

Who is a talented individual for my company?

A tool for jointly defining the characteristics of talent in our context.



- ✦ The definition of talent is not universal: it depends on a company's strategy, culture and the historical moment in which it operates. Each company is therefore required to find its own definition of talent.

✦ Why is it important to do this?

Defining what talent means is important in order to:

- Ensure that HR and People Managers are speaking the same language.
- Base selection, growth and promotions on fair and observable criteria.
- Focus investments (coaching, training, projects) on what really matters now.

✦ Some examples.

- a) A scaling company, for example, will define talent as someone who is capable of standardising, replicating and delivering.
- b) For a highly innovative company, talent is someone who tests, measures and shares.
- c) In more stable and regulated contexts, talent is someone who guides stakeholders, aligns interests and does so without creating discontent.

Let's choose the 5 characteristics that define talent today.

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Give each People Manager a card and ask them to choose the five most important skills from the 35 below. Collect the votes, find the recurring themes and set your company's Top 5. Are any items missing? Use the blank spaces to add them.

✦ Strategic vision	✦ Rapid experimentation	✦ Clear communication	✦ Feedback skills	✦ _____
✦ Decision-making autonomy	✦ Continuous improvement	✦ Active listening	✦ Inclusiveness	✦ _____
✦ Value orientation	✦ AI Skill	✦ Stress resilience	✦ Motivation	✦ _____
✦ Data-driven decisions	✦ Stakeholder management	✦ Adaptability to change	✦ Ambition	✦ _____
✦ End-to-end responsibility	✦ Win-win negotiation	✦ Critical thinking	✦ Time management	✦ _____
✦ Propensity to act	✦ Effective delegation	✦ Cross-functional work	✦ Emotional intelligence	✦ _____
✦ Curiosity	✦ Role modeling	✦ Conflict management skills	✦ Business acumen	✦ _____