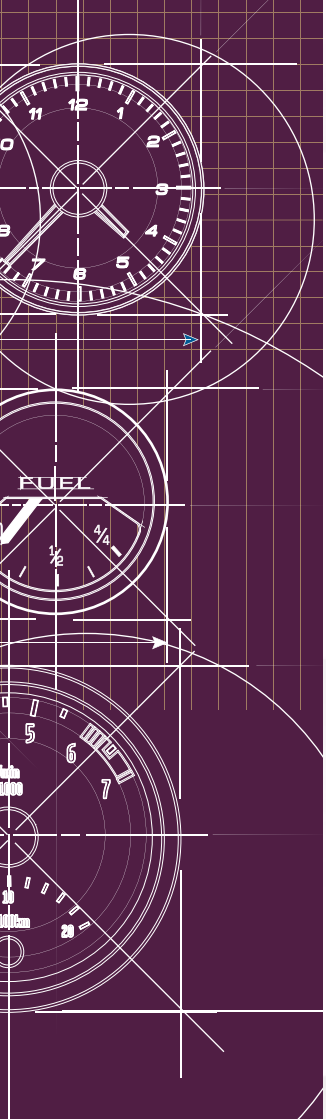
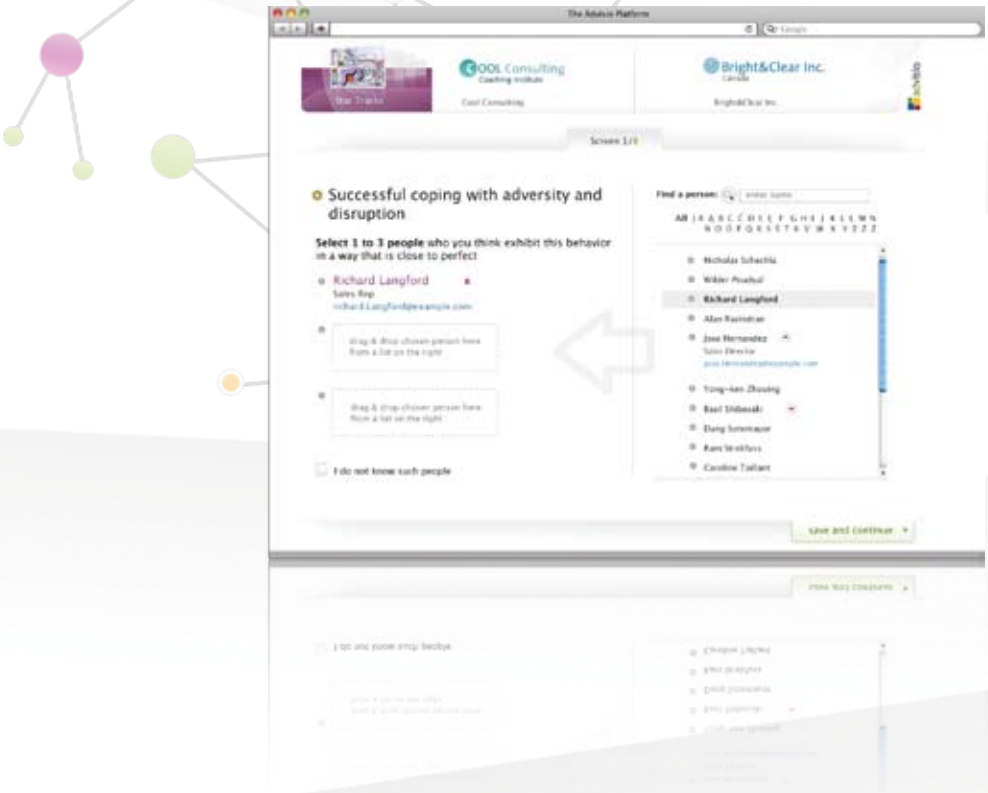
STAR TRACKS™

TALENT IN AN ORGANIZATION

ORGANIZATIONAL DEVELOPMENT TOOL

- SEEK OUT AND SELECT TALENTS AND CHANGE-LEADERS
- IDENTIFY INDISPUTABLE KEY PLAYERS
- GATHER AND BENEFIT FROM KNOWLEDGE PRESENT IN INFORMAL SOCIAL NETWORKS


FUEL

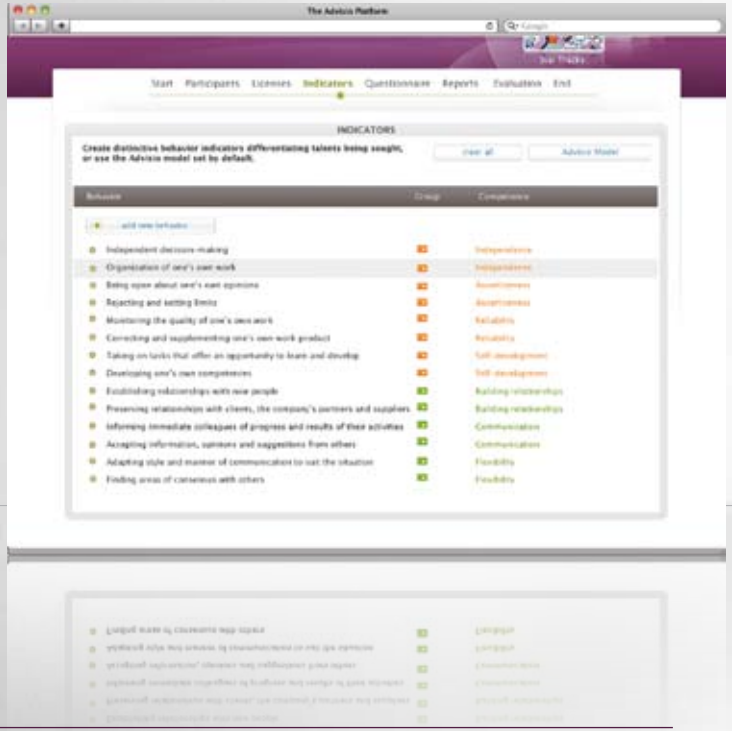

Successful coping with adversity and disruption
Select 1 to 3 people who you think exhibit this behavior in a way that is close to perfect
Richard Langford
I do not know such people

Why good talent is good business

Contrary to popular opinion, it usually isn't innate genius and outstanding skills that bring above-average work results from people in business organizations. Far more often, it's the right combination of the appropriate types of behavior and approaches.

Sometimes people simply need discipline, conscientiousness and endurance for a firm to be successful. Other times success stems from a widespread network of acquaintances, the power of persuasion, and an informal influence on people with whom we do business. And still other times it's a high level of tolerance for uncertainty, courage, and the ability to take risks that leads to success.

There are many moments in the life of an organization when the right people are needed in the right place. The Star Tracks™ methodology and internet tool allows them to be talent-spotted.

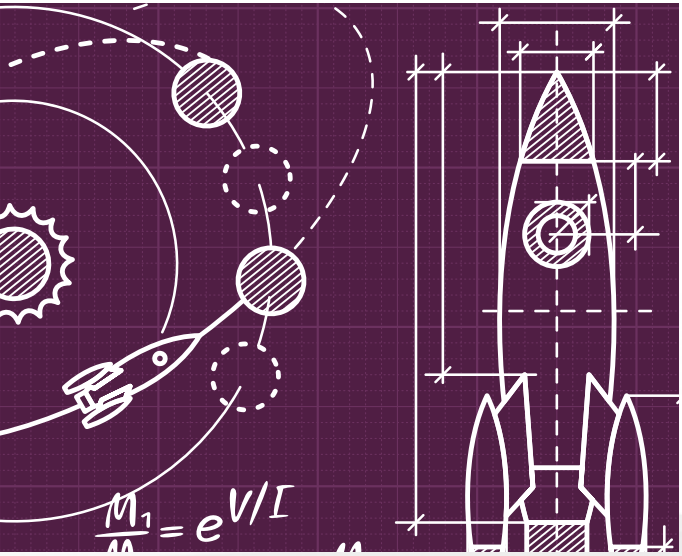


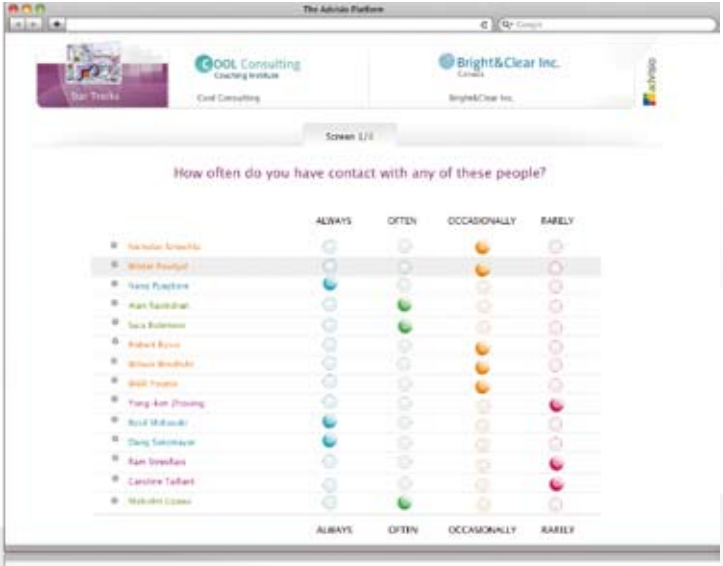
How to recognize what you're **looking for**

The Star Tracks™ methodology is based on a competence approach. It defines the criteria for identification of the needed talents in the form of behavioral indicators characterizing the types of behavior desired of employees. Star Tracks™ does not impose any limitations as to the number of possible indicators. The more indicators you specify, the richer the information you receive will be.

Managers of **the Future**

Star Tracks™ offers a standard set of talent indicators based on the “Manager of the Future” competence model created by Advisio. This model presents types of employee behavior which, in the opinion of numerous management theorists, will determine an organization’s competitive advantage in the 21st century. You can use the “Manager of the Future” model as-is, or use it as inspiration in creating your own set of indicators.




How often do you have contact with any of these people?
ALWAYS
OFTEN
OCCASIONALLY
RARELY

The power of informal knowledge

Success in business depends on the ability to seek and use information. Knowledge about which employees are worth investing in and which employees are indispensable is the basis of successful human resources management. In many organizations, though, that knowledge turns out to be surprisingly difficult to obtain. The formal information circulation channels break down because information about employees' potential is filtered through the personalities of their superiors.

Star Tracks™ combines two kinds of information circulation in a flexible way: knowledge processed through formal structures, and knowledge distributed in informal social networks, circulating below the official surface of the organization. This enables talent to be spotted using all available sources of information.

Who can point out real talent?

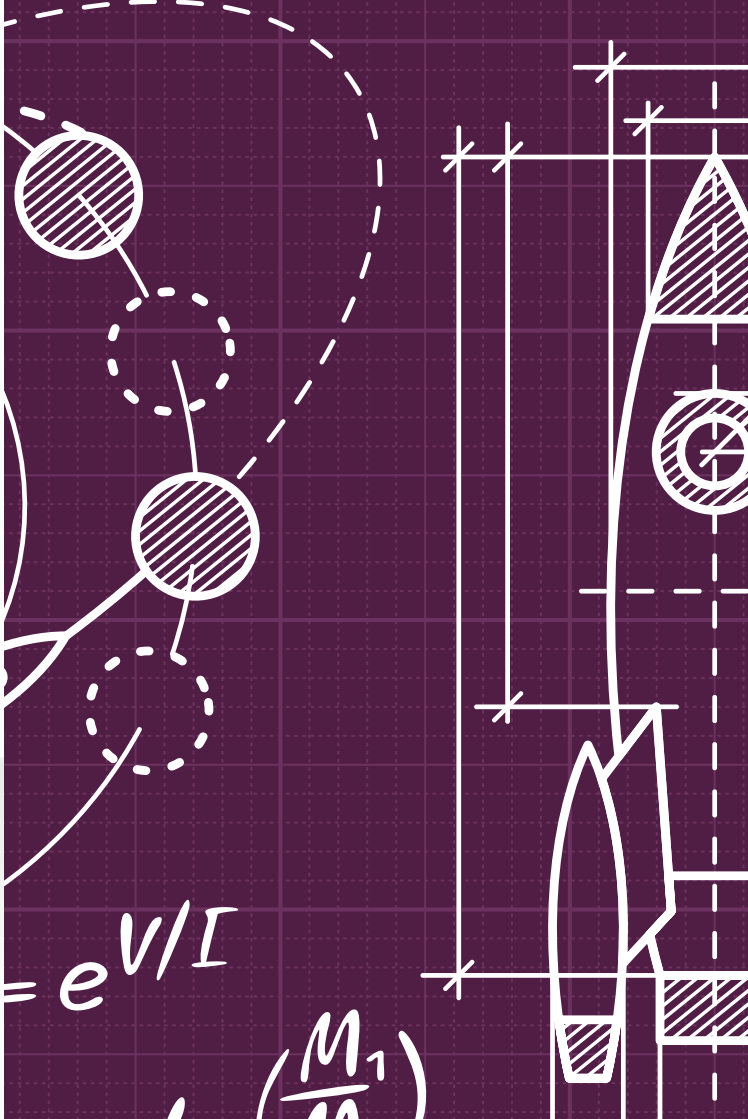
Depending on the organizational culture, talents in a firm can be identified on the basis of suggestions provided by a narrow group of managerial staff, representatives of important stakeholders, or even all of the employees in the firm. The broader and more diverse the group you invite to fill in Star Tracks™ questionnaires, the better the tool will detect the "hidden" structure of informal, beneath-the-surface information in the organization. It's worth remembering that employees' superiors, colleagues and subordinates are not the only ones who know a lot about the behavior and abilities of employees in the organization. There's a wealth of valuable information to be gained by inviting clients, partners and suppliers to join in the Star Tracks™ process.

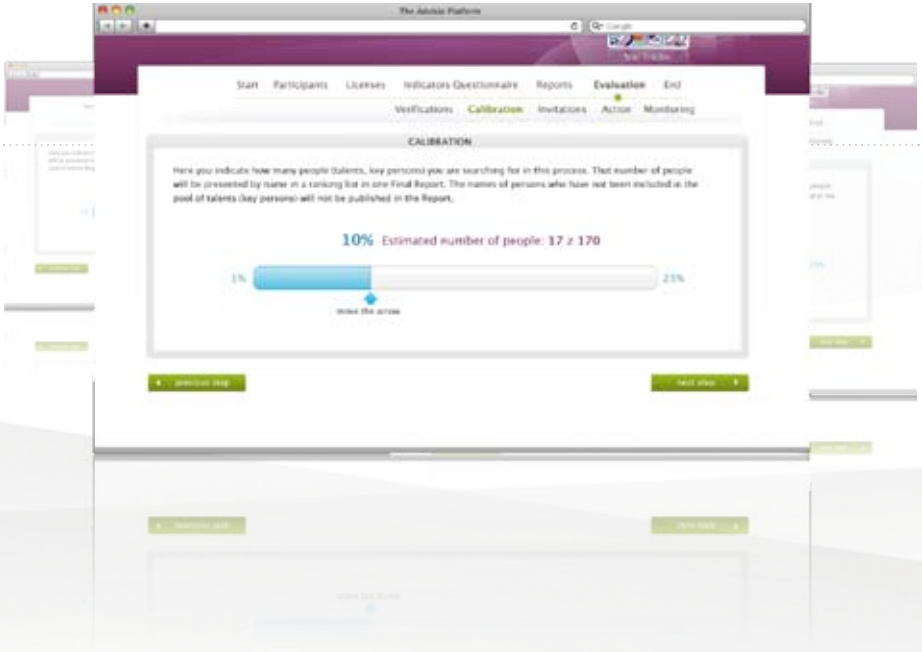
Those chosen and those doing the choosing

Participants in the Star Tracks™ process fall into two groups – those chosen and those doing the choosing – and these groups can overlap in any way. For example, the groups would have no overlap at all in a situation in which you want to offer jobs to a few people from among one hundred holiday-time trainees. In this case, you would invite the employees who supervised the trainees' work to fill in questionnaires. On the other hand, an example in which the two groups overlap completely might be the search for change pioneers in the case of a large restructuring requiring change in the organizational culture. Here, all members of the organization could be seen as as "candidates", and you would likely allow everyone a say via the questionnaires. It's very likely that information about who could best fill the role of ambassador of change is hidden in the informal social networks.

Distance is relevant!

For the purpose of identifying talents, Star Tracks™ analyzes social networks, inquiring about the closeness of ties between people doing the choosing and those chosen. The greater the distance between the person choosing and the person specified, the greater weight that recommendation has in the Star Tracks™ process. A large distance in the social network between the talent and the person who sees and values that talent demonstrates the power of the “star”, a star that shines from afar.




Start
Participants
Licenses
Indicators Questionnaire
Reports
Evaluation
End
Verifications
Calibration
Invitations
Action
Monitoring
CALIBRATION
10% Estimated number of people: 17 z 170
1%
23%

Innovatively simple

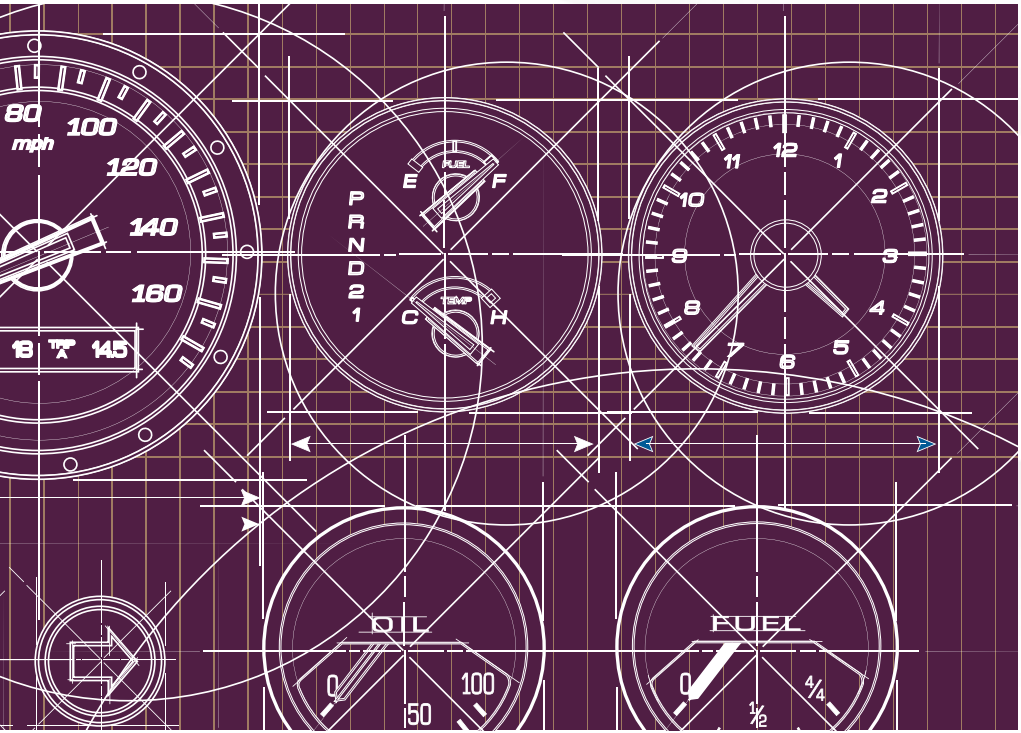
Star Tracks™ is a new generation tool created on the basis of cloud computing internet technology. It's designed specifically to make identification of talents in an organization of any size as quick as buying an airline ticket online.

Star Tracks™ guides the project team and participants through all the stages of the process. From selection of indicators that characterize talent and identification of pools of people chosen and people doing the choosing, through adapting (if necessary) and automatically distributing online questionnaires and monitoring progress in the response to questionnaires, and, finally, to the automatic generation of aesthetically pleasing and easily understandable rankings.

Selecting key information with precision and speed is invaluable in business.

The pleasure of managing the process

Star Tracks™ takes the consultant and project team step-by step through all of the stages of the talent-spotting process.



Get up and running in minutes

Configuration of the Star Tracks™ tool and launching the talent-spotting process is fully automated – it literally takes only moments.

Star Tracks™ remembers, so you don't have to

You do not need to remember how the Star Tracks™ process is performed, or even where you are in the process at any given time. As each stage is completed, the Star Tracks™ tool will take you forward with a simple "next-steps" action plan. You can conduct dozens of projects simultaneously with no risk of confusion.

One indicator, 101 or even 1001...

Star Tracks™ does not impose any limitations regarding the number of indicators of types of behavior that might characterize talent in your organization. The tool offers a standard set of indicators based on the Advisio "Manager of the Future" competence model that you are free to use, modify in any way you wish, or replace entirely with a different one.

Precision design or arbitrary arrangement

Star Tracks™ allows for the random placement of questions in questionnaires or, in circumstances where the order in which specific questions are presented is important, the entire questionnaire can be designed precisely.

Calibration of talent ranking

Star Tracks™ identifies a specified percentage of talents from the pool of people taking part in the process. What percentage that will be – from 1% to as much as 50% – is entirely your decision. The tool is specially designed not to allow names of persons placed on rankings below the percentage range you specify to appear in reports. Star Tracks™ is used to identify talents, not to determine who the weakest employees are. The fact that someone is not identified as being among the best does not necessarily mean they are among the worst!

Many spotters, better spotting

The more people submitting their opinions during the talent-seeking process, the more intensively Star Tracks™ will make use of the informal information sources in your organization. Depending on the organizational culture, talents could be chosen by a narrow group of managerial staff, or by every employee in the firm.

Important voices

It's not only superiors, colleagues and subordinates who know a lot about the behavior and abilities of employees in the organization. You can obtain valuable information by inviting internal and external clients, partners and suppliers of the firm to participate in the Star Tracks™ process.

Scaling of the questionnaire

Depending on the objective of the Star Tracks™ process you might want to change the default setting of the maximum number of people that can be specified with respect to each kind of behavior mentioned in the questionnaire. Star Tracks™ allows you to use the default limit of three people, or adjust the limit to any number from 1 to 20.

A common language between systems

Star Tracks™ communicates well with other IT systems containing data needed to perform the process. All vital information can be imported and exported safely as Microsoft Excel files.

Connection security

Star Tracks™ keeps data accessed or stored in the course of the process secure in the same way that electronic banking systems safeguard access to your financial information. Security is guaranteed by an encoded internet connection.

Good relations

Invitations to take part in the talent-spotting process, sent by e-mail, can be a positive element in an organization's policy for provision of information. Star Tracks™ allows you to choose the wording of invitations and the timing of their distribution so that the announcement of the process itself serves to strengthen the project team's positive relations with process participants.

Everyone in contact

In the virtual world of cloud computing, the entire project team can work together without the need for in-person meetings or physical proximity. Star Tracks™ looks after communication, documentation and information exchange like a good project manager.

Regular information

Star Tracks™ keeps the project team informed as the process progresses. The consultant managing the process sees the progress in detail as questionnaire responses come in. Other members of the project team are notified when 25, 50, 75 and 100% of expected responses have been received.

The pleasure of taking part

Star Tracks™ questionnaires are aesthetically pleasing and easy to use, and they're proven to capture the attention and engage the interest of the diagnosis participants

Flexibility of response

People asked to identify talents during the Star Tracks™ process perform a simple, natural task. For each kind of "talent behavior" listed in the questionnaire, they may suggest one or more people from the specified pool who, in their view, display that behavior to the degree nearest the ideal. If they do not consider anyone to be a good example of a given kind of behavior, they simply state that on the questionnaire and move on to the next question.

When you're less busy

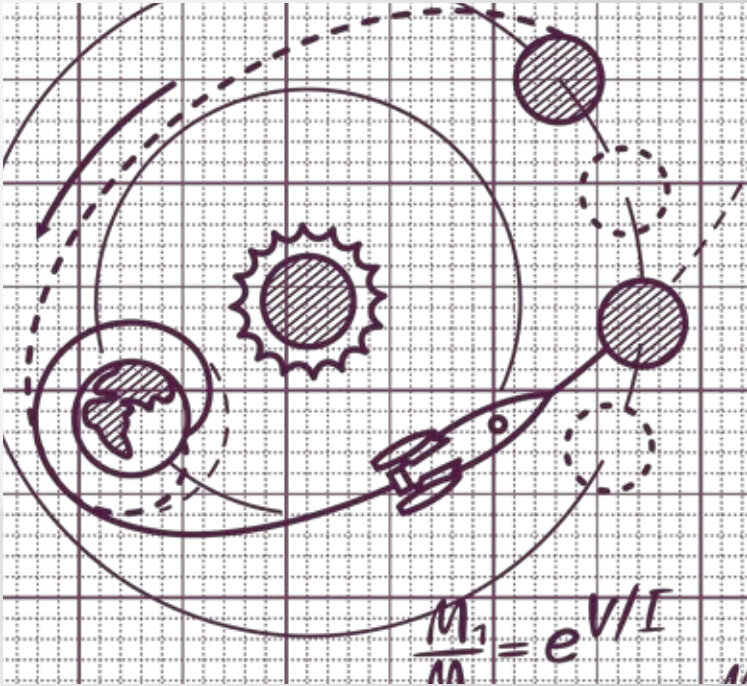
Because respondents in the Star Tracks™ process fill in their questionnaires online, they are free to choose when they can spend the few minutes needed to do so. To gain access to their questionnaires using a coded internet connection, they need only click on the link they received by e-mail. Participants who, for whatever reason, must stop before completing the questionnaire can come back to it at any time using the same link. The Star Tracks™ process does not take long, but it does require a moment of concentration and consideration.

Awareness of what is important

For some HR directors one of the fundamental objectives of the talent-spotting process is communication and ingraining of awareness of the corporate values that an organization promotes among its employees. Because the process of evaluating and being evaluated is interesting for participants, respondents in the Star Tracks™ process will remember types of behavior and approaches associated with talent, and they'll come away from the process with a better understanding of which types of employee behavior are most desirable from the organization's point of view.

Polite reminder

Schedules, meeting and deadlines can get the better of everyone from time to time. Should any of the invited respondents forget to fill in the questionnaire, Star Tracks™ emails discrete reminders politely requesting their responses as soon as possible.



Star Tracks™ reports

Star Tracks™ reports present rankings of talents from several key viewpoints.

STAR TRACKS™ RANKING LIST

No.	Name	No. of indications	ST Index™
1.	Nathalie Tauernier	736	241 995
2.	Tay El-Tibe	721	229 659
3.	Arne Kennukere	701	221 557
4.	Liana Bhinji	693	219 423
5.	Paul Wortman	686	232 928

Ranking

The main Star Tracks™ ranking presents a pre-determined number of talents (up to 50%) suggested by questionnaire respondents from the pool of "eligible" candidates. The order of the ranking is determined by the Index ST™ key – the product of the number of times an individual is mentioned and the coefficient of the distance in the social network between the person named and those who named him or her.

A second look at the brightest stars shining from afar

A separate ranking provides a list of those talents most frequently named by people who are in contact with them the least.

Another look at stars shining closer to home

The opposite of the “stars shining from afar” are the “local leaders” – people who have been awarded the highest number of selections from their closest co-workers. They’re listed in another separate ranking.

Stars - symbols of a behavior

People who have been selected most frequently for displaying one specific type of behavior are listed in the “Stars - symbols of a behavior” ranking.

Universal stars

Star Tracks™ identifies talents on the basis of specified behavioral indicators. People who independently exhibit the widest spectrum of types of behavior corresponding to the indicators in a given process are presented in the report as “Universal stars”.

Top three per behavior

The Star Tracks™ report contains a set of mini-rankings created individually for each behavioral indicator. You receive the names of the three people who display to the highest degree each of the types of behavior you are interested in.

Star Tracks™ in consultancy and management

Here are a few of the most common ‘real world” applications of the talent-spotting capabilities of the Star Track™ tool and methodology.

Identification of talents	Identification of key personnel	Identification of change pioneers	Identification of people who can be trusted in crisis situations
Identification of mentors	Selection of successors	Selection of task-oriented team-sand project teams	Internal recruitment

Use of the Star Tracks™ methodology and tool

Deployment and use of the Star Tracks™ methodology and tool is strictly limited to consultants certified by Advisio Consulting Methodologies.

Authorized Advisio partners using this proprietary tool in consultancy work display the "Consultants of the Future" logo – a distinction reserved for training and consulting firms that apply Advisio methodologies and tools to give clients a distinct competitive edge in the 21st century economy.