plum

TALENT MODEL

Talents, competencies, and behaviors

In today's rapidly evolving jobs landscape, the ability to accurately assess and leverage human potential is more critical than ever. At Plum, we recognize that true performance is driven not only by what you know but by who you are.

This guide delves into the Plum Talent Model, our pioneering approach to capturing the essence of innate abilities—those powerful, underlying forces that dictate how we think, feel, and behave. Prepare to transform how you understand and engage with candidates and employees, unlocking unprecedented performance, engagement, and job satisfaction.

What are Talents?

Plum is transforming the HR landscape by helping enterprises focus on what truly drives organizational and individual success: skills, knowledge, and, most importantly, Talents. While skills cover the practical "how-to's" of a role—from mastering MS Excel to coding in JavaScript—knowledge encompasses the formal qualifications, such as degrees or certifications like a CPA or MBA.

But beyond these learnable aspects, we aim to surface a person's Talents—the innate patterns of thought, feeling, and behavior we all harbor. Talents encompass durable skills, fundamental capabilities essential for effective performance, and adaptability in a workplace environment. These are no longer just nice-to-haves; they are imperative to understand. In fact, Talents are four times more likely to determine role success than skills or knowledge alone.

Despite this, some talent acquisition and management professionals tend to favor the more visible markers of skills and knowledge because they are easier to identify on resumes and in performance reviews. But our goal is to bring the unseen to light. We're committed to quantifying everyone's true potential to transform how decisions are made in hiring, promotion, and professional development.

Plum's Talents

The Plum Talent Model is at the core of the PlumThrive platform, serving as a sophisticated data framework designed to decode the complexities of human potential. This model encapsulates 10 overarching Talents, each further defined by 36 specific competencies that capture the full spectrum of human capabilities.

These 10 Talents are more than just skills; they are the foundational attributes that set top performers apart in any role. The importance of each Talent can vary, as it is rooted in the unique demands of different positions, ensuring precise role alignment. Leading Industrial/Organizational psychology experts have meticulously validated the Plum Talent model through extensive competency modeling and organizational talent management research.

We harness this model through our innovative Discovery Survey, which maps out an individual's Plum Profile, and the Match Criteria Survey, which pinpoints the talents crucial for success in specific roles. These surveys work in tandem to produce two pivotal metrics: the Talent Match and Role Match. These metrics quantify how well an individual's behavior and experience align with the demands of a specific position within an organization.

Next, we will explore each of the Talents in depth, detailing their definitions and the competencies they encompass.
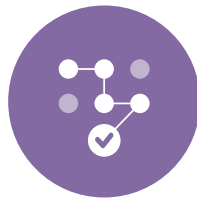
Adaptation   **Communication**   **Conflict Resolution**   **Decision Making**   **Embracing Diversity**   **Execution**   **Innovation**   **Managing Others**   **Persuasion**   **Teamwork**

Adaptation

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

Communication

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

Competencies include:

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.

Competencies include:

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 effectively responding when communicating with others.

Responding to audiences and showing empathy

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

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

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

People with Adaptation as a Top Talent can:

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

People with Communication as a Top Talent can:

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

Conflict Resolution

Bringing others together to resolve conflict and reconcile differences.

Decision Making

Making high-quality decisions based on limited information.

Competencies include:

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.
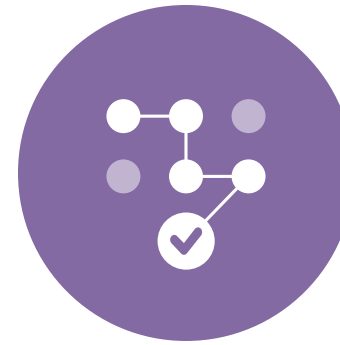
Understanding multiple perspectives

Seeking, examining, and accepting other viewpoints.

Competencies include:

Acting with confidence
Making decisions confidently, decisively, positively, 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.

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
- Productively managing conflict contributes to organizational performance

People with Conflict Resolution as a Top Talent can:

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

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 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 avoiding future errors

People with Decision Making as a Top Talent can:

- 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 pursuit of company interests

Embracing Diversity

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

Execution

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

Competencies include:

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.

Competencies include:

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 measurable, time-based, challenging, short- and long-term focused goals.

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 a greater understanding of people's behavior.

People with Embracing Diversity as a Top Talent can:

- 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)

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

People with Execution as a Top Talent can:

- 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

Innovation

Generating novel solutions and creative ideas to solve problems.

Managing Others

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

Competencies include:

Formulating plans for 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.

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 creative endeavors despite obstacles and maintaining focus on goals

People with Innovation as a Top Talent can:

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

Competencies include:

Building common purpose
Aligning others by providing clarity, working cooperatively, and inspiring 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

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

People with Managing Others as a Top Talent can:

- 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 toward a goal
- Delegate work to provide others with development opportunities

Persuasion

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

Teamwork

Working effectively with people and cooperating with others.

Competencies include:

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.

Competencies include:

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.

Teams prioritize this Talent for a role because:

- People tend to resist change
- The incumbent will have to motivate people toward 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

People with Persuasion as a Top Talent can:

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

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

People with Teamwork as a Top Talent can:

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

The Plum Talent Model stands as a cornerstone for organizational advancement, offering more than insights—it promises a revolution in how you harness talent. By unlocking the full spectrum of innate capabilities within your candidates and employees, this model propels your organization to unparalleled heights of innovation and efficiency.

With Plum, you're not just keeping up with industry changes but setting the pace, ensuring your team is prepared and primed to excel in an ever-evolving landscape.

Experience transformative growth and position your organization at the forefront of your industry with Plum, where potential meets opportunity.

About Plum

Plum knows when people flourish, business thrives.

Revolutionary workforce solutions provider Plum knows that when people flourish, business thrives. Using objective data, backed by scientific insights, to measure and match human potential to job needs, Plum provides personalized career insights, improves quality of hire and helps create high-performing teams.

With unmatched scalability, the award-winning Plum platform enhances talent decisions across the employee lifecycle, making it possible to understand skills, quantify job fit and analyze organizational culture. Visit www.plum.io to learn more or speak with an expert.