



Says

What have we heard them say?
What can we imagine them saying?



Thinks

What are their wants, needs, hopes, and dreams?
What other thoughts might influence their behavior?

"I need effective ways to measure the success of our talent management initiatives."

"I want to know if my growth efforts are making a difference."

"Am I developing new skills? Is my performance improving? Will my efforts lead to career advancement?"

"How can I quantify the impact of talent development programs? What metrics align with our company's goals? Are employees truly engaged and growing?"



HR Manager,
Employee
Undergoing
Development,Senior
Leadership.

Collects and analyzes performance data, designs employee feedback surveys, collaborates with leadership to set measurable objectives.

Engages in training programs, seeks feedback from peers and managers, participates in skill assessments

Responsibility to drive organizational success, interest in long-term growth, focus on cultivating a skilled workforce.

Pressure to demonstrate ROI on talent management investments, eagerness to create a positive work environment, concern about retaining top talent



Does

What behavior have we observed?
What can we imagine them doing?



Feels

What are their fears, frustrations, and anxieties?
What other feelings might influence their behavior?