

One of The Institute's **worksheets** series, to help you improve your leadership skills and capability, making you a better leader

This worksheet, based on the Spotlight 'Spotting Talent,' will help you focus on the meaning of 'talent' in the context of leadership and management and how talent can be identified and developed in the organisation.

You should take approximately **two hours** to complete this worksheet and read the accompanying Spotlight

What is "Talent"?

Talent can be defined as natural aptitude, intelligence or skill, but in the context of leadership and management, 'talent' is taken to refer to an organisation's most experienced and skilled employees.

Use the table below to select TRUE or FALSE for each statement and explain the reasons for your choice:

	True or False	Why?
Talent may not be actual, it can be seen as potential		
Talented people are good at networking		
Talented people have invested in formal education		
Talent can be about character, such as resilience and determination, as much as ability		
A talented person can always present their ideas clearly in writing and presentation		
Talented people have an agile mind		
Talented people can apply new learning in a range of relevant contexts		

Which of the above aspects of talent do you consider the most valuable in your organisation and how do you assess and develop it?



Worksheet

Developing Talent: Spotting Talent

Understanding Talent Spotting

“The act of evaluating the performance of existing members of staff or new recruits to fill gaps within an organisation”

What could you add to make it more complete? Are there any terms you would replace? Write your personal definition of what talent spotting means

Use the headings below to outline the benefits of talent spotting for your own organisation, and add one of your own:

Learning Culture

Increasing Capacity

Succession Planning

Loyalty and Motivation

Other:

Applying What You Know

Consider the scenarios set out below. How would you address these issues?

You are considering developing an internal “talent pool” of people with potential. What are you going to do to make both the selection and development of talent a success?

Senior staff are leaving to take up positions elsewhere. You have in the past “poached” staff from other organisations to fill gaps. This has been costly in terms of time and money. What can you do differently?

Review

Make a commitment to take three actions to improve your approach to developing talent, and write them down:

1

2

3

All references are cited in The Institute of Leadership (2018) ‘Spotlight on Spotting Talent’

Achievement – Developing Talent – Spotting Talent

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