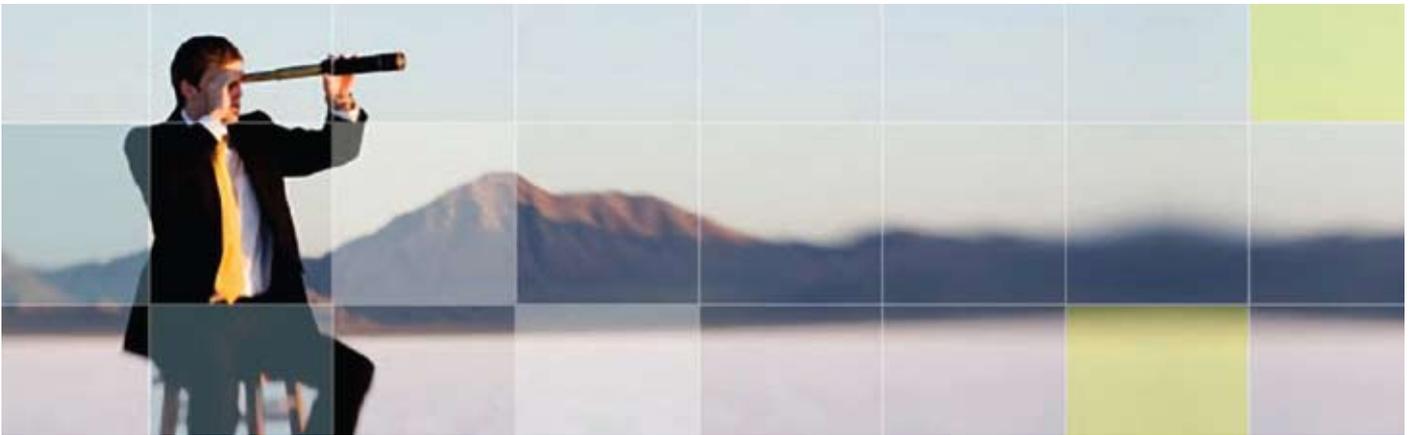
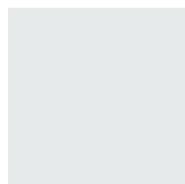


# TALENT INSTITUTE



## SUCCESS PROFILING

Designing Next Generation Job Profiles for Strategy-Critical Roles



## SHIFTING THE PERFORMANCE CURVE

The global economy has entered a new and complex phase, as the contours of the commercial landscape are reshaped by unprecedented levels of competition, eroding customer loyalty and the quickened pace of innovation. Together, these forces have triggered a seismic shift in the balance of power between suppliers and their customers.

This is good news for organisations that see the opportunity amid the change and align themselves quickly and effectively around a focal point: delivering a customer-centric experience – profitably and consistently – designed end-to-end around customer perspectives and intentions.

For most companies, growth comes from developing new customer or market segments, bringing new products and services to market, or driving more value from current customer relationships (Accenture).



At the centre of all these growth strategies is a scarce commodity – **talent**. Stated differently, having the right people with the right competencies in the right roles at the right time to deliver on strategy and to create the customer experience that fuels growth.

In short, today's customers demand an exceptional experience in return for their business and loyalty. Being merely adequate is no longer adequate.

High performing employees foster the organisational agility required to effectively value, execute and sustain customer relevance. To this extent it is essential to develop an understanding of which attributes contribute to high performance in strategy-critical roles in particular.

Success profiles provide the answers.



## STRATEGY-CRITICAL ROLES

These roles (also referred to as linchpin roles) are:

- Essential to the long-term health of the organisation
- Typically difficult to fill
- Rarely individual-contributor roles
- Usually located in established areas of the business
- Not subject to elimination or restructuring in the event of the incumbent's departure
- Critical for executing strategy and achieving results.

These roles, and the individuals who fill them, contribute uniquely to the organisation's mission, and merit and receive regular and intensive attention.

If left vacant, the organisation will not be able to meet or exceed customer expectations, confront competition successfully, or follow through on efforts of crucial long-term significance. Incumbents usually possess hard-to-find, unique knowledge and skills.

A smooth and rapid transition is necessary when a role of this nature becomes vacant.



## ADOPTING SCIENCE

Increasingly employers are asking:

- What constitutes high performance?
- What characteristics differentiate our top performers from our average or low performers?
- How can we select better?
- How can we raise the performance bar?

Research conclusively shows that, although skill level and knowledge are important factors when selecting people for job roles, one of the most important factors to determine on-the-job performance is **personality attributes** (or characteristics). Skills and knowledge can be taught, whereas personality and motivation determine behaviour.

A science-based approach can objectively isolate the specific personality factors and motivational forces that make the top performers the best at their jobs.



## LINKING COMPETENCIES TO STRATEGY

At the heart of any successful activity lies a competence.

Competencies are characteristics that individuals have and use in appropriate, consistent ways in order to achieve desired performance.

These characteristics include knowledge, skills, abilities, personal attributes and ways of thinking, feeling and acting. Said competencies are causally related to effective or superior performance in a job.

Competencies play a role in:

- Improving business performance
- Increasing the ability to be competitive
- Supporting culture change
- Enhancing the effectiveness of learning and development interventions
- Improving processes associated with recruitment and selection
- Clarifying role requirements
- Integrating HR-systems and processes.

Competencies drive high performance and are the primary building blocks for constructing a picture of what success in a given role looks like. That is, what the person should bring to the job that would allow her or him to succeed.



The tremendous value of competencies lies in its ability to identify what individuals need to succeed in a target job. Whether you need to hire an empathetic customer service representative or a results-driven sales manager, by using competencies you can build a profile that will guide you towards hiring an individual who is the right fit.

However, today organizations are realizing that not only is it important to identify the competencies individuals need for success in their roles, as they currently exist, but it is also important to determine which ones may be relevant as their roles evolve.

Particularly important are those competencies individuals need in order to help carry out critical organizational initiatives.

## SUCCESS PROFILES

A success profile is the unique combination of knowledge, experience, competencies and personal attributes that describe the ideal profile for a specific level or key role. Individuals who most closely match a success profile, will be considered best-fit – the star performers or exemplars.

A success profile provides a target, or a clearly articulated set of expectations. It is also mirrors what will be required for future success. Rather than describing what makes people successful today, the focus is on what competencies and attributes will be critical for success tomorrow (given potential future challenges, expectations and deliverables).

Those who are mismatched (with a success profile) will struggle to meet expectations and will require substantial development in areas where there are skill gaps. Invariably this translates into cost.

## ELEMENTS OF A SUCCESS PROFILE

The DDI-four quadrant approach to identifying success characteristics results in, what is commonly referred to as, a success profile for a target job.

By identifying the competencies, personal attributes, knowledge, and experience relevant to successful job performance, a more holistic and comprehensive profile of the successful candidate is captured - enabling a better, more effective selection process.

The approach considers:

- Role-specific delivery accountabilities
- Operational and strategic demands of a particular job role (given a chosen business strategy)
- Future forces that may impact on the target role
- Skills, knowledge and experiences that differentiate high performers from average or poor performers.



## KEY STAKEHOLDER INVOLVEMENT

The involvement of key stakeholders in the development of success profiles is crucial. Key stakeholders include:

- Subject matter experts (SMEs)
- Grandparent figures (people who previously successfully held target roles)
- People managing those who do the job
- Current stellar performers in target roles
- Senior leaders and visionaries (who can speak to business strategies | drivers and change).

Involving various contributors provides a wide perspective on what high performance or success looks like at a given level or role. At the same time, the process of involvement creates ownership of the end product.

Whether success profiles truly make a difference and yield business results will depend primarily on the accurate identification of what is most important for success (at a given level or in a key role).



## SUCCESS PROFILE MANAGEMENT

Success profile management has four imperatives:

- Understand the business strategy
- Identify the knowledge, experience, competencies and personal attributes required for job success
- Apply success profiles consistently in the context of talent management practice
- Rapidly update success profiles as the business changes.

When business strategy changes in a way that dictates new requirements for people, success profiles should be reviewed.



## DESIGNING SUCCESS PROFILES

Given the high impact of strategy-critical job roles, it is necessary to describe these roles in success profile terminology.

Our job analysts will work with you to design these success profiles.



## ABOUT THE TALENT INSTITUTE

The **Talent Institute** is a professional services firm that specialises in helping clients develop and implement talent strategies to more effectively manage the acquisition, deployment, development and retention of talent to support current business strategies and to prepare for future challenges.

Our focus is on *reducing people risk* in organisations - which ones to hire or promote and when - how to train and develop them to their fullest potential - and how to organise them and systems around them to maximise their collective potential. Our combination of psychological insights and real-world business experience removes the guesswork from making decisions about people.

Our team of psychologists and experienced management consultants offer proven solutions for hiring and promoting the best, identifying and developing extraordinary leaders, enhancing organisational capability and unleashing talent.

Our work is grounded in organisational psychology and the science of measuring and developing people and organisations.

A virtual management consultancy, we deliver services at any location preferred by the client.



■ SOUTH AFRICA

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