Weekly10

Talent Mapping in Weekly10

9-Box and succession planning to help you to retain and retrain your best people.

What is talent mapping?

Talent mapping is the process of finding the right people, putting them in the right roles, and retaining your best people.

This is done by creating career pathways that meet their own professional development needs, and the needs of the business.

There are many schools of thought on the actions necessary for effective talent mapping, but one thing is for sure - it shouldn't be done just by the recruitment team to identify external talent, or only during any formal annual performance review process.

Talent mapping should be a continuous activity that grows, morphs, and iterates as the needs of the business, and your people, change.

Weekly10 supports effective talent mapping through one dedicated tool – Weekly10 9-Box - and complimentary insights through:

- Weekly10 check-in
- Employee recognition
- Employee visibility
- Feedback
- Goal and OKR tracking
- Performance conversations like reviews and 1:1 meetings

The 5-step talent mapping process

01 **02** **03** **04** **05**

Job descriptions

Update existing job descriptions to accurately reflect what the company needs to succeed now, and in the foreseeable future.

Identify gaps

Identify new roles your business will need to close talent gaps. Determine whether those roles can be hired from within your existing workforce or whether those roles need to be hired externally.

This is an ideal opportunity to assess existing roles too. Are there any roles that no longer fit the needs of the business? If so, plan change accordingly.

Career paths

Create compelling upward and lateral career paths for high performing employees.

Communicate these across the company and to the individuals you've targeted as high performers.

Succession plans

Create succession plans for:
- your high performers
- anyone with a role that's critical to enabling the company to execute its business strategy
- any employee who has no replacement that can be "job ready" within weeks (or days, depending on the role)
- Those whose role is hard-to-fill

Engage, challenge, support

For all people in roles deemed to be business critical, ensure that their leaders keep them engaged, challenged, supported.

Benchmark against the market so the role is fairly rewarded.

Ensure that your talent acquisition team have a watching brief to keep you informed of any industry skills or knowledge gaps in case you do have to rehire externally.

How Weekly10 supports talent mapping

Here's how the Weekly10 platform helps you to reduce the risks associated with superstar attrition.

01 Job descriptions

Employee feedback and goal updates from the Weekly10 check-in can help you ensure current job descriptions are satisfactory and highlight where changes may be needed.

Often, many users will use a check-in question once or twice a year to assess this very point. Try asking your people to rate the appropriateness of their existing job description measured against their current duties to start to build an understanding around this.

02 Talent gaps

Several tools help support action around identifying roles and skills missing in your current teams. Not least, the check-in again.

By asking questions around performance, development goals, training, and employee challenges, you organically start to build a picture around what you are missing.

Employee recognition and visibility tools such as the 'Pass-up' feature help amplify this further.

But the key tool here is Weekly10 9-box. It allows managers and admins to map employee's current performance and potential to better identify where strengths and weaknesses lie.

03   Career paths

The key here is to create growth opportunities that really speak to where your people are looking to grow to. Obviously, this also needs to map against the future needs of the business, but relevancy to your people's ambition is vital.

To better understand that, use the Weekly10 check-in to identify initial areas of interest for your people. Then have managers run 1:1 sessions off the back of that feedback to build a clearer picture of what opportunities are going to really keep your people engaged.

04   Succession plans

With the insights from your 9-box activity, employee feedback and potential growth opportunities mapped, you can get on to actioning plans.

These can be recorded in Weekly10 and reviewed as part of any 1:1 or similar performance conversation. Use conversation templates to automate most of the prep for these discussions, and automatically pull in succession plans and relevant feedback for review.

05   Engage, challenge, support

Your employee check-in is an effective tool for ensuring people are engaged, challenged, and supported throughout the year. A high frequency on check-ins means interventions can be launched when things need changing.

Use goals or OKRs alongside employee feedback to ensure people have the right level of challenge at work.

Make sure you include questions on support and equipment needed as part of your check-in cycle. Also ask people openly about whether their work experience is matching up to expectations and ambitions.

9-box: What's it all about?

Weekly10 users can improve their talent-mapping processes with the help of our 9-box tool. But what exactly is a 9-box and how can it help you identify your best performers and future leaders?

The 9-box model is a visual tool used by HR to facilitate conversations with managers about employee performance and potential.

During the conversation, employees are mapped within one of nine boxes mapped along a y- and x-axis.

X-axis: This describes the employee's performance in their current role. Options here are low, moderate, or high.

Y-axis: This describes the employee's future potential. Also runs from low to high

The 9 positions on the grid therefore mix performance and potential and allow you to map where everyone currently sits.

It's important to note that just because an employee might be mapped to the low performer/low potential box doesn't necessarily mean they should be let go from the company.

Both potential and performance are linked to an employee's current role. Everyone thrives in different environments at different work, so understanding where your people each fit in the 9-box right now can help you address any issues they may be having or if another role in your company is a better fit.
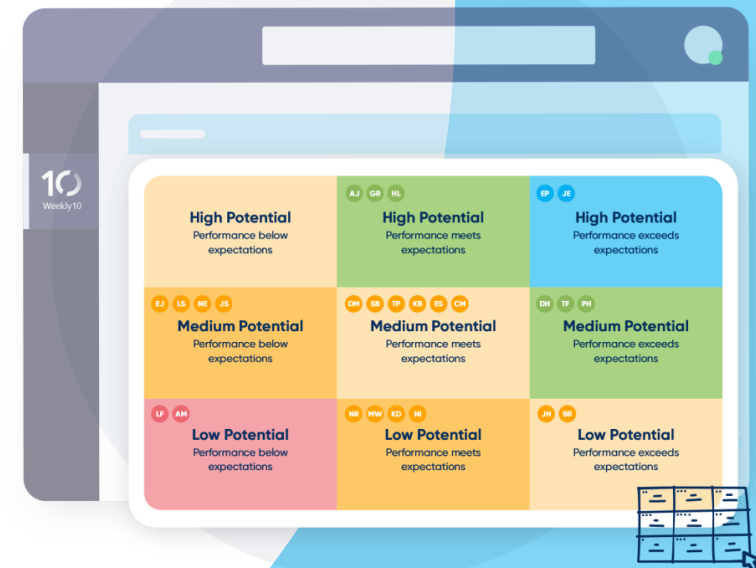
3 benefits of using 9-box for talent mapping

01 Identify potential leaders

Employees often make great candidates for future management and leadership roles.

A 9-box can help you to identify those individuals most likely to make the step up. It also helps you see what professional development support they may need to be successful.

Not only is this a benefit in terms of retaining talented staff, but the opportunities for career development and learning new skills can improve job satisfaction too, even if a managerial promotion is delayed.

02 Plan organisational change

The 9-box also helps to highlight ways in which a company can improve.

For example, if you find many of your employees are low performers, this could suggest changes are required to recruiting processes. This may include the way in which job descriptions are written, or interview techniques.

Or perhaps lots of high potential employees may lead to a new training programme for future leaders. Coaching and mentoring may be something you want to invest in here.

Plan employee development

Knowing which box an employee falls into shows HR and managers how they can best support the employee toward reaching their next career goal. Here's a template with suggested action items in each box.

Develop
- Focus on coaching
- Provide development plan
- Potential lack of motivation

Develop/Stretch
- Highly valuable team member
- Room for performance improvement
- Challenge them

Stretch/Promote
- Mastered current role
- Provide with new tasks and responsibilities that push skills
- Future leader

Observe
- Shows potential but performance is a concern
- Focus on skills to improve performance
- Consider PIP

Develop
- Consider increasing responsibilities
- Meeting expectations
- Create development plan

Stretch/Develop
- Exceeding performance expectations
- Identify skill gaps for probable promotion and develop these

Observe/Exit
- Not meeting expected standard
- Upskilling needed or new role

Observe
- Consistent but limited potential
- Put on PIP
- May require a successor

Develop
- Strong performer but unlikely to move to a higher role
- Will need motivation to stay engaged

Talent mapping in practice

Identifying skill gaps

A UK-based customer of Weekly10 had a high-value team manager in their marketing team.

This individual was carrying out a number of individual contributor roles within the team. When they then were promoted to Marketing Director, a clear skills gap was quickly identified when it came to replacements for her previous duties.

A programme of talent mapping was run by the customer to help identify employees with the appropriate potential and experience to step-up and take on new roles.

This led to previous duties being split across a number of strong candidates to provide the team with more flexibility and reduce the dependency on a single person and reduce the risk of a skill gap opening up again in the future.

This also supported those team members' professional development as they took on more responsibilities.

Managing underperformance

A US-based customer used the 9-box tool to run a talent mapping programme across their IT department.

The 9-box identified a number of underperforming employees.

One of these underperformers had been with the business for 7 years, and had been hired to fill a skills gap that had grown less relevant over time. It happens, right? Historically, this person had been a high performer earmarked for future leadership roles.

Thanks to identifying this individual, leadership were able to discuss their findings with the staff member and discover what had changed. The lack of importance and relevancy in their role had led to them becoming disengaged in their work – they were now working solely for the pay check.

From there, they were able to plan and implement change to help the employee transition in to a new, more relevant role that helped reignite their passion.

By redesigning the role, offering training and supporting the individual in transitioning their duties, the employee's performance rate transformed. They became one of the more productive members of the IT team and have since been promoted to a managerial role.

Using 9-box in Weekly10

9-box grids are available in Weekly10 as a selectable element within conversation templates.

Whether it's a monthly 1:1 meeting, end of year review or skills assessment, you can build a template to suit all conversations managers run with their teams. Simply add 9-box to your template.

01

Add 9-box to performance conversations

- Using the ⚙ icon in the top banner, select Conversation Templates.

- Select the Templates tab and edit the template you are want to add a 9-box to. Or, if you're creating a new template, select Create new template.

- Select Add new element

- Scroll down the drop-down list and find 9 Box Rating

- Add any required labels or text, select who can edit and see the element.

- Click Create.

02

To assign ratings

- Under My Team, select the employee you need to rate and open their employee overview page.

- In the light blue toolbar, select the Reviews tab and select Create New Review.

- Launch the conversation template and open the 9-box element.

- Use the sliders to rate the employee on the two variables (Performance and Potential) choosing one of the three available ratings (Low, Medium, High)

- Once you're happy with the rating and any other elements of the conversation are completed, select Submit Final. This will save the conversation and if applicable move it on to the next stage of the workflow.
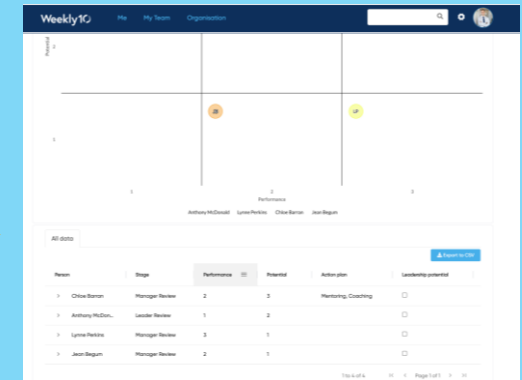
Talent mapping in Weekly10

No matter how you're using talent mapping tools in Weekly10, we're here to help you get started.

If you're interested in knowing more, contact us on support@weekly10.com or check out weekly10.com

Any question, no matter if big or small.

We're here to help.

For industry insights, head to weekly10.com/resource-hub

For more info on Weekly10. check out