



# Talent Definition Diagnostic & Next Steps Guide

## Did you know?

Many talent decisions fail not because the wrong people are chosen, but because different talent questions are treated as the same thing.

Roles, people, and future potential require different decisions, yet they're often collapsed into one label: "key talent".

*The three lenses*

## Why this tool?

### Better talent decisions start with clearer definitions

- Separates role risk, person dependency, and future potential.
- Strengthens succession, retention and development decisions.
- Reduces subjective debate and assumption-driven calls.
- Helps organisations focus on the right action, not more action.



## How?

### Three distinct lenses. One integrated view

1. **Role Risk:** identifies business continuity and strategic risk if a role becomes vacant.
2. **Employee Dependency:** highlights where organisations rely on a specific individual.
3. **High Potential:** surfaces indicators of future growth and leadership capacity.

*Each lens produces its own outcome, with clear interpretation and next steps.*

