



## Talent Management Process

*"I appreciated the care for the participant, the flexibility in the design of the Talent Management Process and the ability to tailor the process for assessing talent in our region."*

Fernando Lima, Human Resources, Votorantim Brazil

### Developing Individuals to Their Full Potential

Organisations today need to manage the pool of available talent to provide and maintain a true competitive advantage. Effective talent management involves the same rigor in planning and decision making as managing profit and loss.

The Talent Management Process (TMP) is an ongoing, dynamic process that assess the current managerial talent present in an organisation so that action plans may be created to develop leaders at all levels to their full potential.

The TMP is a strategic 360 degree tool supporting an organisation in the constructive utilisation of its human resources. The TMP combines an online survey with action planning to assist organisations in integrating individual career development with the organisation's business needs.

TMP involves an assessment of 53 questions that measure the 10 most important competencies of talented individuals:

- **Cost Consciousness**
- **Achievement Focus**
- **Process Management**
- **Communication**
- **Change Management**
- **Leadership**
- **Judgement**
- **Customer Focus**
- **Problem Solving**
- **Quality Management**

TMP was developed to harmoniously support HR initiatives in the areas of mentoring and coaching, compensation, succession planning, recognition and appreciation, job descriptions and individual training and development.

### Competitive Benefits

- **Development Tool.** Identifies specific needs of the training and development of managers, leaders and key people.
- **Succession Planning Tool.** Ensures an adequate supply of talent to fill key positions in an organisation.
- **Human Resource Planning.** Assists HR managers to target skill or knowledge gaps in recruitment and head hunting strategies.
- **Benchmarking Tool.** Measures the level of competency and performance of an organisation's professionals.
- **Strategic Tool.** Helps retain key employees, in order to meet the long-term needs of the business.
- **Reinforcement Tool.** Recognises high performing individuals in an objective and measurable way.

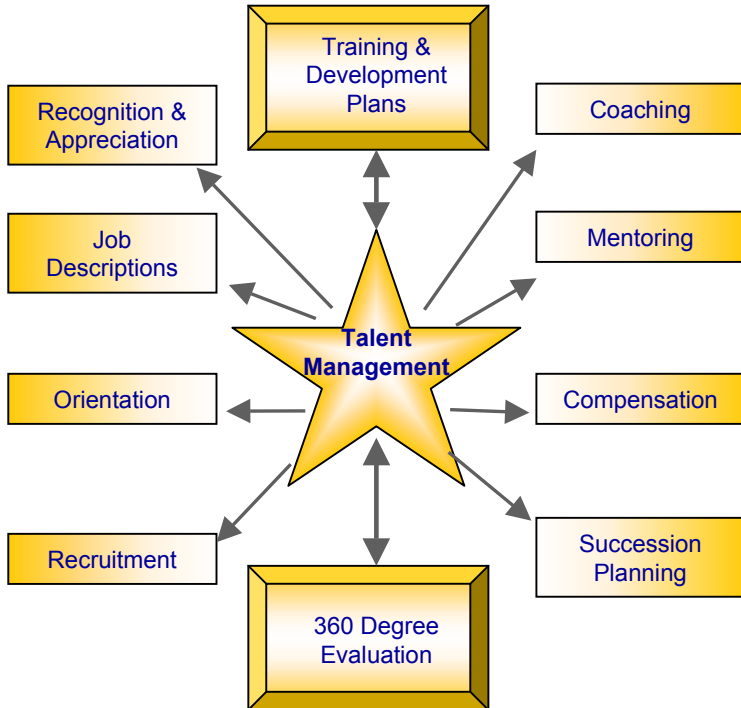


### CASE STUDY: Votorantim, Brazil

- ▶ **Situation:** Votorantim is a multi-billion dollar, 85-year old Brazilian conglomerate and a major player in the cement, metals, energy and financial industries of Brazil and North America. With recent openings for senior leadership roles and a desire for long-term talent development, one of the group's American subsidiaries utilised the TMP to provide a solution.
- ▶ **Course of Action:** The TMP was used for 22 managers to define and prepare these key leaders for their future with the company. Individual development plans were identified through the 360 degree assessments.
- ▶ **Results:** The implementation of TMP resulted in the discovery of managers who were appropriately qualified and skilled to fill the higher-level management positions. The TMP also assisted senior leaders in the company to begin succession planning and to consistently recognise and develop existing talent.

*Talent management is an ongoing and dynamic process that ensures you have the right people, in the right places at the right time, and aims to optimise the skills and abilities of individuals to meet your organisation's goals.*

## Talent Management In Your Organisation



## Credentials

The Talent Management Process was developed by Mr Eduardo Esteves and Dr Donald Tosti. Mr Esteves has over 20 years experience in consulting and training and is Persona International's Latin America Managing Director.

Dr Tosti is an internationally recognised educator and pioneer in performance-based approaches to organisational effectiveness. Over the last 30 years, Dr Tosti has consulted on a wide range of organisational change programs for companies throughout USA and Europe and has co-founded Vanguard Consulting. Dr Tosti holds a Ph. D and MS in psychology and a BS in electrical engineering.

## About Us

Dawson McDonald is the Australian Partner of the internationally recognised Persona International group, that offers business solutions to organisations throughout 45 countries. Company Principals, John Dawson and Carmel McDonald have been consulting, coaching, training and recruiting for Australian businesses for over a decade, following extensive industry experience.

## About Persona

Persona International is a worldwide provider of learning, development and assessment tools and methodologies for organisations facing challenges in change leadership, communication, organisational alignment, sales, customer service, and management.

## Corporations that have benefited from Persona Programs include:

General Electric	Microsoft	Exxon Mobil
Pfizer	Xerox	Applied Materials
BMW	Vodafone	British Airways
Mitsubishi	Dell Computer	Japan Airlines
Disney	IBM	Credit Suisse
Coca Cola	Alcatel	American Express
Hitachi	Motorola	Sony Music Entertainment

## Features

- **Gap Analysis.** Identifies specific needs for training and developing the key people in your organisation.
- **Group Report.** An overall picture of the profiled group's current abilities, strengths and weaknesses.
- **Individual Report.** An analysis of the strengths and areas for improvement for each individual.
- **Talent Readiness.** An analysis of readiness for career advancement.
- **Succession Planning.** A tool to assist in planning for and optimising the engagement of future managers and leaders.



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