

Talent Management: The Key to Achieving Organizational Success & Sustainability

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Learning Objectives

1. Setting the stage for outstanding performance expectations
2. Learn the components that contribute to effective talent management
3. Learn how to identify & support talent competencies
4. Review effective engagement & retention strategies
5. Understand how coaching & mentorship assist in talent development
6. Identify ways to invest in talent development

***What distinguishes great from good,
winners from losers,
adaptation from extinction?***

Having the right team playing on the
field
is the fundamental difference
between victory and defeat
or from success and failure.

Indra Nooyi
CEO, Pepsi

Talent Management is.....

- The development of a differentiated organizational structure
- Finding and obtaining a pool of high-potential and high-performing individuals
- The creation of staff development programs to support growth of skills and competencies
- An investment in mechanisms & systems that ensure employee commitment

Successful Organizations

- Are clearly identifiable by their values and culture
- Have the ability to move across different business models
- Have the right blend of leadership, management, and technical know-how
- Are able to manage through changing environments and conditions

Attracting Talent

- Are we identified as a leader in our industry?
- What is our value attraction for job candidates?
- Do we build long-term relationships and networks across our business line to continuously attract the best talent?
- How do we attract qualified talent and encourage them to apply for our job opportunities?

Values

Values are the ideals organizations and people stand for – the fundamental principles that, along with the mission, make an organization unique.

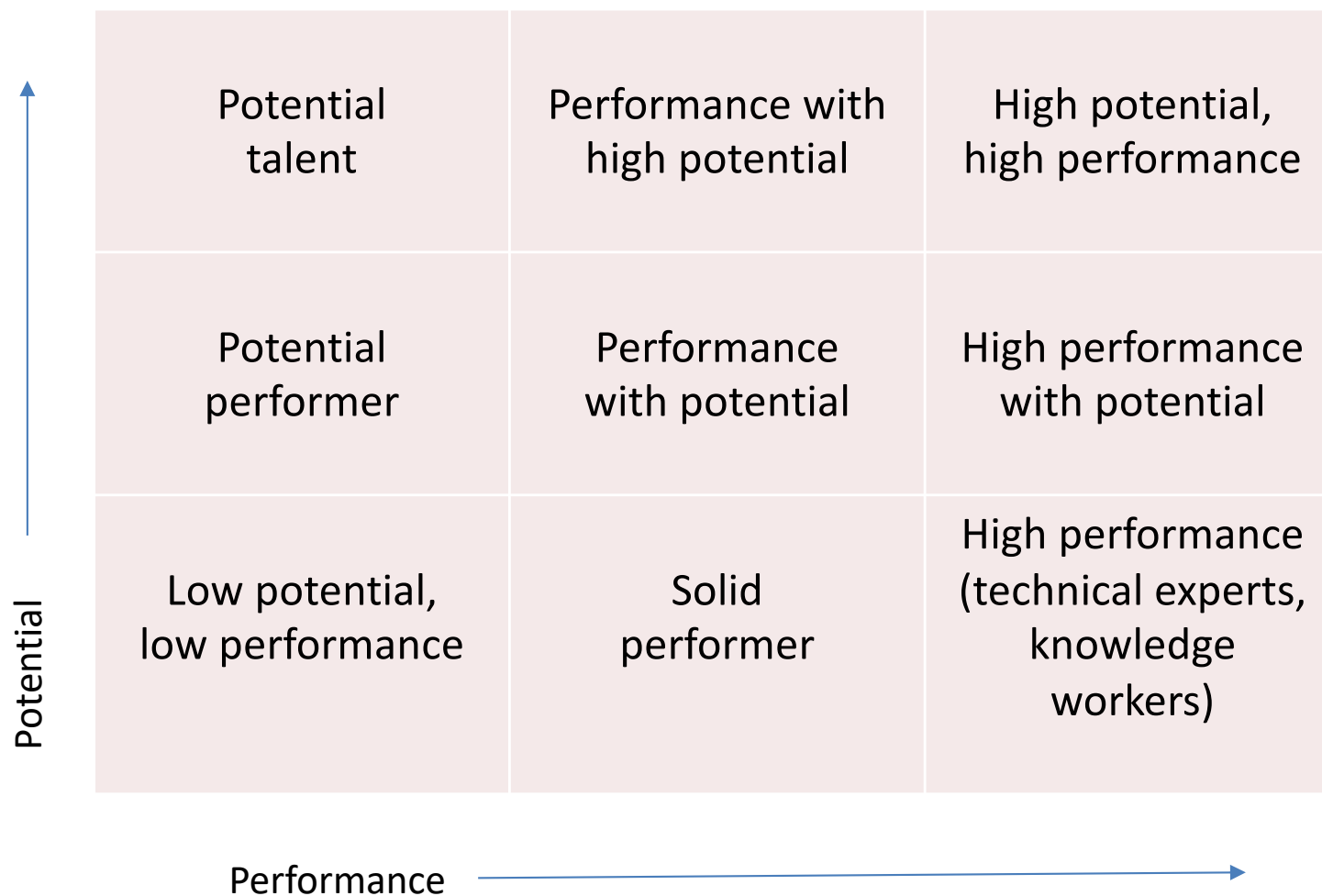
*Does everyone in your organization value
the same things?*

Making the Right Hires

- Define the job through a strong job description
- Identify the skills needed to do the job
- Identify the deliverables you need
- Know the skills and values needed to get the job done
- Review compensation & performance incentives to attract the people you need

Talent Competencies

- DRIVE: does the individual have the instinct and the galvanizing skills to encourage people to go the extra mile?
- JUDGMENT: is the individual able to formulate a decision based on complete and, at times, conflicting information and data? What is needed is experience, intelligence and integrity?
- COURAGE: People want leadership. Are you able to take a position and defend it? One needs courage to stand up for your beliefs, your organization, your people.





Superior employees have transferrable skills and professional values

Transferrable Skills	Professional Values
<ul style="list-style-type: none"> Technical skills Problem solving skills Good communication skills Teamwork Creativity Emotional IQ 	<ul style="list-style-type: none"> Motivation Energy Productivity Efficiency Integrity Confidence Determination

Making the Right Hires [cont'd]

Manageability:

The superior employee is one who can take direction and who has the emotional maturity to work with others as professional colleagues.

Talent-savvy organizations

- Cultivate a diversity of perspectives
- Lead through empowerment
- Embrace creativity
- Foster employee engagement
- Recognize & reward transparently
- Commit to & invest in talent development

But sometimes, it isn't easy.....

Does your organization have a collaborative work relationship among the hiring manager, the human resources staff, and executive management?

Sometimes supervisors (middle managers) act like a layer of mud and cause talented people to leave. This is because some supervisors are intimidated by talent. They themselves don't want to go anywhere and they won't move out of the way – this is often a turn off for a lot of capable people.

Michel Syrett, Managing Talent

Nearly half of the world's employees are not engaged in their work.

Each disengaged employee can cost an organization an average of over \$8,000.

Annually.

Aon Hewitt Consulting



Employee Engagement



“Identifying and developing skilled employees is not enough: we have to retain and motivate these employees to ensure that an organization maintains talent sustainability”.

- Tara Blythe, University of Florida

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- Has my organization identified our key performance indicators?
- How does my organization build its key team?
- Is my organization able to accurately classify its top talent today? If yes, what are our strengths? If no, where are the gaps?

Engaging Volunteers

- An organization's strong relationship to the communities it serves can engage volunteers from those communities.
- Volunteer engagement can serve to improve an organization's interactions with the community.

www.samhsa.gov

Manual on how to find, train & use volunteers

www.volunteermatch.org

Non-profits can register to find particular types of volunteer help

Employee Retention

- Are the employees in my organization committed to its goals?
- Is my organization fair to its employees – equal pay for equal work? Are all employees valued?
- Does my organization offer incentives that reinforce wanted behaviors and drive performance?
- Does my organization recognize and support talent?

Creating Organizational Culture

Successful organizations strive to shape the intrinsic habits, customs and norms of individuals as well as the social, structural, and decision making context of the whole organization.

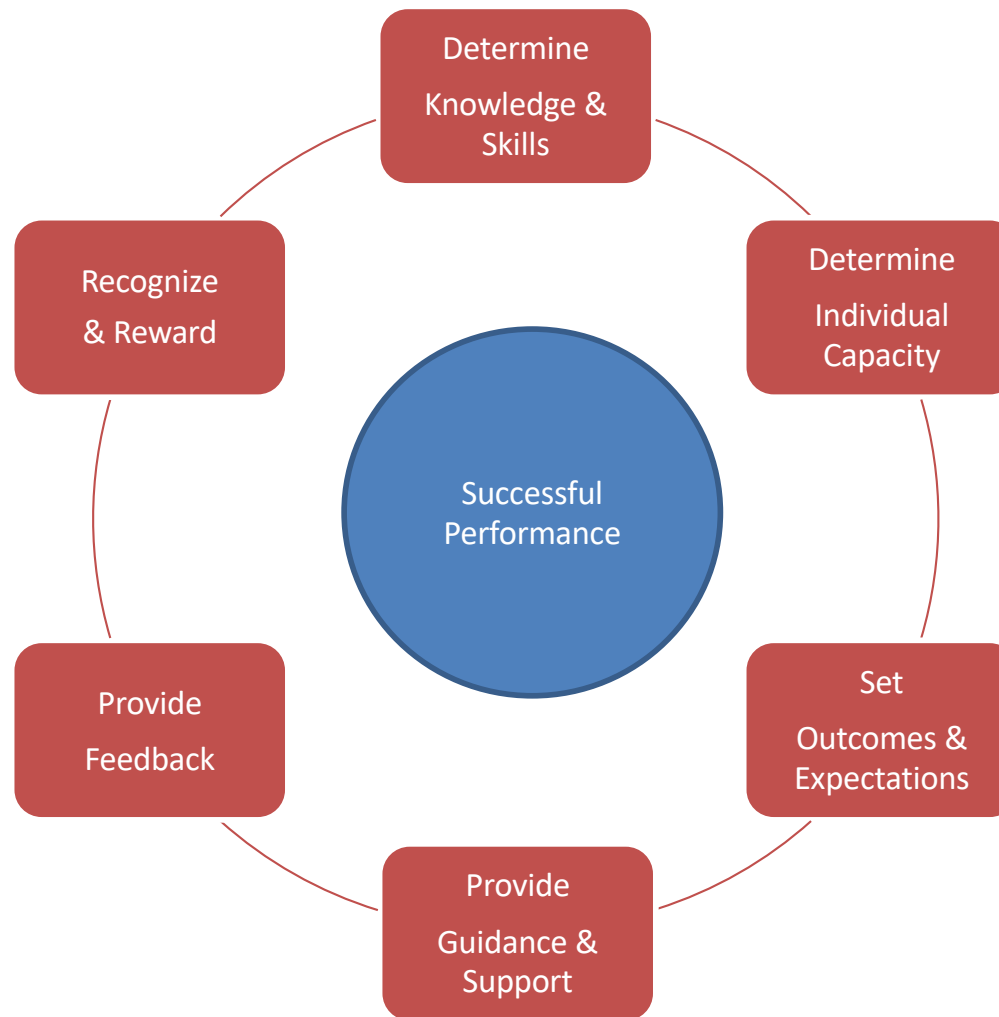


Empowering Success

- Effective managers turn new hires into successful, productive team members as quickly as possible.
- Teach team members how to succeed
 - Establish standards of performance
 - Keep track of critical responsibilities and deliverables
 - Champion accountability: Provide support and redirection when needed
 - Tell, show and involve
 - Link recognition to organizational goals
 - Repeat on ongoing basis



Successful Performance Model



Talent Management Blueprint

- Build your brand through a network of long-term partnerships across communities that respect and are attracted to your organization
- Align talent acquisition processes with business strategies to drive performance
- Teach the skills and know-how that new employees will need to succeed
- Provide guidance, support, and direction (coaching)
- Understand both the hard and soft skills that enrich successful learning
- Offer opportunities for development through direct experience (special projects, assignments, or job rotation)

Talent Management Blueprint, cont'd

- Create supportive relationships to enable talent to grow (*mentorship programs*)
- Foster cross-functional collaboration and accountability to build high performance
- Ensure comprehensive, competitive compensation
- Link recognition to incentivize successful behavior
- Enhance the quality of leadership across the organization

Why Invest in Talent Management?

- Organizations face continuous pressures from external & internal environs → **change** is guaranteed
- Consider the cost of poor hires, high turnover, disengaged employees, poor brand & inability to adapt to new challenges in both dollars & effort
- Proactively (vs. reactively) preparing for tomorrow's needs increases organizational success and stability