

Talent Management

Understanding an Employers Perspective

By

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My Background



“ When most companies were manufacturers, equipment was resource they bought and maintained. Today, the key resource is the knowledge and talent of people, and career development is the way we maintain that resource”

Richard Knowdell

The Business Case for Talent Management

The New Business Reality

The Old Reality

People need Companies

Machines, Capital & geography are the competitive edge

Better talent makes some difference

Jobs are scarce

People accept the standard package they are offered

The New Reality

Companies need people

Talented people are the competitive edge

Better talent makes a huge difference

Talented people are scarce

People demand much more

The Talent Management Process

Attracting Talent

- Communicating the Employer Brand
- Publishing opportunities widely
- Using robust assessment techniques to match the persons to the role
- On boarding and orientation process

Developing Talent

- Identifying capability gaps and creating targeted individual development plans
- Building and developing critical skills for the future
- Enhancing their leadership capability

Engaging Talent

- Engaging talent to ensure continuous challenge
- Moving and placing talent to maximize value
- Managing performance
- Career planning
- Retaining talent
- Leadership & succession planning

Tracking and evaluating talent

- Competency development
- Segmentation and numbers per segment
- Attrition / retention
- Internal mobility of talent
- Career growth / progression
- Demographics
- Trends and gaps





As a Talent Manager, you are the gate Keeper. You need to be careful who you let into your Organisation

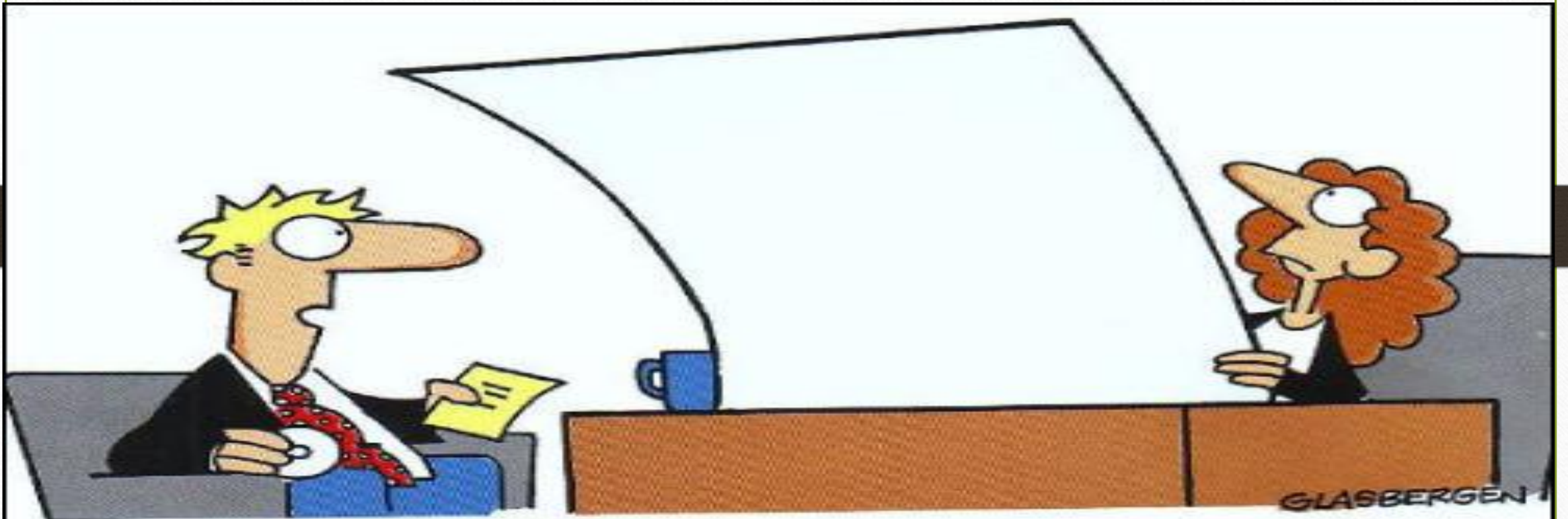
Attracting Talent

- It's your role as a job seeker to make clear to employers how your degree has enhanced your skills, in ways that may not be obvious to an employer—in résumés, cover letters, and in interviews—how this degree sets you apart.



Attracting Talent

What does your cv say about you?



“I want my résumé to be the one you remember. It’s also available as a music video, interpretive dance, and a haiku.”

Attracting Talent

Useful Hints:

- Treat the opening to your CV like gold. Write an opening profile that will give you a leg in.
- Your employment overview should say more about your achievements than the roles you perform
- Write about projects and accomplishments while in school
- Sell your unique strengths and skills
- Packaging is important. Your layout should be clean with a consistent font and not too long.

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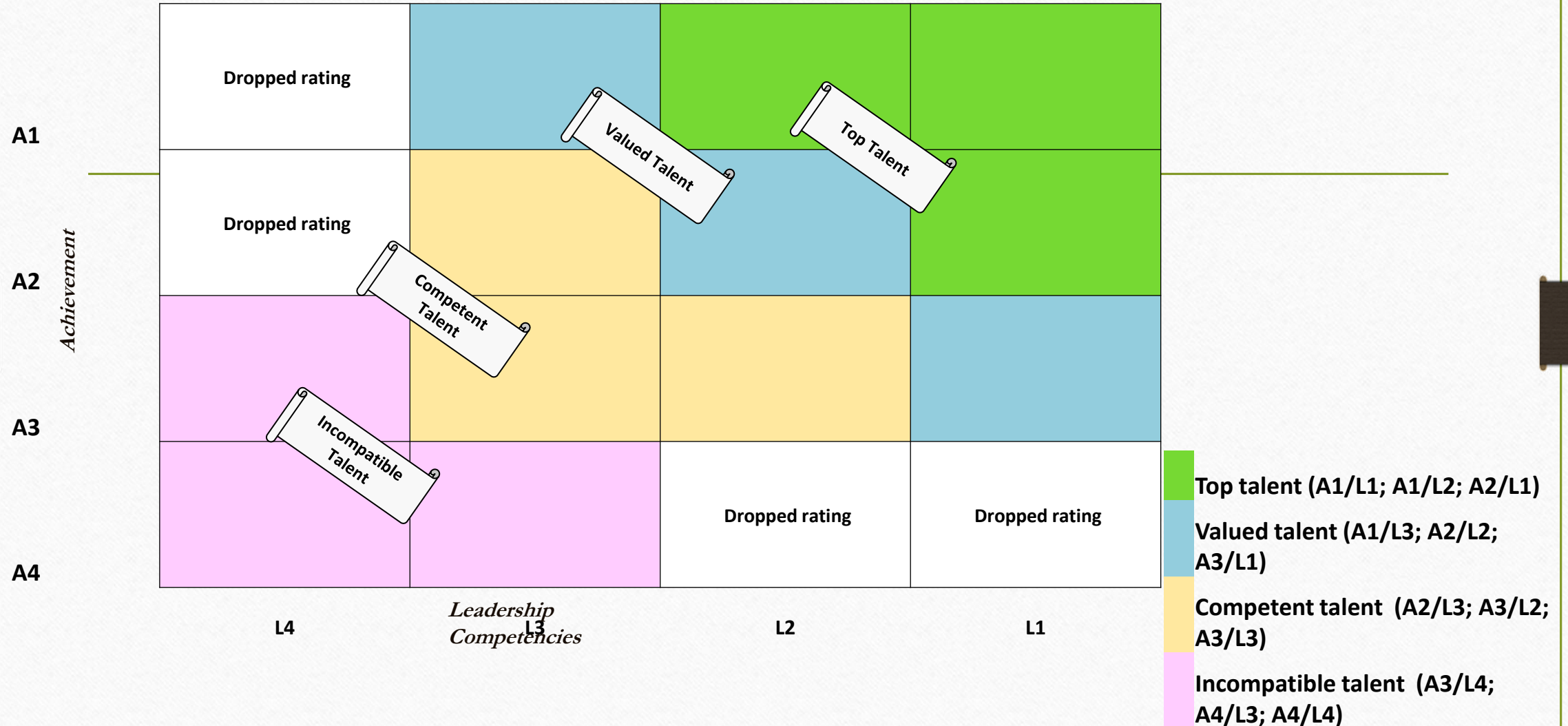
**A BAD ATTITUDE
IS LIKE A FLAT TIRE.
IF YOU
DONT CHANGE IT,
YOU'LL NEVER GO
ANYWHERE.**

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Tracking and Evaluating Talent

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- Segmentation and numbers per segment
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Tracking and Evaluating Talent



9-box grid guide

Potential:
The ability to assume increasingly broad or complex accountabilities as business needs change during the next 12-18 months.

<p>May be an individual who has recently been promoted and hasn't had the opportunity to demonstrate higher performance. Focus on coaching and a solid development plan. In an individual that has been in this role for some time, there may be a serious issue (derailer).</p> <p style="text-align: center;">6</p> <p>Develop 2.1- 2.9pts</p>	<p>A valuable asset for the future. There is still room for maximizing performance in current role; potential may not be fully realized yet. Focus on increasing performance contribution to high, after which greater challenge and/or broader scope are likely.</p> <p style="text-align: center;">3</p> <p>Stretch/develop HIPO 3.7-3.9points</p>	<p>Has mastered current role and is ready (and anticipating) a new challenge. Next steps are to provide greater scale and/or scope or a new assignment, which will stretch them in a significant way or will provide new or missing skills. Retention is critical. These are future leaders of the company.</p> <p style="text-align: center;">1</p> <p>Stretch HIPO 5points</p>
<p>Shows some potential but performance is considered low. Focus on reasons for low performance and actions to improve it. If there isn't an improvement, potential should be reassessed and a performance improvement plan put in place.</p> <p style="text-align: center;">8</p> <p>Observe 1.6-2.0pts</p>	<p>Has potential for increased accountabilities and is meeting current performance expectations. Development focus: Increase performance contribution to "high" will further +se assessment of potential growth.</p> <p style="text-align: center;">5</p> <p>Develop HIPO 3.4-3.6pts</p>	<p>Is exceeding performance expectations and is a good candidate for growth and development. Employee development should focus on specific gaps – i.e. what is needed to broaden or move to the next level of responsibility.</p> <p style="text-align: center;">2</p> <p>Stretch/develop HIPO 4.6-4.9pts</p>
<p>Not meeting performance expectations and demonstrates limited potential. Focus should be on significant performance improvement or finding a more suitable role (internal or external).</p> <p style="text-align: center;">9</p> <p>Observe/exit 1.0-1.5pts</p>	<p>Consistent contributor, but shows limited potential. Focus on maximizing performance while assessing future potential and/or a more suitable role. May need a plan for a successor. In some cases, if performance declines or is blocked, retention may be reviewed.</p> <p style="text-align: center;">7</p> <p>Observe 3.0-3.3pts</p>	<p>A strong performer but unlikely to move to a higher-level role. Engagement will be important for continued motivation and retention. May be of real value for developing others. Professional, business or content experts may fall into this box.</p> <p style="text-align: center;">4</p> <p>Develop 4.0-4.5pts</p>

Does not meet expectations

Meets expectations

Exceeds expectations

Conclusion

“Money is just a commodity. Talent supplies the edge”

Ram Charan(Talent Masters)