

Talent Management Reference Guide

Talent Management is an organized strategic process of getting the right talent and helping them grow to their optimal capabilities while keeping organizational objectives on point. Involves workforce skills mapping, recruitment and selection, training and development, succession planning, and performance management

Workforce Mapping



1. **Strategic Direction:** Understand key mission goals and future objectives set by organization leadership and how the workforce needs to be aligned to achieve them.
2. **Supply Analysis:** Understand the current workforce and how it is projected to change over time, due to attrition and other trends.
3. **Demand Analysis:** Understand the organization's current and future workforce requirements.
4. **Gap Analysis:** Understand the gaps between workforce demand and supply and to define top priority gaps with the greatest impact on organizational performance.
5. **Solution Implementation:** The appropriate workforce interventions and activities to close identified workforce gaps and enable your organization to meet its strategic goals.
6. **Monitoring Progress:** Monitor the performance of solutions and their impact on the gaps they were designed to address, and to continuously improve the solutions to maximize their effectiveness.

Enter [the toolkit](#) and learn how to get started with your Workforce Planning activities.

Talent Strategies

- ❖ **Guiding Principles:**
 - Have a TM strategy!
 - Tie your strategy to achieving the organization's acquisition objectives.
 - Continually refine/update your TM strategy as acquisition objectives and talent needs evolve.
- ❖ **Strategy Potential Components:**
 - Workforce skills mapping.
 - Recruitment and selection.
 - Training and development.
 - Succession planning.
 - Performance management.
 - Others based on needs.
- ❖ **Where to Start in Developing and Implementing Your TM Strategy:**
 - Use the same principles for developing your TM strategy that you use for any acquisition challenge: (Understand, Assess, Decide, Act)
 - Leadership perspective: The organization's leadership should be deeply involved in developing the overall TM strategy.
- ❖ **Does your Organization have a Game-Changing TM Strategy?***
 - My organization places "purpose" at the heart of its operating model.
 - My organization has a high performance culture?
 - Leaders in my organization follow well-understood guiding principles.
 - Our talent management strategies are highly effective.
 - Our leaders are deeply engaged in and accountable for all aspects of the TM strategy.
 - Our talent practices are strategically oriented, but also put a premium on operational efficiency.
 - Our talent practices engender a strong sense of collective purpose and pride yet work very well for the careers of individuals.
 - My organization is opening to changing TM strategies and procedures when the mission and talent evolves.

*Modified from the Harvard Business Review January 2014 article entitled "Building a Game-Changing Talent Strategy..." by Douglas A. Ready, Linda A. Hill, and Robert J. Thomas.

Succession Planning

Succession Planning includes the following steps:

1. Identify Key Areas and Positions.
2. Capabilities for Key Areas and Positions.
3. Identify Interested Employees and Assess Them Against Capabilities.
4. Develop and Implement Succession and Knowledge Transfer Plans.
5. Evaluate Effectiveness.

Through your succession planning process, you recruit superior employees, develop their knowledge, skills, and abilities, and prepare them for advancement or promotion into ever more challenging roles in your organization.

A good succession plan is integral to an organization's success. Key questions to address:

- How does our environment (external and internal) affect our leadership strategy?
- How will an upcoming change affect the structure of our leadership team?
- How does our culture need to change to better support our goals?
- How does our strategy affect the capabilities our leaders will need to be successful?
- What technological changes are affecting our leadership development strategy?

Performance should not be the only determining factor. When identifying your next successors, consider potential as a critical component when determining long-term success as a leader.

Managing High Potentials:

- ✓ Create An Inventory Of Existing Skill Sets.
- ✓ Ask People About Where They Would Like To Be.
- ✓ Evaluate Each Person's Future Potential.
- ✓ Inform Employees Of Their Succession Potential.

Benefits of Succession Planning:

- Employees are constantly developed
- Reinforces career development among employees.
- Rich talent review sessions help leaders understand their current bench strength and make plans for improvement
- Keeps better track of the value of employees so that positions

Performance Management

❖ Essential Elements:

- Setting employee goals
- Measuring performance against goals
- Providing on-going feedback and coaching
- Developing employee's skills and strengths
- Conducting formal evaluations

❖ Setting Employee Goals:

- Establish "SMART" goals: Specific, Measurable, Attainable, Relevant, Time Bound.
- Initially developed by employee
- Jointly reviewed by employee and supervisor
- Linked to organizational objectives
- Updated when organizational priorities change

❖ Measuring Performance:

- Results: What an employee is going to accomplish – fairly objective measurement
- Behaviors: How an employee is going to achieve their goals (e.g., teamwork) – more subjective measurement

❖ Feedback and Coaching:

- Too much, too little, just right
- Timely, fair, balanced, specific
- Two key questions: What are you going to accomplish this month? What help do you need from me?

❖ Individual Development Plans:

- Balance between employee wants and organizational needs
- Jointly reviewed by employee and supervisor
- Tailored to employee's learning style- Visual Learner, Auditory Learner, Kinesthetic Learner.

❖ Formal Evaluations:

- Not well liked but not going away either
- Efficacy correlated with organizational and individual adherence to other elements of performance management