# Talent Review and Calibration Training Course for Managers

5 – 9 July 2027
Vienna

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**Ref:** 1639_221062 **Date:** 5 – 9 July 2027 **Location:** Vienna **Fees:** 5700 Euro

## Overview

Talent Review and Calibration Training Course for Managers is a one-week professional course for people managers, HR business partners, talent specialists, and review facilitators. Participants build a Manager Talent Review and Calibration Pack that defines criteria, separates performance, potential, and readiness, prepares evidence, structures challenge, controls bias, documents decisions, and turns review outcomes into development actions. The course treats calibration as a disciplined decision process rather than a negotiation over labels or a forced distribution. Agile Leaders Training Center develops evidence-based manager capability.

## Who Should Attend

- People managers presenting and discussing employee talent evidence
- HR business partners advising managers and governing review quality
- Talent specialists designing review cycles and development actions
- Facilitators moderating calibration forums and decision records
- People analysts monitoring consistency, movement, and outcomes

Participants should influence talent-review decisions. The course excludes disciplinary assessment, recruitment selection, pay-setting, clinical assessment, psychometric certification, and generic performance-management administration.

## Learning Objectives

- Define the purpose, scope, criteria, and decision rights of a talent review
- Distinguish current performance, future potential, role readiness, aspiration, and mobility
- Prepare concise evidence profiles without relying on reputation or unsupported labels
- Facilitate consistent challenge while controlling hierarchy, groupthink, and unequal airtime
- Use a nine-box talent review as a discussion aid rather than a verdict
- Document rating changes, rationale, development commitments, and privacy controls
- Evaluate calibration quality, fairness, consistency, and follow-through

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## Course Agenda

### Day 1: Talent Review Architecture

- Talent Review Purpose and Decision Charter
- Performance, Potential, Readiness, Aspiration, and Mobility Dictionary
- Role-Level Evidence and Time-Horizon Rules
- Talent Review Governance and Privacy Map
- Manager Preparation Calendar and Responsibilities

### Day 2: Evidence and Manager Preparation

- Employee Talent Evidence Profile
- Results, Behaviors, Capability, and Learning Evidence
- Potential Indicator and Readiness Test
- Evidence Quality and Recency Checklist
- Manager Pre-Review Challenge Questions

### Day 3: Calibration Meeting Practice

- Manager Calibration Meeting Protocol
- Case Order, Time Allocation, and Quorum Rules
- Evidence Presentation and Clarification Sequence
- Constructive Challenge and Dissent Technique
- Provisional Placement and Confidence Record

### Day 4: Bias, Fairness, and Decision Control

- Confirmation, Recency, Affiliation, and Centrality Bias Check
- Hierarchy, Groupthink, and Advocacy Control
- Comparable Evidence and Opportunity Review
- Rating Change Decision Log
- Fairness Exception and Escalation Route

### Day 5: Actions, Measures, and Governance

- Development, Stretch, Mobility, and Succession Action Map
- Manager-Employee Follow-Up Conversation Guide
- Calibration Consistency and Movement Dashboard
- Action Completion and Outcome Review
- Capstone Exercise: Manager Talent Review and Calibration Pack

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## Practical Exercises

- Rewrite opinion-based manager statements as evidence claims
- Separate performance, potential, and readiness in ambiguous cases
- Facilitate a nine-box talent review with structured challenge
- Identify bias, unequal airtime, and unsupported consensus
- Convert calibrated decisions into specific development actions

## Course Outputs

- Talent Review Criteria and Governance Charter
- Employee Evidence Profile and Manager Preparation Guide
- Calibration Meeting Protocol and Challenge Questions
- Decision, Bias, and Exception Log
- Manager Talent Review and Calibration Pack

## FAQs

### What is a talent calibration meeting?

A talent calibration meeting brings managers and HR together to examine comparable evidence, test interpretations, align definitions, record confidence and rationale, and agree actions. Its purpose is decision quality and consistency, not consensus for its own sake.

### How is potential different from performance?

Performance concerns results and behaviors in the current role and period. Potential concerns evidence of capacity to handle broader or more complex work over time. Readiness asks whether a person can perform a specified next role within a defined horizon.

### Does a nine-box talent review require forced distribution?

No. A nine-box talent review can structure discussion, but the organization should not force people into predetermined percentages. Placement needs defined criteria, relevant evidence, confidence, documented rationale, and periodic review.

### How can managers reduce bias during calibration?

Managers can use shared definitions, comparable evidence, multiple perspectives, structured challenge, equal discussion time, bias prompts, independent facilitation, decision logs, exception review, and outcome monitoring.

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## What happens after a talent review?

Managers should communicate appropriately, agree development and mobility actions, clarify ownership and timing, protect confidential information, track completion, and revisit readiness and evidence in the next review cycle.

## Conclusion

Participants leave with a Manager Talent Review and Calibration Pack that turns individual manager opinions into transparent, evidence-based, reviewable decisions. The pack supports consistent criteria, fair discussion, documented rationale, development follow-through, and accountable talent governance.