



PLUM'S TALENT MODEL

What are Talents?

At Plum, we talk a lot about *skills*, *knowledge* and *talents*. In other words, the make-up of an applicant or employee, and what employers try to look for when making hiring, promotion, career pathing, and professional development decisions.

SKILLS	KNOWLEDGE	TALENT
“How-to’s of a role”	“What are you aware of”	“Recurring patterns of thought, feeling, and behavior”
MS Excel Javascript Photoshop Welding	CPA MBA PhD Registered Nurse	Innovation Persuasion Teamwork Communication

First, Break all the Rules by Marcus Buckingham & Curt Coffman

“Skills” refers to the “how-to’s” of a role; whether you know how to use MS Excel, Javascript, Photoshop, and so on. “Knowledge” refers to literally knowing something, which can usually be quantified in a degree or designation, like a CPA, MBA, or PhD.

“Talents,” however, are recurring patterns of thought, feeling, and behavior. Talents include innovation, persuasion, teamwork,

adaptation, communication, and so on. Talents are 4X more accurate at predicting how successful someone will be in a role than skills and knowledge.

Even so, employers have a tendency to make talent acquisition and talent management decisions based on skills and knowledge. It isn’t hard to see why; whereas you can easily find skills and knowledge on a resume or performance review, talents are a bit tougher to decipher at first glance. Our mission at Plum is to quantify every individual’s talents—in other words, their potential.

Plum’s Talents

The Plum Talent Model is a data framework that forms the basis for the inputs into Plum’s Talent Recommendation Engine, Ultraviolet. The Talent Model is comprised of 10 overarching Talents with 36 competencies within those talents.

The 10 Talents are foundational skills and attributes that differentiate high performers in a role. Depending on the specific role, some Talents will be more important than others.

Plum’s Talent Model is grounded in the literature on competency modeling and talent management practices in organizations. It has been vetted by experts in Industrial/Organizational psychology.

Ultraviolet uses the *Discovery Survey* to determine an individual’s talent profile and the *Match Criteria Survey* to determine the talents required for success in a specific role. A *Talent Match Score* is generated through a combination of these inputs to determine fit for a given position in an organization.



ADAPTATION

Adjusting to changes in the workplace while maintaining a positive demeanor.

Teams prioritize this talent for a role because:

- Demands and objectives often change
- Change must be managed and incorporated into processes
- Work inconveniences and impositions are likely to occur
- Dealing with uncertainty requires a calm approach

An ideal candidate will need to:

- Embrace a changing work environment
- Anticipate, plan for, and adjust to changing demands and preferences
- Respond calmly to and persevere through obstacles

Adaptation includes the following competencies:

Preparing for Change

Anticipating change and planning for possible contingencies.

Embracing Uncertainty

Demonstrating composure and resilience when faced with setbacks, ambiguity, and stressful situations.

Responding to Change

Effectively reacting, responding, and adapting to change.



COMMUNICATION

Conveying ideas effectively and identifying messages others are attempting to convey.

Teams prioritize this talent for a role because:

- Coworkers must be understanding and honest with each other to have a high-performing culture
- The reasoning behind decisions must be clear and well explained
- Feedback must be delivered tactfully and constructively

An ideal candidate will need to:

- Explain ideas with clear and concise language
- Receive and deliver feedback constructively
- Listen carefully and ask clarifying questions
- Use and interpret appropriate emotional cues

Communication includes the following competencies:

Explaining Key Concepts with Clarity

Communicating concepts in a clear, concise, and easily understood manner.

Listening and Attending to Others

Asking for input, listening, paraphrasing, and responding effectively when communicating with others.

Responding to the Audience and Showing Empathy

Effectively using emotional and nonverbal cues to express support and encourage sharing.



DECISION MAKING

Making high-quality decisions based on limited information.

Teams prioritize this talent for a role because:

- One must quickly and effectively consider the pros and cons of a decision
- Maintaining a positive attitude despite objection demonstrates confidence in one's decisions
- Key stakeholders must be included in decision-making so that all relevant information is considered
- Holding oneself accountable for errors in decision-making ensures avoidance of future errors

An ideal candidate will need to:

- Clearly explain the reasoning for a decision to the necessary parties
- Demonstrate confidence in and advocate for a decision once it is made
- Implement plans that are designed to avoid critical errors
- Take calculated risks in the pursuit of company interests

Decision Making includes the following competencies:

Acting With Confidence

Making decisions confidently, decisively, with positivity, and with a clear rationale.

Evaluating Consequences Of Decisions

Listing, considering, and evaluating consequences before making decisions.

Generating Alternative Solutions

Defining the problem, collecting information and ideas, and considering alternatives before making decisions.

Taking Responsibility For Outcomes

Accepting responsibility for unintended consequences and incorporating criticism and feedback to avoid future mistakes.



EMBRACING DIVERSITY

Understanding others' perspectives and dealing effectively with different types of people.

Teams prioritize this talent for a role because:

- Adapting to others' differences contributes to an accepting working environment
- Encouraging the sharing of different perspectives and viewpoints generates new ideas
- Seeking out information regarding different cultures fosters greater understanding of people's behavior

An ideal candidate will need to:

- Appreciate and enjoy the company of people with different backgrounds at work
- Respect others' perspectives and beliefs even when different from their own
- Contribute to an accepting environment for people with varying backgrounds (e.g., through open discussion)

Embracing Diversity includes the following competencies:

Encouraging Diversity and Participation

Seeking contributions, working cooperatively, and expressing respect for people from diverse backgrounds and with differing perspectives.

Looking for Similarities Between People

Seeking and focusing on commonalities between people (e.g., shared goals, shared values).

Understanding Different Values and Belief Systems

Researching, interacting with, and respectfully inquiring about people with different backgrounds, values, and beliefs.



EXECUTION

Setting goals, monitoring progress, and taking the initiative to improve your work.

Teams prioritize this talent for a role because:

- Remaining committed to pursuing goals and reaching deadlines increases productivity and the quality of work
- Seeking out challenges contributes to organizational performance and personal development
- Developing novel solutions and persevering through challenges helps to overcome obstacles
- Being thorough and detail-focused ensures that expectations are met

An ideal candidate will need to:

- Attend to details to ensure accurate and timely completion of projects
- Solve complex problems despite time pressure
- Consistently surpass quality standards
- Develop specific and challenging goals that will push one's limits

Execution includes the following competencies:

Focusing On Quality of Output

Meeting expectations by being thorough, organized, and detail-oriented, and accepting responsibility for mistakes.

Taking Initiative

Proactively and assertively contributing, surpassing expectations, and developing oneself.

Monitoring Progress

Monitoring performance and comparing performance to standards to ensure high expectations are met.

Following Instructions And Directions

Reading, listening, understanding, and following instructions and directives.

Setting Challenging Goals

Setting goals that are measurable, time-based, challenging, and both short- and long-term focused.



INNOVATION

Generating novel solutions and creative ideas to solve problems.

Teams prioritize this talent for a role because:

- Presenting unconventional ideas can decrease costs and improve work effectiveness
- Pursuing creative ideas yields the development of innovative products
- Encouraging others to develop creative solutions promotes a culture of innovation
- Pursuing a creative endeavor despite obstacles retains focus on the ultimate goal

An ideal candidate will need to:

- Determine the most efficient ways to implement cutting edge strategies
- View problems from a unique perspective in order to overcome obstacles
- Generate creative ideas and approaches to improve existing products and services

Innovation includes the following competencies:

Formulating Plans to Implementation

Determining steps, prioritizing actions, and incorporating contingencies to implement new initiatives.

Generating New Ideas

Proposing, supporting, and encouraging creative approaches and ideas.

Identifying The Impact of Possible Solutions

Identifying potential outcomes, obstacles, drain on resources, and reactions to implementing new ideas.



MANAGING OTHERS

Taking charge of a group and motivating group members toward common goals.

Teams prioritize this talent for a role because:

- Helping others improve their skills unleashes their potential
- Motivating team members to collaborate helps to achieve goals
- Setting a clear and desirable direction aligns people towards a goal
- Delegating work serves as an effective development opportunity for others

An ideal candidate will need to:

- Help others improve their skills and unleash their potential
- Motivate team members to collaborate to achieve goals
- Set a clear and desirable direction to align people towards a goal
- Delegate work to provide others with development opportunities

Managing Others includes the following competencies:

Building Common Purpose

Aligning others toward a common goal by providing clarification, working cooperatively, and encouraging positivity.

Monitoring Contributions and Performance

Setting expectations, monitoring performance, and providing feedback to encourage continuous improvement.

Coaching and Developing Others

Developing others by identifying strengths and development needs, giving feedback, setting goals, and facilitating improvement.

Rewarding and Recognizing Contributions

Recognizing contributions by celebrating results as a team and giving feedback, praise, and credit where it is due.

Inspiring and Motivating Others

Motivating others to reach goals by exhibiting positivity and passion, and encouraging a team mindset.

Providing Direction and Coordinating Actions

Directing activities by taking control, planning, organizing, and delegating work.



CONFLICT RESOLUTION

Bringing others together to resolve conflict and reconcile differences.

Teams prioritize this talent for a role because:

- Work involves managing a variety of competing interests and demands
- Gaining engagement and commitment from each party is integral to any solution
- Managing conflict in a productive way contributes to organizational performance

An ideal candidate will need to:

- Deal with a variety of perspectives and competing goals
- Find agreeable solutions for all parties involved, through civil discussion
- Separate personal from professional conflict

Conflict Resolution includes the following competencies:

Engaging in Dialogue

Tackling conflict by facilitating discussions, asking questions, and listening without interruption.

Finding Compromises and Solutions

Reaching mutually agreeable solutions by seeking creative options, negotiating, and building consensus.

Understanding Multiple Perspectives

Seeking, examining, and accepting other viewpoints.



PERSUASION

Convincing others of a direction, activity, or idea, and influencing decision-making.

Teams prioritize this talent for a role because:

- People tend to resist change
- The incumbent will have to motivate people towards a common goal
- Often, one must use relevant information and logic to influence others
- The incumbent will have to influence people internal and external to the organization

An ideal candidate will need to:

- Constructively respond to resistance towards a change
- Be confident and enthusiastic about what they are advocating for
- Establish personal connections with those they are trying to influence
- Negotiate effectively

Persuasion includes the following competencies:

Overcoming Resistance

Compelling others to change their position by establishing an emotional connection, using logic and data, and respecting opposing views.

Shaping Conversations Toward Goals

Gathering support for goals by encouraging dialogue, finding common ground, and negotiating compromises.

Promoting Ideas For Change

Promoting change by communicating a shared vision, focusing on opportunities, demonstrating value, and being positive.



TEAMWORK

Working effectively with people and cooperating with others.

Teams prioritize this talent for a role because:

- Team performance relies on effective intergroup collaboration
- One must contribute to a trusting and open working environment
- One must be aware of other's work styles and preferences
- Being committed to team goals is critical to team performance

An ideal candidate will need to:

- Build and maintain long-term working relationships
- Exhibit compassion for their peers
- Collaborate and network
- Adapt to others' strengths and weaknesses

Teamwork includes the following competencies:

Building Relationships And Networking

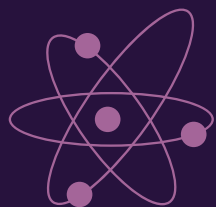
Building, maintaining, and fostering positive working relationships with a broad range of people.

Contributing Toward Cohesion And Group Identity

Contributing to a positive team atmosphere by championing team success, supporting group decisions, and maintaining a positive attitude.

Collaborating With Others To Achieve Goals

Effectively collaborating to achieve goals by maintaining regular communication and adjusting their personal style or work activities.



plum predict certain.



Human Potential



QUANTIFIED
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Want to learn how your team can start using Plum's Talents to make predictive hiring, promotion, and career pathing decisions?



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