

# Rapid Talent Pool Evaluation (RTPe)

*A process in which two layers of managers (A & B) evaluate the potential of the next two subordinate layers (or tiers of reports) (C & D).*

*RTPe provides insight into the strengths of the talent pool, identification of high potentials, evaluation of the soundness of the organisational structure and adequacy of the match between roles and individual capability*



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## **What is RTPe?**

A three hour workshop for evaluating large groups of people based on Elliott Jaques Human Capability Model and Levels of Work. RTPe is done in-house and is not reliant on external and often expensive assessments. It is based on a method pioneered by Elliott Jaques and is used extensively in the USA.

## **What are its outputs?**

The process provides informed views on;

### ***Current Effectiveness of the Organisation***

- ◆ How does the capability of each person match the level of his or her work?
- ◆ What specific structural problems are evident?

### **Short term strength of talent pool**

- ◆ Who currently has the capability beyond his or her role?
- ◆ (people who may be underutilized in current role or may at flight risk)
- ◆ Who are the people with the highest current potential (for next work level)

### **Long term strength of talent Pool**

- ◆ How will each persons potential increase over time? (future potential of the talent pool)
- ◆ Who will have the highest potential in the future (what is the pool for the highest level roles?)
- ◆ Which group of people has the same developmental trajectory; that is, have similar potential and follow similar transition points and maturation paths?

## **Who is involved and what is the Process?**

There are five steps involved in the process. Step 1 is Launch (Process Overview). Step 2 is interview process with participating managers to collect data on staff and roles and to introduce each manager to the process of determining role complexity and people's potential. Step 3 is preparing for the "Gearing" meeting and Step 4 is conducting the session. This meeting is done with the sponsoring manager and his or her direct reports. Step 5 is reporting on the findings, which will be available approximately one week later. A sixth step, highly recommended, is giving feedback to the people who have been

evaluated. The feedback process should form part of the mentoring process and provide rigour for the improvement of the process.

A rule of thumb is that six managers can work through a talent pool of 120 people in three to four hours if the recommended steps are followed.

### **How much time is involved?**

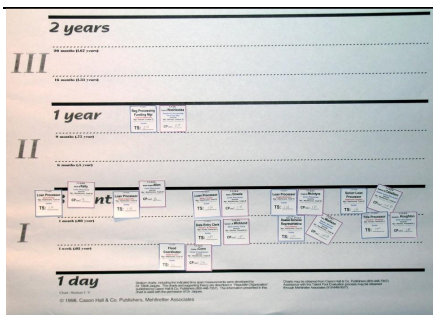
For those involved, one initial launch meeting (step 1), a one hour subsequent meeting (step 2) with the facilitator and a three to four meeting (Step 4). The process should be repeated annually to update talent pool movements and include new employees.

### **How valid is it?**

This method has been researched and applied in diverse companies since the early sixties. Inter-rater reliability studies have been conducted showing correlations between assessor and managers of between 89 and 96% (Jaques and Cason, 1994). Derivatives of this process are used extensively by a number of blue chip companies in the USA, including the US Army.

### **For More Information:**

Please contact us for a discussion. You may email us at [enquiry@theworkingjourney.com](mailto:enquiry@theworkingjourney.com) or phone Andrew at 0438 406 261.



### **Example of a Plot**

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### **References and Acknowledgements**

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