

# TALENT MANAGEMENT

Talented Performance... Resilient Performance... Smithfield Performance



## Innovation >

We consistently deliver high quality and cost effective services that exceed expectations. We deliver original, creative and thought-provoking solutions. We are willing to try new ideas and differentiate ourselves from our competitors through our imaginative service.

## Good People Science >

We apply scientific rigour to our solutions. Call it pragmatic science or just good people science, all of our work is delivered within the context of well grounded and scientifically robust people management principles.

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Work performance depends on talent and desire. Passion, enthusiasm, dedication, and self motivation are all critical to our desire to succeed. We also need to ensure that our talent potential is given every chance to succeed.

Companies that strategically align talent management processes with business strategy give themselves a better chance of matching their people with their business providing a competitive advantage in the WAR FOR TALENT.

## Contact us...

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# talent management

What we can offer you...

## Strategic input:

- > human capital management
- > corporate selection and career management systems
- > identifying leadership talent
- > competency frameworks
- > performance management systems
- > strategic integration of assessment into the over-all business strategy

## Operational input

- > assessment centres
- > leadership and management development centres
- > psychometric profiling assessment
- > team profiling
- > implementing 360 degree feedback systems
- > personal and career coaching
- > competency assessment and job & role profiling

## Smithfield Model of Assessment - selecting for mission critical skills

We have a model of talent development that is research linked. It shows the three spheres of human characteristics that predict future work performance: cognitive attributes, interpersonal attributes, and motivational attributes.

As job roles increase in complexity more expansive performance attributes are required.

“Different selection methods are needed to identify differences in the qualities of candidates, differences in the level of seniority and differences in job role...”

	Cognitive		Interpersonal	Motivational
	Level	Competency		
Second Line Management	Divergent Thinking	<ul style="list-style-type: none"> <li>&gt; Strategic thinking</li> <li>&gt; Business awareness</li> <li>&gt; Risk-based decision making</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Networking</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Resilient &amp; Optimistic</li> </ul>
First Line Management	Convergent Thinking	<ul style="list-style-type: none"> <li>&gt; Technical expertise</li> <li>&gt; Commercial judgement</li> <li>&gt; Analytical thinking - critical evaluation</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Developing others</li> <li>&gt; Leadership</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Concern for team</li> <li>&gt; Deals confidently with team &amp; people issues</li> </ul>
Graduate Entry Officer / Analyst	Affirmative Thinking	<ul style="list-style-type: none"> <li>&gt; Innovation &amp; improvement</li> <li>&gt; Analytical thinking - data rational</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Influencing &amp; assertiveness</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Self management</li> <li>&gt; Seeks autonomy</li> </ul>
Administration	Retrieval Thinking	<ul style="list-style-type: none"> <li>&gt; Analytical thinking - problem solving</li> <li>&gt; Planning &amp; organising</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Communication skills</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Positive attitude</li> </ul>

## Human Capital Management

Our approach towards Talent Management is underpinned by the human capital management model:

- > Individuals are valuable and differ in their contribution to the asset-base of the company
- > What counts is their value contribution to the strategy of the business
- > The focus is on resilient and motivated performance using engagement interventions rather than forcing co-operation using policy controls
- > Concentrates on resilience and motivation factors such as team behaviours, team culture and personal performance rather than hygiene factors such as minimum requirements, working conditions, and terms & conditions

## Executive & Career Coaching

Our choice of career is one of the most fundamentally important choices in our life.

- > Making the right choice can bring us job satisfaction, career satisfaction, and life satisfaction. And in most cases making the right career choice, one that suits our skills and abilities, can also bring us personal wealth
- > Getting our choice wrong can be devastating
- > Career coaching is not just for teenagers, it's suitable for anyone at any stage in their career
- > Working life usually spans forty-five years and there is room for two, three, four and more careers within this time span
- > People are flexible assets and can offer value in a variety of ways
- > Our coaching programmes are designed to maximise the benefit of coaching for both the individual and the company

## Breathing life into Performance Management & Balanced Scorecard

- > Never again should we have to endure poor performance management.
- > There is simply too much evidence to show that poor performance management has a serious adverse impact on morale, job commitment and corporate effectiveness and profitability
- > High quality performance management is not simply a matter of introducing a formal process, it flows from capable and confident line management and flourishes within the context of clear business vision and a people strategy properly defined on the balanced scorecard
- > Combine this with robust metrics like a competency framework, a 360 degree feedback system, and appropriately geared annual targets, and performance management starts to live and breathe

“Managers like working for companies with good performance management systems in place...”

## Strategic Thinking Potential

Enhances Talent Development

Corporate & International	New World Thinking (Imagination) Reconstructive (Changes Paradigms) Transformational (Altering & Reframing)
Director	Judgemental Thinking (Diverse Perspectives)
2nd Line Manager	Divergent Thinking (Opportunities & Possibilities)
1st Line Manager	Convergent Thinking (Contingencies & Alternatives)
Graduate Entry Officer / Analyst	Affirmative Thinking (Trend Analysis)
Administrator	Retrieval Thinking (Following Procedure)