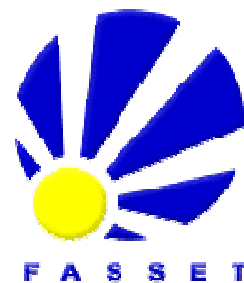


Talent Management

November 2008

Self-assessment Questions & Answers



The views expressed in this document are not necessarily those of the Fasset Seta.

SELF ASSESSMENT QUESTIONS

This self-assessment has been designed to allow you to test the understanding and knowledge that you have gained from attending the Fasset half day workshop on Talent Management. It comprises 19 multiple-choice questions and should take you about 20 minutes to complete. Note that in some instances multiple answers may be correct.

Section	Description
1	Introduction to Talent Management
2	Overview of Talent Management
3	Talent Management and Skills Development
4	Trends in Talent Management
5	Benefits of Talent Management
6	Talent Management in Practice
7	Identifying talent
8	Success Factors in Talent Management
9	Talent Retention
10	Talent Management and Succession Planning
11	Leadership and Talent

SECTION 1

Introduction to Talent Management

1. The main challenge for modern organisations is:
 - a. To remain ahead of the talent developments in the market
 - b. To retain the talent they have
 - c. To find ways to poach talent wherever they can find it
 - d. To realise that talented people are the real wealth of the organisation.

2. Modern organisations tend to:
 - a. Find it hard to be pro-active with talent management
 - b. Use simplistic attraction and retention tools
 - c. Develop strategic talent management interventions
 - d. Assess potential as evidenced through performance

SECTION 2

Overview of Talent Management

3. In general organisations experience:
 - a. Longer recruitment cycles due to scarcity of talented resources
 - b. That successful talent management focuses on the A-players in the company
 - c. That employer-brands does not significantly affect talent attraction and retention
 - d. That talent management is all about quality of people and the quantity of good people.

4. Talent management is:
 - a. In essence about a contract between the organisation and the employee
 - b. Also taking into account other factors that unlock value in the business
 - c. A combination of hard and soft issues (including the psycho-social contract)
 - d. Taking the new economy into account (i.e. the knowledge-based economy)

SECTION 3

Talent Management and Skills Development

5. The a-players are:
 - a. The real substance and contributors to organisational performers
 - b. Usually consistent in their performance, regardless of employers or roles
 - c. Less reliable than the so-called b-players
 - d. Often overshadowing other employees to the detriment of the organisation

6. Key factors in skills development and talent management are:
 - a. A broad definition of talent to ensure inclusivity
 - b. Finding a balance between staff development and making staff more employable
 - c. Compliance with the EE Act
 - d. Limiting investment in the A-players

SECTION 4

Trends in Talent Management

7. Most organisations:
 - a. Will have the same skills requirements for jobs in the future as jobs do not change much
 - b. Experience a more disengaging workforce who are less loyal
 - c. Are effective in measuring performance and productivity
 - d. Have effective and pro-active talent management strategies

8. Trends include:
 - a. An increase in post-high school training and education in the future
 - b. A shortage in all careers, including clerical skills
 - c. Management and leadership skills are seen as most valuable to modern and competitive organisations
 - d. Teaching jobs are very difficult to fill in SA

SECTION 5

Benefits of Talent Management

9. Benefits include:
 - a. A reduction in the recruitment cycle
 - b. Creating a competitive advantage
 - c. Improved client relations and retention
 - d. A good external recruitment strategy
10. Customers are:
 - a. Often relating to the talented employee than to the company image
 - b. Indifferent to talent management
 - c. Key stakeholders in the talent management strategy
 - d. Always loyal to the brand

SECTION 6

Talent Management in Practice

11. The following is important when applying talent management:
 - a. It can only be assessed through objective assessments
 - b. Performance and potential should be used as predictors of talent
 - c. Talent is always evident
 - d. Potential is indicated by cognitive power and ability
12. The 9-box matrix:
 - a. Is vague and non-specific
 - b. Is often discriminatory and subjective
 - c. Allows for flexible management of talent
 - d. Ignores current performance and only focuses on future employment

SECTION 7

Identifying Talent

13. Talent can be identified through:
 - a. Performance data
 - b. Client feedback
 - c. Job interviews
 - d. Qualifications

14. Talent identification should:
 - a. Focus on the top 10% of the workforce
 - b. Assume that everyone has talent
 - c. Be HR's responsibility
 - d. Consider staff's willingness to learn and grow

SECTION 8

Success Factors in Talent Management

15. Key success factors include:
 - a. Proper job design
 - b. Employee participation
 - c. Treating and dealing with staff as a group and not individualistically
 - d. The proverbial "golden handcuffs"

SECTION 9

Talent Retention Strategies

16. Short-term reward strategies to retain talent:
 - a. Often escalates payroll costs exceeding real benefits
 - b. Should take note that money is not that important to talented people – they would rather experience job satisfaction
 - c. Include time-factors and delaying tactics
 - d. Have weak retention value

17. Reward strategies should:
 - a. Reward talented people from the start to prevent them from leaving
 - b. Match real contribution and value add with real rewards
 - c. Include long-term incentives to reward performance in the short term
 - d. Take into account that "stars" are consistent in their delivery

SECTION 10

Succession Planning and Talent Management

18. Modern succession planning is often:
 - a. Rather secretive and only known to a few
 - b. HR driven and owned
 - c. Applicable to all levels and all key positions
 - d. More reactive than pro-active

SECTION 11

Leadership and Talent

19. Talented people prefer to be managed in the following manner:
 - a. They need to be led
 - b. They need constant recognition
 - c. They do not want to experiment and fail
 - d. They need talented leaders

ANSWERS

Question	Answer
1	b & d
2	a & b
3	a
4	c & d
5	c & d
6	a & b
7	b
8	a, c & d
9	b & c
10	a & c
11	b
12	c
13	a, b & c
14	b & d
15	a & b
16	a & c
17	b
18	c
19	b & d