

TALENT HEALTH CHECK

By Ellen Rockwell



A QUICK ASSESSMENT TO IDENTIFY HIRING,
RETENTION, AND TEAM GAPS THAT MAY BE
SLOWING YOUR BUSINESS GROWTH.

THE TALENT DEVELOPMENT GROUP



NOT EVERY BUSINESS PROBLEM STARTS AS A PEOPLE PROBLEM — BUT MANY PEOPLE PROBLEMS EVENTUALLY SHOW UP IN THE BUSINESS.

The Talent Health Check is a simple self-assessment designed to help you understand where your people foundation is strong and where it may need more attention. This is not a test, and there are no perfect answers. The goal is to get an honest snapshot of what is currently happening inside your business so you can identify the areas that may be helping or holding back your team's performance.

HOW TO COMPLETE THE HEALTH CHECK

Read each statement and rate your business using the scale below.

Choose the number that best reflects what is true today, not what you hope will be true in the future.

Score Meaning:

1. Not in place
2. Inconsistent
3. Somewhat in place
4. Mostly working
5. Strong and consistent

What to Keep in Mind

As you complete the assessment, think about your business as a whole. Consider:

- How clearly people understand their roles
- How prepared your managers are to lead
- How consistent your training is
- How well expectations are communicated
- How often people are held accountable
- How connected and engaged your team feels
- Whether your current people structure can support future growth

Circle the response that best supports the statement.

SECTION 1: ROLE CLARITY

| | Not in Place | In-consistent | Somewhat in Place | Mostly Working | Strong & Consistent |
|---|--------------|---------------|-------------------|----------------|---------------------|
| • Employees understand their core responsibilities. | 1 | 2 | 3 | 4 | 5 |
| • Managers can clearly explain what success looks like in each role. | 1 | 2 | 3 | 4 | 5 |
| • There is clarity around who owns key decisions. | 1 | 2 | 3 | 4 | 5 |
| • Employees know what to do without always asking the owner or manager. | 1 | 2 | 3 | 4 | 5 |

SECTION SUBTOTAL:

TALENT HEALTH CHECK



SECTION 2: MANAGER READINESS

| | Not in Place | In-consistent | Somewhat in Place | Mostly Working | Strong & Consistent |
|--|--------------|---------------|-------------------|----------------|---------------------|
| • Managers know how to coach employees, not just assign tasks. | 1 | 2 | 3 | 4 | 5 |
| • Managers handle difficult conversations consistently and professionally. | 1 | 2 | 3 | 4 | 5 |
| • New managers receive training before or shortly after being promoted. | 1 | 2 | 3 | 4 | 5 |
| • Managers know how to recognize, redirect, and develop employees. | 1 | 2 | 3 | 4 | 5 |

SECTION SUBTOTAL:

SECTION 3: TRAINING CONSISTENCY

| | Not in Place | In-consistent | Somewhat in Place | Mostly Working | Strong & Consistent |
|--|--------------|---------------|-------------------|----------------|---------------------|
| • New employees receive a consistent onboarding experience. | 1 | 2 | 3 | 4 | 5 |
| • Training is documented and repeatable. | 1 | 2 | 3 | 4 | 5 |
| • Employees are trained on both tasks and expected behaviors. | 1 | 2 | 3 | 4 | 5 |
| • The business does not rely only on “shadowing” as the training plan. | 1 | 2 | 3 | 4 | 5 |

SECTION SUBTOTAL:

SECTION 4: PERFORMANCE & ACCOUNTABILITY

| | Not in Place | In-consistent | Somewhat in Place | Mostly Working | Strong & Consistent |
|--|--------------|---------------|-------------------|----------------|---------------------|
| • Employees know what is expected of them. | 1 | 2 | 3 | 4 | 5 |
| • Performance issues are addressed early, not avoided. | 1 | 2 | 3 | 4 | 5 |
| • Leaders follow through on expectations consistently. | 1 | 2 | 3 | 4 | 5 |
| • Accountability feels fair, clear, and connected to business goals. | 1 | 2 | 3 | 4 | 5 |

SECTION SUBTOTAL:

TALENT HEALTH CHECK

SECTION 5: CULTURE & ENGAGEMENT

| | Not in Place | In-consistent | Somewhat in Place | Mostly Working | Strong & Consistent |
|--|--------------|---------------|-------------------|----------------|---------------------|
| • Employees feel valued and connected to the business. | 1 | 2 | 3 | 4 | 5 |
| • Leaders communicate changes clearly. | 1 | 2 | 3 | 4 | 5 |
| • The workplace culture reflects the values the owner wants. | 1 | 2 | 3 | 4 | 5 |
| • Employees understand how their work contributes to the bigger picture. | 1 | 2 | 3 | 4 | 5 |

SECTION SUBTOTAL:

SECTION 6: GROWTH READINESS

| | Not in Place | In-consistent | Somewhat in Place | Mostly Working | Strong & Consistent |
|--|--------------|---------------|-------------------|----------------|---------------------|
| • The business knows what roles or skills it will need next. | 1 | 2 | 3 | 4 | 5 |
| • There is a plan to develop internal talent before hiring externally. | 1 | 2 | 3 | 4 | 5 |
| • The owner is not the only person who knows how everything should work. | 1 | 2 | 3 | 4 | 5 |
| • The current people structure can support the next stage of growth. | 1 | 2 | 3 | 4 | 5 |

SECTION SUBTOTAL:

Continue to next section for scoring results.



SCORING RESULTS

- SECTION 1:
- SECTION 2:
- SECTION 3:
- SECTION 4:
- SECTION 5:
- SECTION 6:
- TOTAL:**

| TOTAL SCORE | RESULT |
|-------------|----------------------|
| 90-120 | Strong Foundation |
| 65-89 | Growth Gaps |
| 40-64 | Performance Pressure |
| Under 40 | Needs Attention Now |

RESULT 1: STRONG FOUNDATION

YOUR PEOPLE FOUNDATION APPEARS TO BE IN A STRONG PLACE. YOUR NEXT OPPORTUNITY MAY BE BUILDING FUTURE LEADERS, DOCUMENTING REPEATABLE SYSTEMS, AND PREPARING THE TEAM FOR CONTINUED GROWTH.

CTA: Book a Talent Strategy Call to identify your next stage of people growth.

RESULT 2: GROWTH GAPS

YOUR BUSINESS HAS SEVERAL PEOPLE PRACTICES IN PLACE, BUT THERE MAY BE GAPS CAUSING INCONSISTENCY, CONFUSION, OR UNNECESSARY PRESSURE ON LEADERS.

CTA: A People Foundation Sprint may help you clarify roles, expectations, training needs, and next priorities.

RESULT 3: PERFORMANCE PRESSURE

PEOPLE ISSUES MAY ALREADY BE AFFECTING BUSINESS PERFORMANCE. THIS MAY SHOW UP AS TURNOVER, CALLOUTS, COMPLAINTS, INCONSISTENT SERVICE, OR MANAGERS FEELING OVERWHELMED.

CTA: A Talent Strategy Assessment can help identify what is really happening and what to fix first.

RESULT 4: NEEDS ATTENTION NOW

YOUR PEOPLE FOUNDATION MAY NEED IMMEDIATE ATTENTION. THE BUSINESS MAY BE RELYING TOO HEAVILY ON INFORMAL TRAINING, UNCLEAR EXPECTATIONS, OR OWNER-DEPENDENT DECISION-MAKING.

CTA: Schedule a Talent Strategy Call to create a practical path forward.

TALENT HEALTH CHECK

THE TALENT
DEVELOPMENT GROUP



WHAT ARE YOU SEEING?

Check all that apply:

- Sales are down or inconsistent
- Guest/customer complaints are increasing
- Employees are calling out more often
- Turnover is higher than expected
- Managers are overwhelmed
- The owner is still the go-to person for everything
- Training feels inconsistent
- People seem frustrated or disengaged
- Expectations are unclear
- Performance conversations are avoided
- Good employees are leaving
- The business is growing, but the team feels stretched

**IF YOU CHECKED THREE OR MORE, YOUR BUSINESS MAY NOT
HAVE A PEOPLE PROBLEM — IT MAY HAVE A PEOPLE
FOUNDATION PROBLEM.**

Important Note

If your score is lower than expected, that does not mean you are doing something wrong. It simply means your business may be ready for more structure, clearer expectations, stronger manager support, or a more intentional talent strategy.

People issues often show up as business problems first. This Talent Health Check is designed to help you see what may be happening underneath the surface.