility
- Strong Leadership Qualities
- Desire for Challenge and Growth



Top Performer

- Consistently Exceeds Expectations
- Outstanding Results
- Exceptional Skills
- Commitment to Excellence



Meets Expectations

- Develop in Place
- Enhance Skills and Abilities
- Fulfill Responsibilities Effectively and Efficiently
- Reliable and Dependable



Underperformer

- Future Success Uncertain
- May Meet Expectations But Struggles
- Requires Close Monitoring of Performance
- Performance Improvement Plan
- May Need to Move



New to role

- Less than 6 months in role



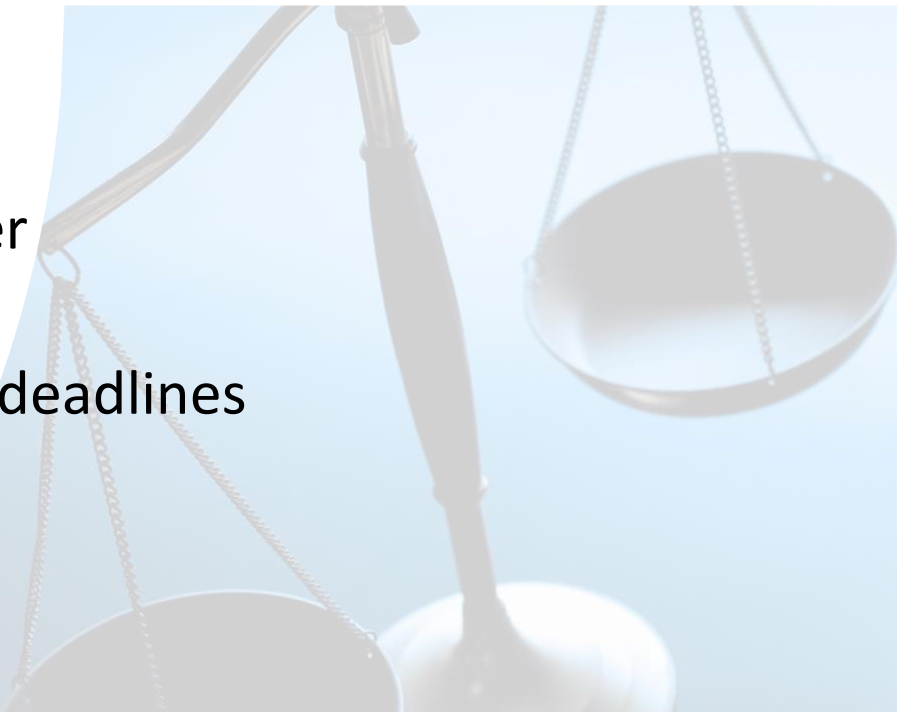
A Tale of Two Talents

- Case Study 1:

- Excellent Project Manager when it comes to delivery
- Arrogant
- Disliked by team

- Case Study 2:

- Poor delivery as a Project Manager
- Loved by team
- Excuses and stories for all missed deadlines



Gap Assessments (Nuts and Bolts)



Accountability

Set and Defined Goals

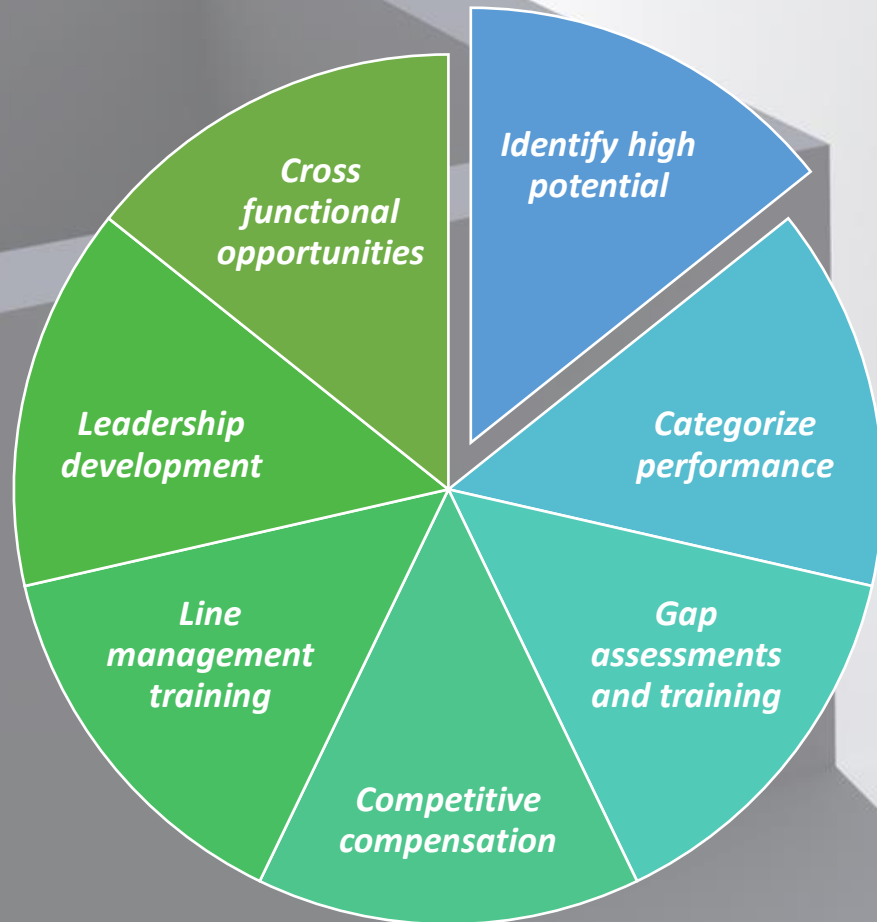
Regular Feedback

Performance Evaluation

Clear Expectations

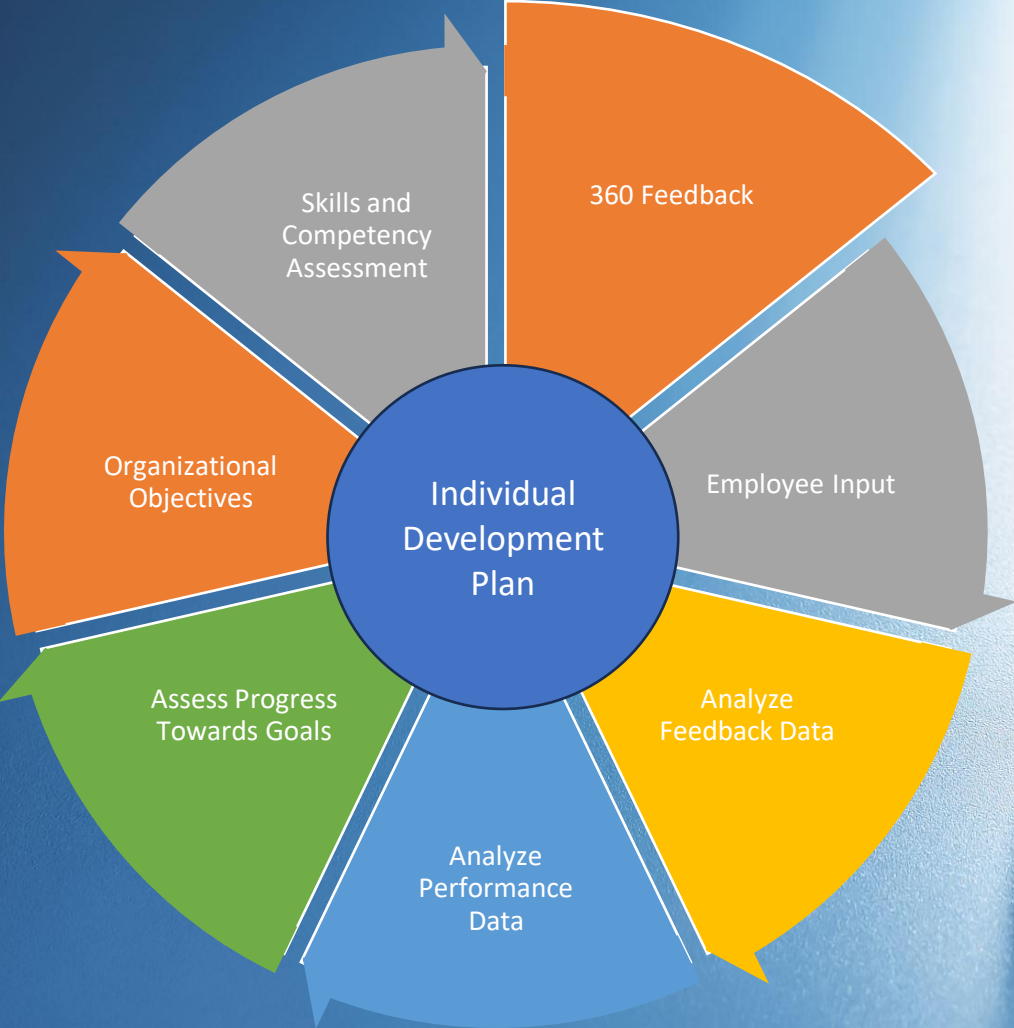
Career Ladder

Job Descriptions

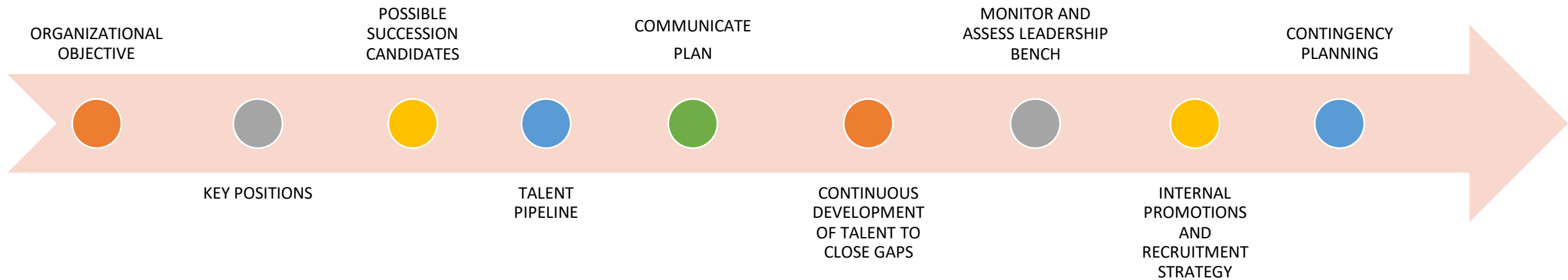
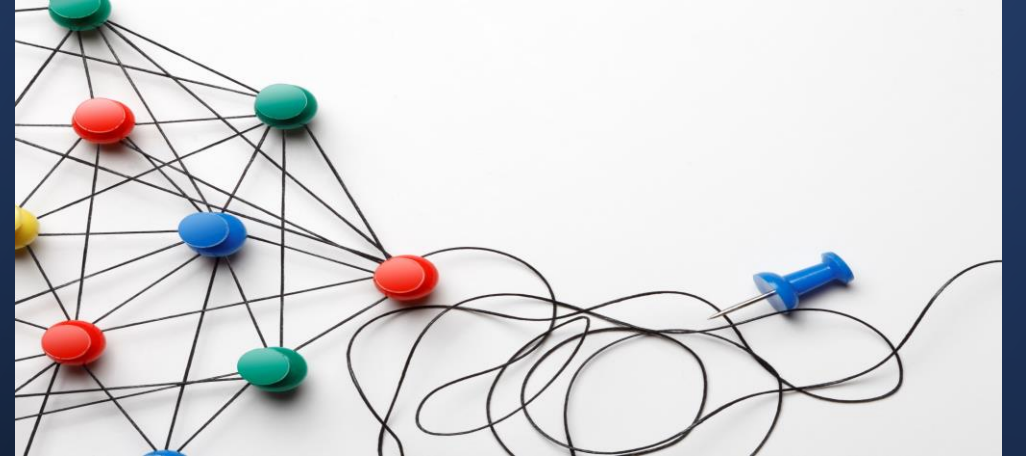


***Communicate;
Talent Development
and Retention***

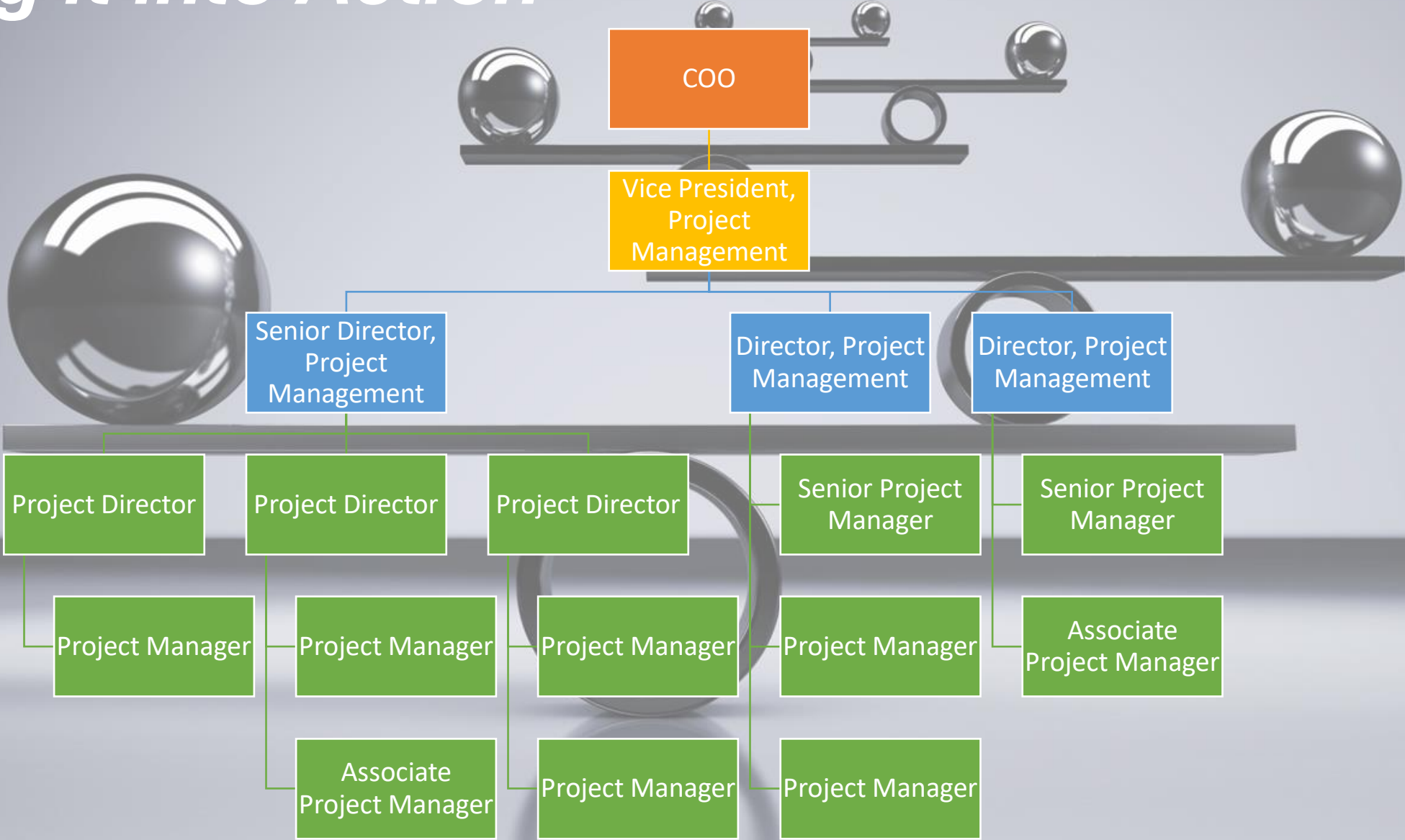
Develop and Grow Talent



Look and Plan Ahead



Putting it into Action





Thank you!

Discussion and Questions

Follow up Questions: rend@rwforesight.com

www.rwforesight.com



Thank you for attending Track 4
Session 2! Please take a brief
survey so we may collect
feedback on your experience.

To access the survey, use your phone camera app
to scan the below QR code, or enter the URL in
your web browser.



<https://forms.office.com/r/bp21pu2bct>

PMI members must indicate their name & PMI Membership ID in the survey in order to receive
a PDU for each session attended.