



STRATEGIC TALENT MANAGEMENT
We solve your people challenges.

What's Your (People) Problem?
Where Does It Hurt?

The Hurt (Un)Locker: Diagnosing Your People Challenges

Every organization experiences people challenges but too often, leaders struggle to name it, measure it, or address it with confidence.

At Strategic Talent Management (STM), we believe that most business challenges are, at their core, people challenges. Missed goals, stalled growth, disengaged employees, leadership gaps, high turnover, poor hiring decisions are not isolated problems. They are symptoms. And like any good diagnosis, improvement starts by identifying where it hurts and why. This diagnostic tool is designed to help leaders do exactly that.

Using a simple Red / Amber / Yellow / Green framework, this assessment provides a structured way to evaluate organizational health across the full people lifecycle from role clarity and communication to hiring, leadership effectiveness, and succession readiness. It replaces guesswork with a shared, objective view of reality.

This is not a scorecard meant to judge; it is a conversation starter. It highlights patterns, exposes misalignment, and surfaces the real constraints holding your organization back. Areas rated Red or Amber signal risk and opportunity; areas rated Yellow or Green reveal strengths to protect and leverage.

Most importantly, this tool helps organizations:

- /// Pinpoint root causes instead of reacting to symptoms
- /// Align leaders around a common view of reality
- /// Prioritize people investments where they will matter most
- /// Create a clear, actionable path forward

Used thoughtfully, this diagnostic becomes the foundation for smarter hiring, stronger leadership, healthier teams, and a more resilient organization.

Because when you can clearly identify where it hurts, you can finally do something about it.



Management

Who We Are

1. Every employee knows exactly what is expected of them.

Roles, priorities, and performance expectations are unclear or assumed. Employees rely heavily on management for specific direction.




RED = Problem

Expectations are defined, but frequent priority shifts and inconsistent enforcement reduce their effectiveness.




AMBER = Weakness

Most employees understand expectations, although alignment and clarity vary by manager or role.



YELLOW = Strength


Expectations, priorities, and performance measures are clear and consistently applied across the organization.



GREEN = Superpower


2. There is open and effective communication throughout the organization.

Communication is siloed, reactive, or avoided; rumors often replace facts. “Quiet quitting” is a concern.




RED = Problem

Information is shared inconsistently and often late or incomplete.




AMBER = Weakness

We have regular, open, and productive interactions but they are not always timely, two-way, or fully transparent.



YELLOW = Strength


Communication is transparent, timely, two-way, and trusted across the organization.



GREEN = Superpower


3. We always promote the right people into the right roles.

We're throwing spaghetti at the wall and hoping somebody sticks. Promotions are based on tenure or likability rather than capability.



RED = Problem

Some promotions are well-considered, but others are rushed or off the mark.




AMBER = Weakness

Promotions are usually sound, though development readiness isn't always fully assessed.



YELLOW = Strength

Promotions are deliberate, data-informed, and consistently aligned to role requirements.



GREEN = Superpower

4. All of our teams are communicating and operating effectively.

Teams? What teams?
Our people work in silos and frequently experience conflict or misalignment.




RED = Problem

Some teams perform well, while others struggle with communication or accountability.




AMBER = Weakness

Most teams collaborate effectively, with occasional breakdowns.



YELLOW = Strength

Teams are aligned, collaborative, accountable, and consistently effective.




GREEN = Superpower

5. All of our employees would give us a 5-star review on Glassdoor.




6. We're happy with our employee retention rate.

Turnover is through the roof, especially among high performers and key roles.



RED = Problem

Retention is unstable and varies significantly by role or manager.




AMBER = Weakness

Retention is acceptable but not yet a strategic strength.



YELLOW = Strength

Retention is strong and aligned with organizational goals.



GREEN = Superpower


7. All of our employees are star performers.

Lackluster performance is tolerated. It's clear who could be "voted off the island".




RED = Problem

Performance varies widely and issues are addressed inconsistently.




AMBER = Weakness

Most employees meet expectations, with some standout performers.



YELLOW = Strength

High performance is the norm and actively supported and managed. We do not tolerate mediocrity.



GREEN = Superpower



Hiring & Recruiting

Who We Need

8. We know how to identify and measure soft skills.

What are soft skills?
We tend to ignore
or undervalue the
importance of them.



RED = Problem

We have an idea of
what soft skills are
beneficial to certain
positions, but they are
not clearly defined or
measured.



AMBER = Weakness

Soft skills are
assessed in certain
roles or situations,
but application is
inconsistent.



YELLOW = Strength

Soft skills are clearly
defined, measured,
and integrated into
hiring (and promotion)
decisions.



GREEN = Superpower

9. We know exactly what a right-fit employee looks like.




10. We have a solid hiring process and we're excellent interviewers.

Hiring is a consistent problem. It is reactive, unstructured, and heavily subjective.



RED = Problem

Some structure exists, but interview quality varies.




AMBER = Weakness

Hiring processes are solid, though interviewer skill levels differ.



YELLOW = Strength


Hiring is disciplined, structured, and repeatable, regardless of who is interviewing.



GREEN = Superpower


11. We hire the right people for the right roles every time.

We'd might as well flip a coin. Mis-hires are common and costly.



RED = Problem

Hiring success varies significantly by role or manager.




AMBER = Weakness

Most hires are successful, with occasional mismatches.



YELLOW = Strength

Hiring outcomes are consistently strong resulting in employees who are a good fit, perform at a high level, and remain engaged over time.




GREEN = Superpower

Leadership Coaching & Development

How We Lead


12. We have documented and communicated the organization's goals, mission, values, and vision.

We're winging it. These elements are unclear, undocumented, or largely unknown.



RED = Problem

They exist but are not well communicated or consistently reinforced.




AMBER = Weakness

They are known and modeled by most leaders and many employees.



YELLOW = Strength

They are clear, documented, communicated, and actively lived.



GREEN = Superpower


13. We know exactly what it takes to be a successful leader in our organization.

We assume that good employees can naturally be good leaders. Leadership success is undefined or assumed.




RED = Problem

Leadership benchmarks exist but are informal, inconsistently documented, and vary by role or function.



AMBER = Weakness

Leadership competencies are mostly defined and generally understood, but application is not fully consistent.



YELLOW = Strength

Leadership success criteria are clear, measurable, and widely understood.



GREEN = Superpower


14. We have no gaps on our leadership team.

There are holes in the org chart. Key leadership capabilities and functions are missing.




RED = Problem

Leadership gaps exist and are creating strain or risk.



AMBER = Weakness

Most leadership needs are covered, but there's room for improvement.



YELLOW = Strength


Leadership capabilities are fully aligned with current and future organizational needs.



GREEN = Superpower

15. All of our leaders are performing at a high level.

Leadership performance issues are common and tolerated.




RED = Problem

Leadership performance is inconsistent and issues are rarely addressed.




AMBER = Weakness

Most leaders perform well, with targeted development needed. We address issues but don't always do so quickly or effectively.



YELLOW = Strength


Leaders consistently perform at a high level and contribute to the success of the organization.



GREEN = Superpower


16. We have a structured and effective leadership development process.

Leadership development is ad hoc or nonexistent.




RED = Problem

Some programs exist but lack consistency or impact.




AMBER = Weakness

Development efforts are structured but not fully integrated.



YELLOW = Strength

Leadership development is intentional, structured, and effective.




GREEN = Superpower

Succession

How We Move Forward


17. We have documented systems, standards, and processes.

Work is largely undocumented and dependent on individuals. Important pieces of information live in people's heads.



RED = Problem

Some processes are documented but others are informal. The standards may be unrealistic or out-of-date.




AMBER = Weakness

Most processes are documented but inconsistently followed.



YELLOW = Strength

Systems, standards, and processes are documented, understood, and consistently followed.



GREEN = Superpower

18. We have a succession plan for every key position.

Succession plan?
What succession plan? No formal plan exists at any level of the organization.




RED = Problem

Some roles have successors identified but a plan to prepare them does not exist.




AMBER = Weakness

Most key leadership and technical roles have succession plans, though readiness varies.



YELLOW = Strength

All key roles have clear, viable succession plans and successors are prepared to step up.



GREEN = Superpower


19. Our next generation of leadership is prepared to step up when the time comes.

Future leaders are unprepared or unidentified.



RED = Problem

We have identified potential, but development efforts are limited.




AMBER = Weakness

Emerging leaders are developing, with some readiness gaps.



YELLOW = Strength

Future leaders are well prepared and developmentally ready.



GREEN = Superpower


20. Our current senior leadership team is capable of running the company in the absence of the CEO.

The CEO IS the business. The organization is heavily dependent on them and could not fully function in the event of an extended absence.




RED = Problem

Leadership could function short-term but with significant risk.




AMBER = Weakness

Leadership could operate effectively with some adjustment.



YELLOW = Strength

Leadership can confidently and effectively run the organization without the CEO.



GREEN = Superpower

Management

	PROBLEM	WEAKNESS	STRENGTH	SUPERPOWER
1. Every employee knows exactly what is expected of them.				
2. There is open and effective communication throughout the organization.				
3. We always promote the right people into the right roles.				
4. All of our teams are communicating and operating effectively.				
5. All of our employees would give us a 5-star review on Glassdoor.				
6. We're happy with our employee retention rate.				
7. All of our employees are star performers.				

Hiring & Recruiting

8. We know how to identify and measure soft skills.				
9. We know exactly what a right-fit employee looks like.				
10. We have a solid hiring process and we're excellent interviewers.				
11. We hire the right people for the right roles every time.				

Leadership Coaching & Development

12. We have documented and communicated the organization's goals, mission, values, and vision.				
13. We know exactly what it takes to be a successful leader in our organization.				
14. We have no gaps on our leadership team.				
15. All of our leaders are performing at a high level.				
16. We have a structured and effective leadership development process.				

Succession

17. We have documented systems, standards, and processes.				
18. We have a succession plan for every key position.				
19. Our next generation of leadership is prepared to step up when the time comes.				
20. Our current senior leadership team is capable of running the company in the absence of the CEO.				

Are You Ready To Get On With It?

Contact STM Today

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