

Talent Management

Q1 Who do you consider the five most talented people in your organisation?

- Why did you choose them?
- What makes each of them special?
- How did you define talent when you were creating your list?

Q2 How does your organisation view talent?

- What is the typical background of these talented people?
- How are they gifted?

Q3 When selecting your five employees, did this rank in your selection?

- Skills?
- Knowledge?
- Cognitive ability?
- Behaviours?
- Potential?
- Values?
- Work preferences?

Q4 Let's review McKinsey's 9 Box Grid, where do your five people fit in?

	Not Yet Full Performance	Full Performance	Exceptional Performance*
High Potential	Exceeding expectations but maybe new to role	Solid performance with room to grow in current role ⁽¹⁾	Very Strong performance ⁽¹⁾ ready for next role
Intermediate Potential	New to organisation or role shows capability Skill may have future potential ⁽²⁾	Good performance with room to grow May be expandable ⁽²⁾	Valuable contributor. May play a role 1 or 2 steps higher in the organisation ⁽²⁾
At Potential	Performing below expectations requires action ⁽³⁾	Competent but not promotable ⁽³⁾	Seasoned professional very valuable but not promotable ⁽⁴⁾



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Q5 How do you apply your responses to the earlier questions into your Recruitment, Search and Selection, Learning and Development and Succession Planning practices and processes?

Have you considered the use of psychometric tests? To see how these proven tools can aid your people management and development, view our sample reports. Reviewing the example below may prove thought provoking.

Example of a Senior Management Structure Succession Summary

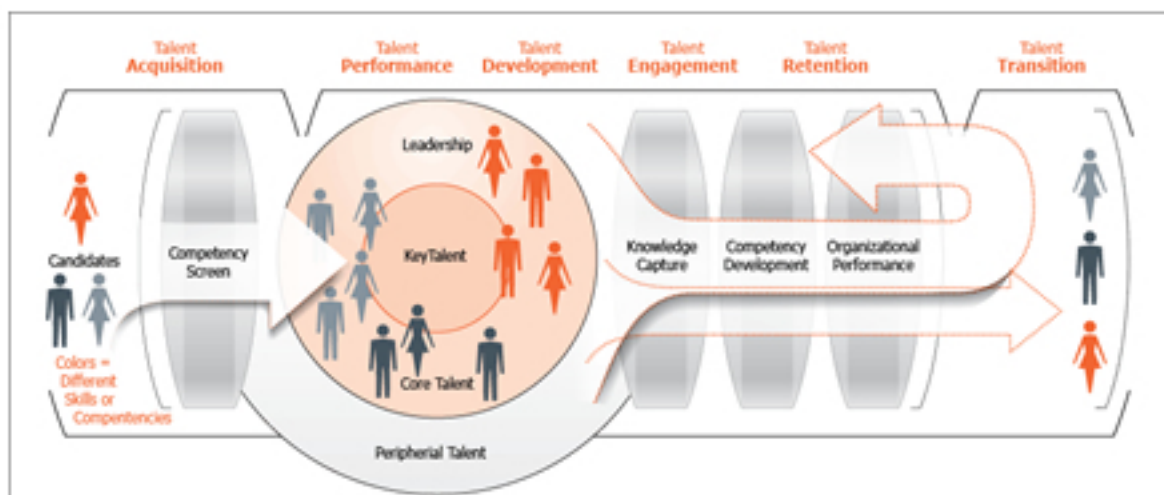
Position	Position Holder	Successors			
		Ready Now	1-2 years	3-5 Years	Emergency
Managing Director	Mr Smith	External	Mr Cole	External	Mr Barry & Mrs Hiscock
Finance Director	Mrs Jones	External	Miss Brown	Mr Macdonald	Miss Shepherd
Health & Safety Director	Mrs Moore	External	Mr Bourne	Miss Bowers	Mr Clark
Operations Director	Mr Blunt	External	Mrs Hanson	Mr Hudson	Miss Wyeth
HR Director	Ms Felton	External	Mrs Hayward	Mr Myers	Miss Blake
Procurement Director	Mr Barrett	External	Mr McEwan	Miss Forbes	Mr Summers

This diagram demonstrates an immediate talent pipeline issue for this organisation, one over reliant on the external market place.



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Q6 Do you have a talent pipeline?



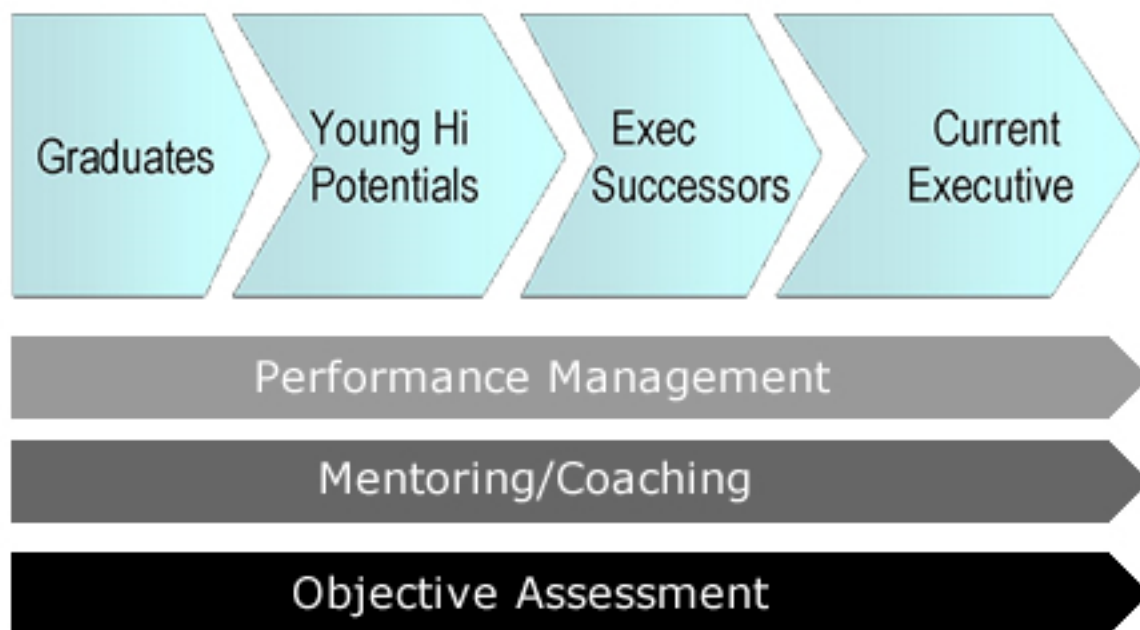
Q7 What strategies do you have in place to manage your talent?

- Attraction?
- Compensation & Benefits?
- Development?
- Deployment?
- Retention of talent vital for your business needs?
- Do you fully understand the capabilities needed in your organisation to determine the actual or potential talent required of employees?

One thought is that skills shortages and employee demands for work-life balance have created a so-called "war for talent". Our belief is "there is no shortage of talented people, there's a shortage of people who know how to identify, develop, recruit and retain talent".



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How are you, your leaders and managers managing your talent?

Discover the ways this can be done on our website in our Learning & Development and Coach-Mentoring sections.

How is your organisation equipped to manage an increasingly diverse workforce?

One in five of the UK workforce consists of working mothers and up to 10 million have a responsibility for caring for elderly relatives, issues of diversity are increasingly important. The Work Foundation (Williams and Jones, 2005) reports that 80% of the 300,000 growth in the workforce between 2004 and 2010 will be women, many of whom will be seeking other than full-time work as a means of balancing their work and family commitments.



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Baby Boomers (1946-1964), opting for early retirement, or resisting change in order to retire with the same company whilst securing their benefits, or those remaining in the same employment due to the cost of their children's university education.

Our compensation and benefits specialists devise independent sessions or we can offer these as part of outplacement programmes to ensure that your employees receive independent and specialist financial support and advice to ease them through this significant transition in their lives. Sessions can be individual or group based.

Pressures to use the talents of the older work force will similarly grow due to workforce demographics. At present, there are some 17 million people in the UK aged 20-40, and 14 million between 45 and 65. By 2020, the projections are that the younger group will decrease to 16 million, while the older group will increase to 17 million.

Due to changes in the statutory retirement age, pension provision and age discrimination legislation, many workers now in their 50s (the 'Methuselah generation') are likely to be working well into their 60s in full-time work and have different expectations about what's offered by employers as their working lives become longer (Philpott 2006).

We can support you or work with you to create your own internal processes to re-dress these pressures. Go to the Coach-Mentoring section on our website for more information.



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Generation X (1965-1977) will have experienced recessions, redundancy; consequently more independent and more inclined to take calculated risks – it is estimated that 1 in 5 is preparing to leave their current job – **are these the most talented employees in your organisation? How do you know?**

Generation Y (1977-1997) believed to have high expectations, searching for new ways to define and express themselves. Work life balance is very important to this generation, as is flexibility, growth and recognition. They will leave organisations in search of this. **How are you attracting and retaining this generation? Do your policies support this?**

How are you preparing to attract Generation Z? Currently this talent bank is under 16 years of age:

<http://www.hse.gov.uk/horizons/downloads/generationz.pdf>

Unlike many search and selection providers we want to support your organisational planning, search, selection, succession = your talent pipeline! Find out more in the Recruitment section of our website.



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