



## TalentNet Mission 3

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### 4. PLAY MISSION 3

Mission 3 gives players an opportunity to explore communication channels that may be more effective with individuals with different cultural orientation than those more common in Canada, and to identify those who have demonstrated high potential characteristics.

**Background for Mission 3:** The manager's objectives are to a) engage employees in the selection of high potential employees to be nominated for the company's leadership development program; and b) to identify the two best qualified for the nomination.

Each of the team members, as well as the manager (player) is positioned somewhere on the continuum of various cultural dimensions, such as *power distance*, *independence*, and *uncertainty avoidance*, among others. These orientations inform their expectations and response to workplace practices related to recognition of talent. The differences between the player and the team members will emerge in this mission as it did in the others, but this mission is simpler than they were. The player must decide whether to send a group (blanket) announcement about the nomination or to send an individual note to those the manager thinks are eligible for the nomination. The choice is important if the objective is to nominate the most high potential individuals for the leadership program. The player then completes the nomination by choosing two individuals and assigning values to the attributes of each of the nominees.

Mission 3 begins with a message from the Director, Greg Wilson, who will explain the mission to you. You will be directed to open an email from Pat Jenson who will provide you with assistance by email throughout the game, and with resources in the Human Resources tab.



You then receive an email from Pat with an explanation of the mission, and the steps to follow next.



You can go to the Tasks Tab any time during the mission to review the objectives and tasks.



After you select a response to Pat's email, you will get your choices. The first is to send an individual email.



If you choose this option, you will be asked to identify up to 4 team members to send the email to.



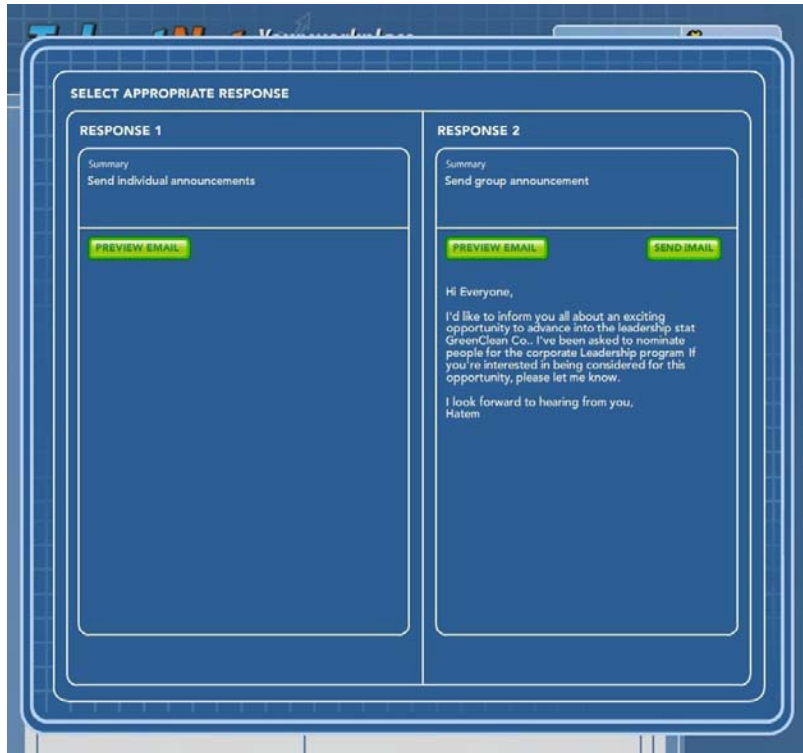
In this example, Cheryl, Ying, Pierre, and Samir were selected. The response to the email is determined by who was chosen.



You go to Human Resources, click on the Nominate High Potentials button, and any of the employees whose response indicated they are interested will comprise the group from which you will choose two nominees.



If you decide that the better choice is to send out a single email to the group, this is the email you can choose.



And again, you will get a response based on the email that was sent. There are cultural implications of each of these choices, which are evidenced by the response you will get from team members.



You'll go to Human Resources to click on the Nominate High Potentials, and this is the screen that will appear.



And then you will select high potential employees, one at a time, and for each complete the high potential evaluation form. Remember, if you leave any of the lines empty, the form will not submit.

### Identification of High Potentials

Submitted by (Manager):	Hatem Khouaja
Department:	New Product Development
Employee:	Pierre Gagnon

RATING SCALE:		N/A = NOT APPLIC.				
1	2	3	4	5		
significantly below position level expectations	below position level expectations	meets position level expectations	meets next position level expectations	above next position level expectations		

HIGH POTENTIAL INDICATOR	N/A	1	2	3	4	5
Passionate		●				
Self-directed				●		
Innovative					●	
Influential					●	
Flexible					●	
Decisive					●	
Overall Rating Total:						1

And finally you'll receive feedback on your performance as a manager in Mission 3.

**Mission Feedback** *IDENTIFICATION OF HIGH POTENTIAL EMPLOYEES* CONTINUE

You sent an individual email to employees. Everyone responded, even those not interested in the position. For those with power distance orientation, with a low risk tolerance, and with a highly interdependent orientation, a personal invitation at a higher status manager signals confidence in the employee's potential and fulfills expectations that the manager play a role of advising, and care-taking role. It also indirectly gives permission to the employee to step out of his/her current group responsibilities and pursue an individual goal. Independently oriented employees will respond to both the group and individual emails: will be proactive in communicating their desire for career advancement and are comfortable articulating their goals and achievements.

High Potential Nomination - Pierre Gagnon

Pierre is not the best choice for this opportunity even though he has excellent technical computer skills. He is certainly a performer. He works hard, quickly and with passion. He is highly creative. However, Pierre is neither observant nor adaptable enough to consider the range and interdependence of the technical skills and knowledge required to provide strategic support for technological initiatives beyond the realm of Web design.

High Potential Nomination - Cheryl Martin

Cheryl is a satisfactory choice for this position, but not the top choice. Although Cheryl is good at managing and analyzing, a closer look at Cheryl's qualifications, experience and skills reveal that her talents lie in working with people, but not with technical details. Cheryl excels at mobilizing others into action. She is reflective and willing to adapt her own behaviours she recognizes the need to do so.

GLOSSARY PERFORMANCE APPRAISAL FORM IDENTIFY HIGH POTENTIALS

accomplishments  
 share his knowledge with others

The game is over.