

# EXCELLENCE

## TALENT INTERVIEW

Do you know how to best optimize the skills and talents of your employees? Do you know their “why”? Why do they come to work everyday? What is important to them? What will give them a sense of pride, fulfillment and joy? Ask! When you ask, the person will feel cared about, valued, and important. Many times that leads to stronger loyalty, deeper engagement and increased productivity. Not sure how to get started? Here is an example of how to approach the conversation.

Let's meet to discuss how you're doing. You are an important member of our team and I value your contributions. I'd like to talk about some things that are important to you and me:

- *What is most energizing about your work?*
- *What's your “Why?”*
- *Do you have the opportunity to do what you do best every day?*
- *Which talents and skills are not being fully utilized?*
- *What is inhibiting your success?*
- *How can we partner to activate greater success for you?*
- *Are you staying or going? What might entice you away?*

Please schedule a meeting with me within the next two weeks to discuss this and anything else you'd like to talk about.

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### **What if you can't give what they want?**

Be honest. Investigate the possibility if appropriate. Ask: “What else matters to you?” There will be at least one thing you can offer.

### **What if they can't answer your question?**

This is not an interrogation or test. It's okay not to know. Give them an opportunity to prepare for the meeting, schedule a follow-up meeting and set the stage for ongoing dialogue.

### **What if they don't trust you enough to answer honestly?**

You may need to build trust with your employees before you can expect them to be completely honest with you. Try to discover why trust is missing and act in trust-building ways.

### **What if they question your motivation?**

Be honest. If you're not in the habit of having dialogues like these, it might feel strange to you and to them. Tell them you did attend a course on talent management, and you are truly interested in their answer.

