



Ensuring the Right Person with the Right Talent Is In the Right Position

Organization Growth and Succession

Organizations often grow organically based on the demands of their market place. People assume or are appointed to positions to “get the job done” Conscious human resource planning is an oversight. As the company grows and changes the position demands change and expand to require more capability and capacity. In many cases the position holder, while having a good deal of talent, may not have the suitable talent. This mismatch results in lower productivity and performance outputs for the company creating a high degree of job stress and lower job satisfaction for the position holder.

The position holder may not always acknowledge or be fully aware of the gap between position requirements/expectations and their performance and productivity.

Succession issues arising in this context require an objective third party to systematically define the scope of the position and its talent requirements and to communicate the gap (degree of fit) between the position requirements and the position holder’s talent.

The process is outlined below provides a rational approach to managing this succession challenge.

Organization Chart Review

The company organization chart is reviewed to become familiar with the overall structure and titles in the organization and the general job culture of the company. Job descriptions are reviewed as well.

Position Review

To ensure the right person with the right talent is in the right position requires a position review.

The assumptions and activities around this review are as follows:

- The position description drives productivity and performance i.e. the title, responsibilities, accountabilities and core tasks for a position must be clearly identified in relation to other positions.
- Inherent in a position is its “Talent DNA™” which is made up of behaviours, values and attitudes, soft skill attributes and technical skills.
- It is important to benchmark a position to identify the top Talent DNA requirements (behaviours, values and attitudes, soft skill requirements and technical skills.
- The Trimetrix™ Job assessment is used as the benchmarking tool.
- After benchmarking the position, the position holder is assessed to examine the “degree of fit” between what the position talent DNA requires and the talent DNA of the position holder.
- In an Executive team where the position holders are peers, a degree of fit between position and position holder is low, there will be a significant dysfunctional effect within the team and within the company.
- Where the degree of fit is low, then it may be important to move the position holder out of the position.
- Training can be provided in cases where the degree of fit is high and the gap can be closed.
- In the case of an Executive Team, precision talent mapping of the entire team should take place.

Position Holder Review

- The position holder completes a Position Description Questionnaire (PDQ) to provide details on how they perceive their position.
- The position holder is assessed to identify their talent DNA (behaviours, values and attitudes and soft skill attributes). The Trimetrix™ Personal Talent assessment is used.
- The position holder is interviewed to validate their perception of the position against the Position Description Questionnaire.
- The Trimetrix Personal Talent Report is reviewed with the position holder.
- Recommendations are made on the “degree of fit” between the position and the position holder.
- Coaching is provided as required depending on the degree of fit.

Summary

Contrary to the customary approach of finding the right person for the position, a more effective human resource strategy is to match the position to the person to optimize organization performance and productivity.

Through systematic position analysis and assessment combined with position holder talent review and assessment the organization is able to place the right people with the right talent in the right position.