

Talent review cycle

Embedding the talent review phases into business processes.

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Talent review is most effective when integrated with other key business and people processes.

The talent review cycle in Figure 2 outlines steps to implement the high-impact practices within this framework. Further detail on each of the steps is below.

Timing and frequency within the calendar year can be adapted to suit organisational needs. Talent review cycles should inform organisations' annual Leadership Academy nominations, recognising that the most recent talent review information may be up to 12 months old.

Figure 2. Talent review cycle

TALENT REVIEW CYCLE



TALENT REVIEW CYCLE



Prepare

| Talent review step | High-impact practices |
|---------------------------|--|
| Prepare for talent review | <ul style="list-style-type: none"> • Performance review, development planning cycles and workforce planning are an input to talent reviews. • Diversity and inclusion checks are in place to address bias in all steps of the talent review process. • Apply a tailored approach to inform the robustness of talent evidence. • Confidential personal and talent information is securely managed as governed by applicable privacy legislation |

Identify

| Talent review step | High-impact practices |
|-------------------------------------|---|
| Agree focus areas | <ul style="list-style-type: none"> Talent reviews are framed in context of the organisation’s strategic and workforce plans and have a future focus. Talent reviews support the organisation’s diversity and inclusion objectives. |
| Collect and collate talent data | <ul style="list-style-type: none"> Demonstration of values is applied as base eligibility criteria for consideration in talent reviews and development program nominations. Assess potential and readiness separately to performance as inputs to talent decisions. |
| Understand individual’s aspirations | <ul style="list-style-type: none"> Encourage individuals to share their openness to, and readiness for, career progression as input to talent discussions. Hold regular conversations with individuals to understand their circumstances. |

Segment

| Talent review step | High-impact practices |
|---------------------|---|
| Segment individuals | <ul style="list-style-type: none"> Categorise individuals into talent segments using information about performance, potential and readiness. |
| Manager moderation | <ul style="list-style-type: none"> Involve multiple diverse perspectives in talent moderation discussions and decision making. |

Talent review step**High-impact practices**

Feedback and development planning

- Debrief talent review outcomes with individuals to show transparency about the recommended development opportunities.
 - Use talent review outcomes to inform development plans and conversations with individuals about their development opportunities.
 - Match mobility and development opportunities to individual requirements for career growth and organisational requirements for performance.
 - Regularly review talent segmentation outcomes.
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