What is a Talent Calibration meeting?
A Talent Calibration session is a meeting among managers to discuss, assess, validate, and agree upon talent decisions for each of their direct reports.

Why have Talent Calibration sessions?
Talent Calibration meetings provide managers with a chance to understand the perspective of other managers regarding the performance and potential of classified talent. This process provides managers with the opportunity to discuss talent, ask questions, and adjust or validate talent decisions. Its goal is to ensure managers apply common standards for all classified talent. Talent Calibrations also provide managers with the opportunity to gain insight on the attributes, impact, and development needs of their direct reports.

When should you conduct Talent Calibration sessions?
Talent Calibrations are done after initial classifications are identified, but before sharing agreed to classifications with direct reports.

Who’s involved in Talent Calibration sessions?
- The manager (and perhaps their peers)
- The manager’s leader
- The HR Business Partner

Best practices for facilitating effective Talent Calibration sessions

- Schedule face-to-face meetings with the required level of managers
  *sample communication provided on p.3*
- Allow adequate time based on the number of managers attending meeting
- Review the standard criteria for performance and potential
- Review the four Talent Classifications
  - Top
  - Emerging
  - Valued
  - Yet to be Determined
- Review the meeting process
  Managers:
  - Share talent decisions for each of their direct reports identified in Talent Pools
  - Identify successors to leadership roles
  - Identify development opportunities for Top and Emerging Talent
  - Listen, ask questions, share perspectives, and adjust/validate talent decisions
How should leaders prepare for Talent Calibration Sessions?

Leaders must be knowledgeable about each of their direct reports and be prepared to summarize the following about colleagues in their Talent Pool:

- performance
- potential
- readiness to advance
- potential successor to executive role
- development activities necessary to advance
- mobility
- flight/retention risk

The output to Talent Calibrations Sessions is a refined list of successors validated by leadership.

What should be included on the agenda for Talent Calibration Sessions?

1. Reflection
2. What a calibration is and how it works – Ensure people know what we’re doing and why they’re there and what their role is. Review the Talent Classifications to ensure people have a common understanding.
3. Top Talent and Potential Successors – Start with the top talent and validate consensus that these individuals are top. Solicit the group for ideas on how everyone can help them move into broader / more complex roles.
4. Emerging Talent – Second, talk about those emerging leaders and what they need to expand into broader / more complex roles. Solicit the group for ideas on how they can help each other assess and develop the emerging leaders.
5. Valued Talent – Next, talk about the valued talent and how they should be retained. Solicit the group for ideas on how they can help ensure meaningful contributions for these individuals and other ways to keep them engaged.
6. Yet to be Determined – Finally, discuss the talent that wasn’t classified for whatever reason (if time). Reinforce that these individuals may need development and support even though they are not officially in the talent pool.
7. Next Steps – Ensure leaders know what to do next, including:
   a. Final decision sheets will be returned to you so you have documented what talent classifications are for your team.
   b. Connect with the direct managers of any A2 relationships you classified or potential successors you identified who don’t report to you to ensure you’re on the same page. Determine if you want to jointly discuss talent decisions with them.
   c. Discuss talent classifications with your direct reports using the talking points. Reach out to your HR partner, Talent Management, or Toni Green for help/coaching with this.
   d. Work with people on their development plans. It's all about building our future talent!
Sample communication to Calibration team

Hi everyone,

We have an important meeting on [Date] regarding Talent Review Calibration. The purpose of this meeting is to review the Talent Classification and rationale for each of your direct reports. (For example, Manager #1 will review the Talent Classification and rationale for his/her direct reports.) By doing this work as a leadership group, we ensure understanding and support of the Talent Classifications and can help to support development of leaders.

I look forward to this work with everyone as we focus on talent development for our great team.

Manager Leader