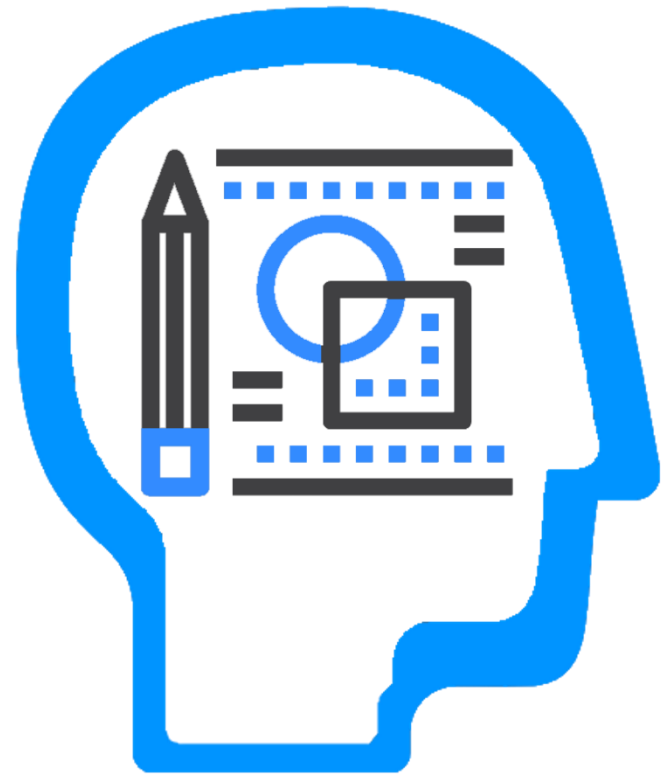


TALENT AND PAY TRENDS ROADSHOW 2017

DRIVING STRATEGY THROUGH YOUR TALENT



Dr Amanda Potter
CEO, Director of Talent





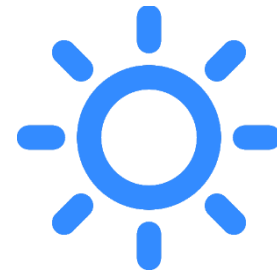
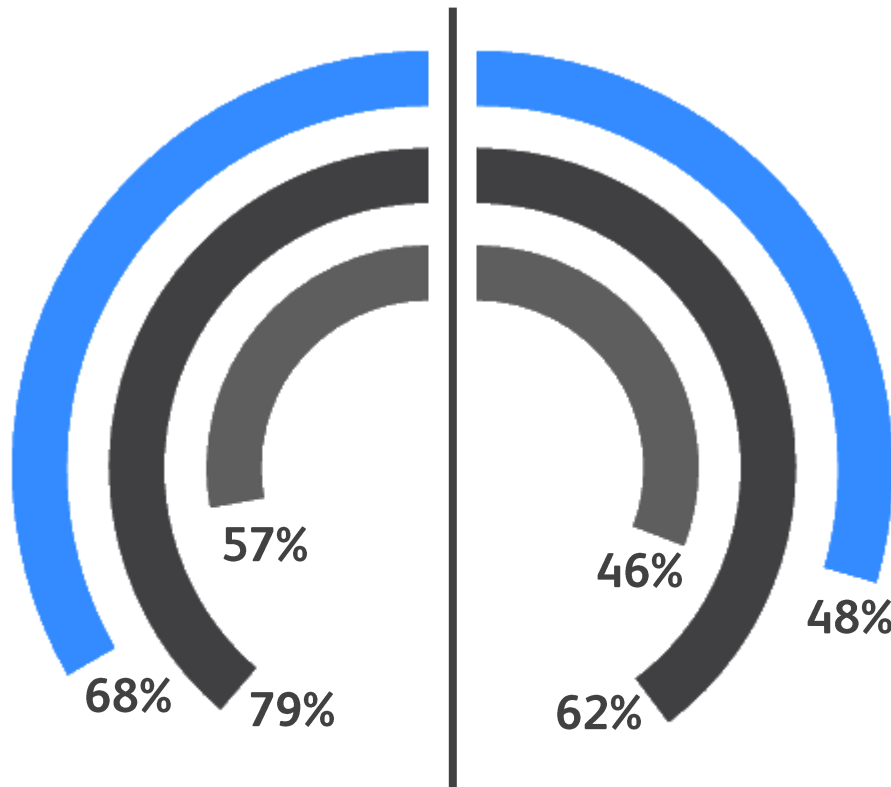
What is your Talent Strategy?



Many organisations do not start with a clear definition of Talent or a clear Talent Strategy



We have a clear TM Strategy



We have a clear definition of Talent



How can you differentiate yourself?

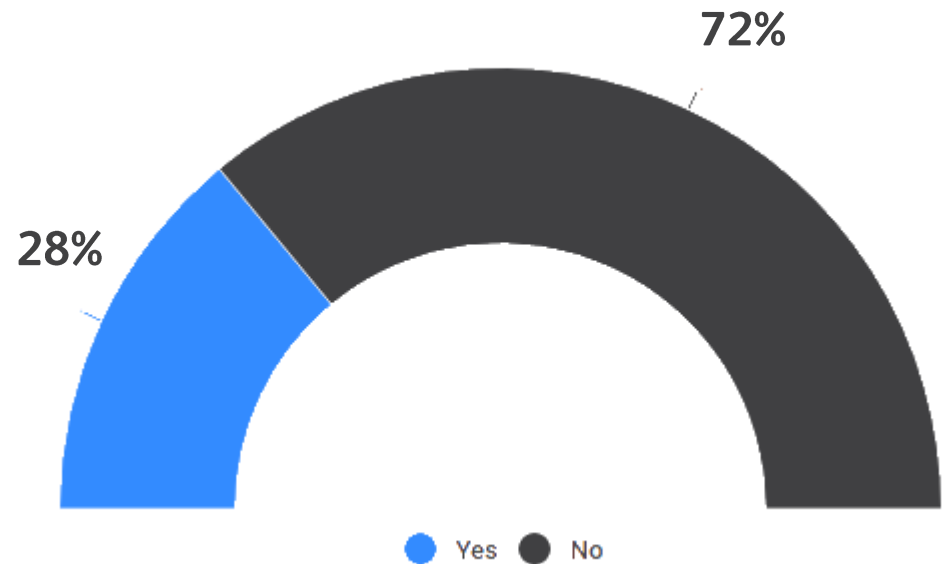


Talent Strategies are responsive to external market conditions but they do not show differences between competitors



78 % of organisations are responsive to market conditions

Does your Talent Model show you are different from your competitors?





How do you apply a Talent Strategy?



Only 20 % of organisations openly communicate their Talent Strategy



Talent Strategies are not consistently applied or communicated across the whole organisation and as a result, the Talent Strategy is not embedded in the employee mind-set

Only 5 % of organisations measure the ROI of their talent practices



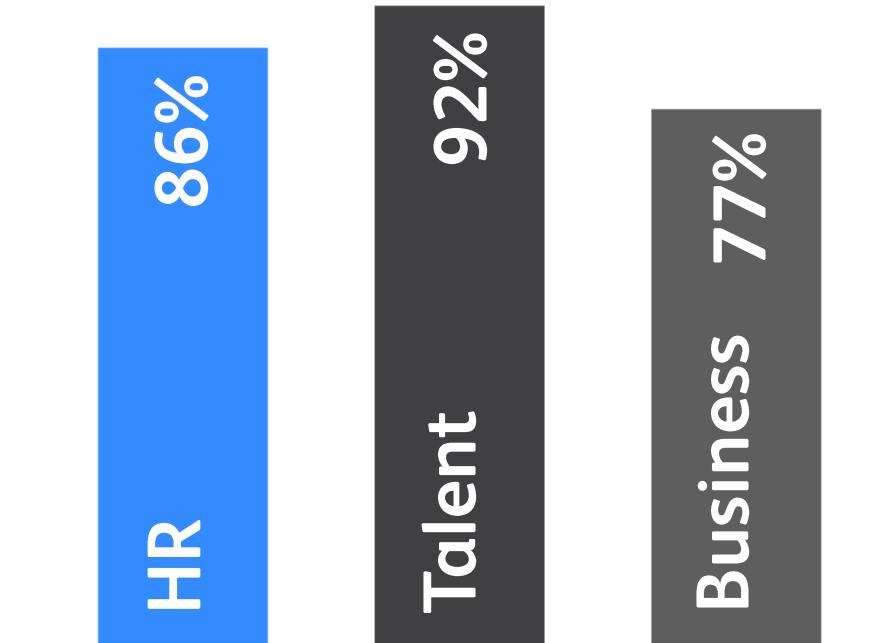
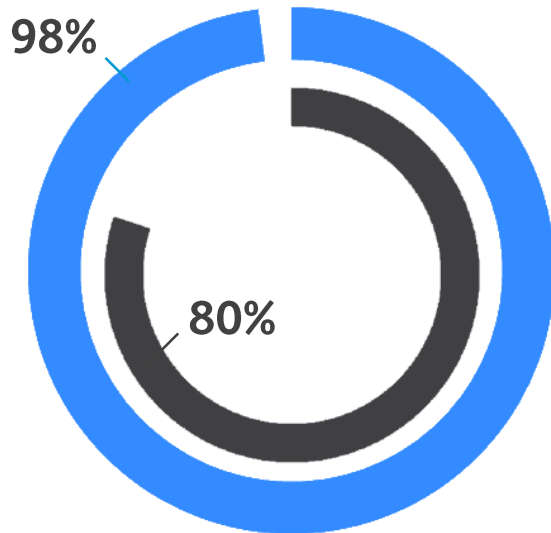
Organisational focus on talent has increased over the past three years and needs to increase again over the next three years to remain competitive and drive ROI



How do you build a Talent Strategy?



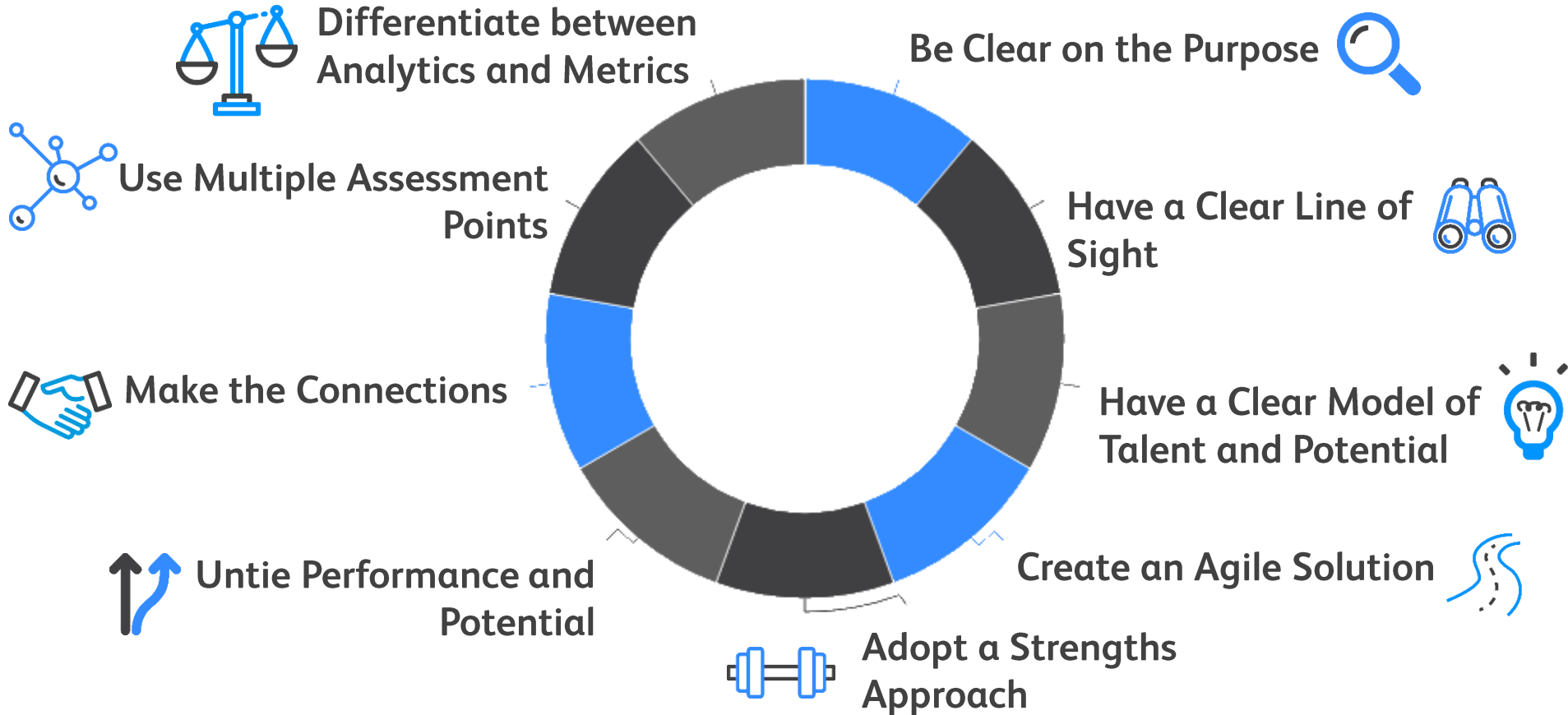
98 % of organisations are using competency models as the starting point and over 80 % are linked to the strategy of the organisation



Our CCM is aligned to the business objectives, goals and strategies



How do you implement an effective Talent Management System?

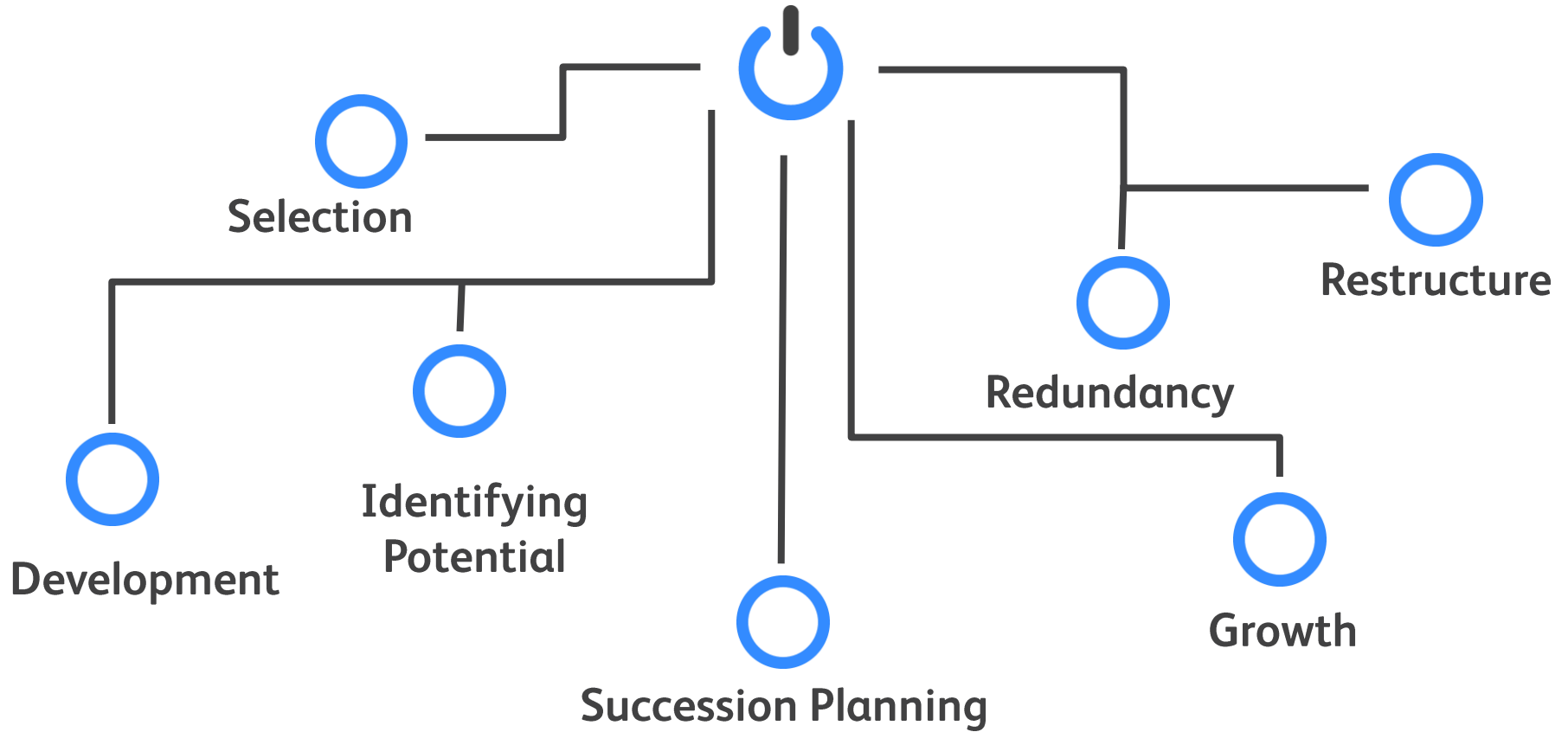




Be Clear on the Purpose

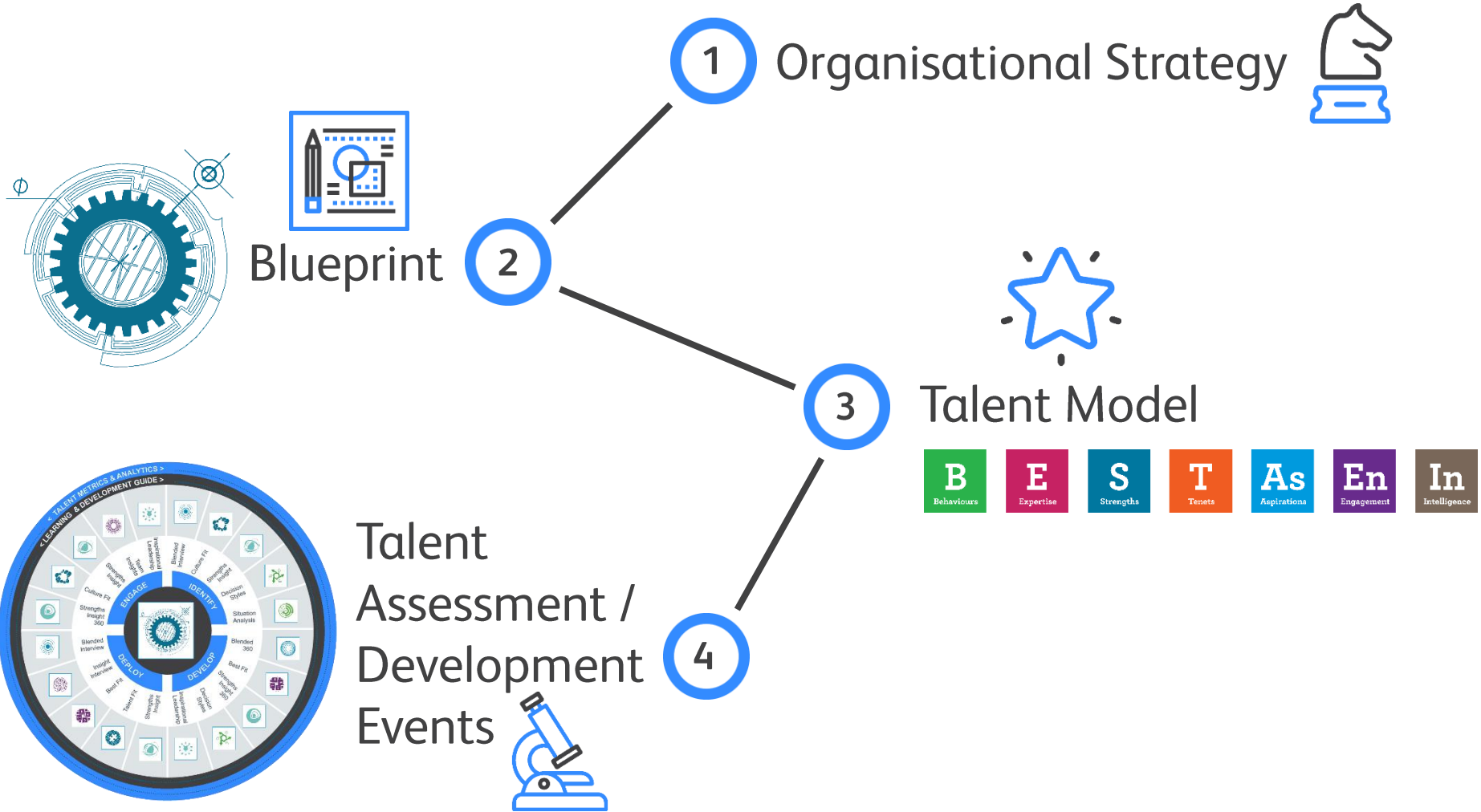


What is your Goal?





Have a Clear Line of Sight





Define a Model of Potential that clarifies what good looks like



A clear and structured Talent Model is the starting point for success



The question to ask about talent is whether an individual has the BEST combination of attributes for the future organisational requirements



Do they have the potential fit for the current and future organisation?



Create an Agile Solution



Your organisation is unique



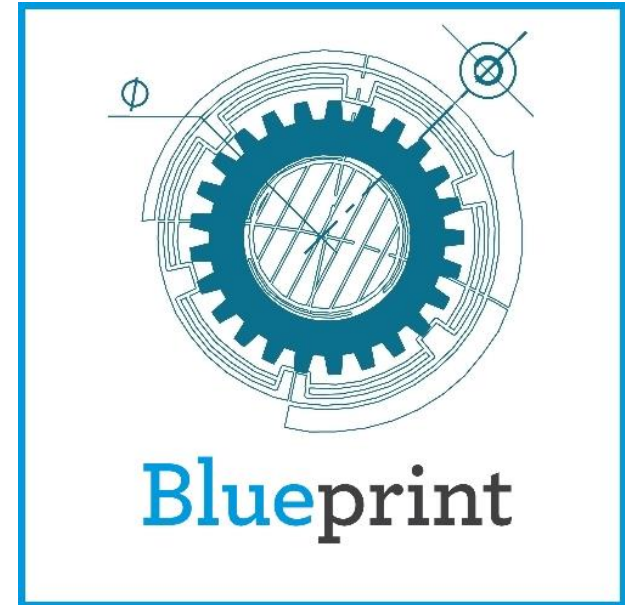
Imposing a standardised talent model will detract from that uniqueness



We therefore suggest that it must have its own Blueprint as the starting point



You can then tailor your talent management to match the Blueprint



B Behaviours	E Expertise	S Strengths	T Tenets
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As Aspirations

En Engagement

In Intelligence



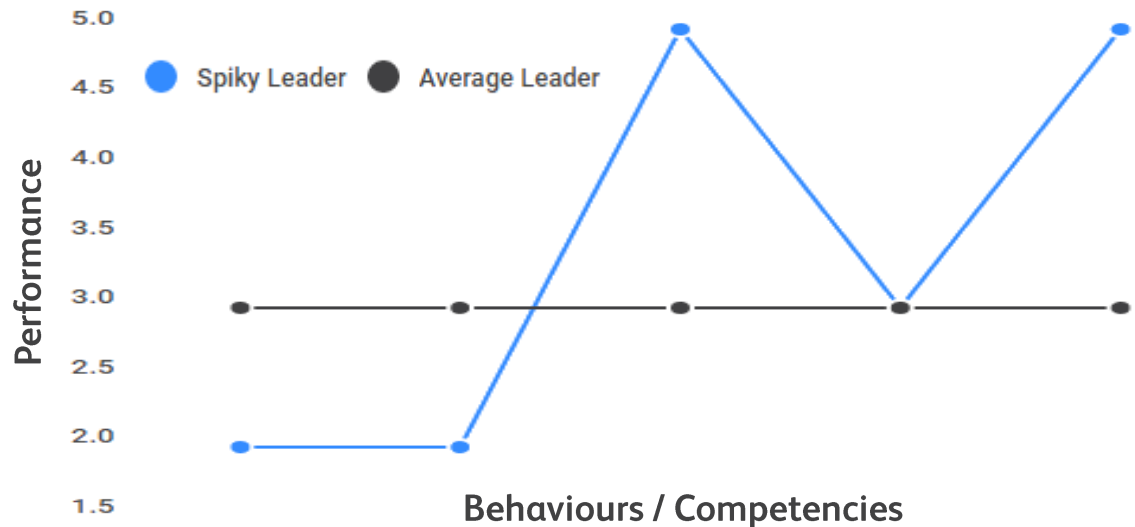
Adopt a Strengths Approach



73% of organisations are moving towards a strengths based approach

72% of organisations encourage their leaders to identify their own strengths

“Spiky” leaders invest time and effort in becoming one of the best within their area of strength. As a result, less importance is placed on their average leadership strengths or development needs.





Untie Performance and Potential



Future Potential	High	B1 Potential Talent/ Transitional <p>This individual has the potential to do great things for the organisation. They are highly driven. An intervention is required to identify the cause for low levels of performance.</p>	A3 Future Talent <p>This individual is performing well and consistently strives for the future by taking on new goals. On the job development could further enhance their current performance.</p>	A1 Exceptional Talent <p>This individual consistently delivers good results, they are a role model for others to follow. They fit both the current and future requirements and should be stretched and challenged to maximise their potential.</p>
	Medium	B3 Inconsistent Performer with Potential <p>This individual is showing potential but is currently underperforming. It is likely that this individual requires coaching in order to achieve greater performance in their role.</p>	B2 Performer with Potential <p>This individual is performing well and is showing potential for the future. They are integral to the success of the organisation. Coaching to enhance performance could enable them to make a more significant contribution.</p>	A2 Emerging Talent <p>This individual consistently delivers good results. They are seen as a role model to others. If they are given stretching goals they may be pushed to achieve future potential.</p>
	Low	D2 Under Performer <p>This individual is not delivering results as expected. It is likely that the individual is disengaged. They require significant support in order to improve performance.</p>	D1 Consistent Performer <p>This individual generally meets expectations and performs moderately well. Needs clear direction and guidance in order to deliver the future business requirements.</p>	C1 Valued Performer <p>This individual consistently produces exceptional results. They are specialised within their field. It is important that their expertise continues to be leading edge so that they are always looking to the future.</p>
		Below Requirements	Meets Requirements	Exceeds Requirements

PerformanceTrackRecord

A1 to A3	Exceptional, emerging and future talent. Requires a particular focus for action planning.
B1 to B3	Potential talent with development needs. Ensure retention and development strategies are in place.
C1	Valued Performer. Ensure retention strategies are in place.
D1 and D2	Under or borderline performer. Priority for performance management or manage out decisions.

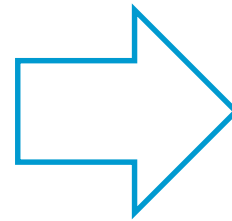
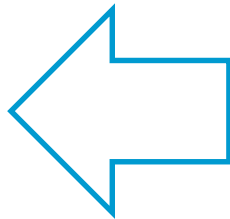


Make the Connections



Organisations encourage their Leaders to be both
Compliant and **Innovative**

People who are **Compliant** believe in the importance of acting in accordance with guidelines, rules and regulations. They place a high value on completing tasks using tried and tested methods.



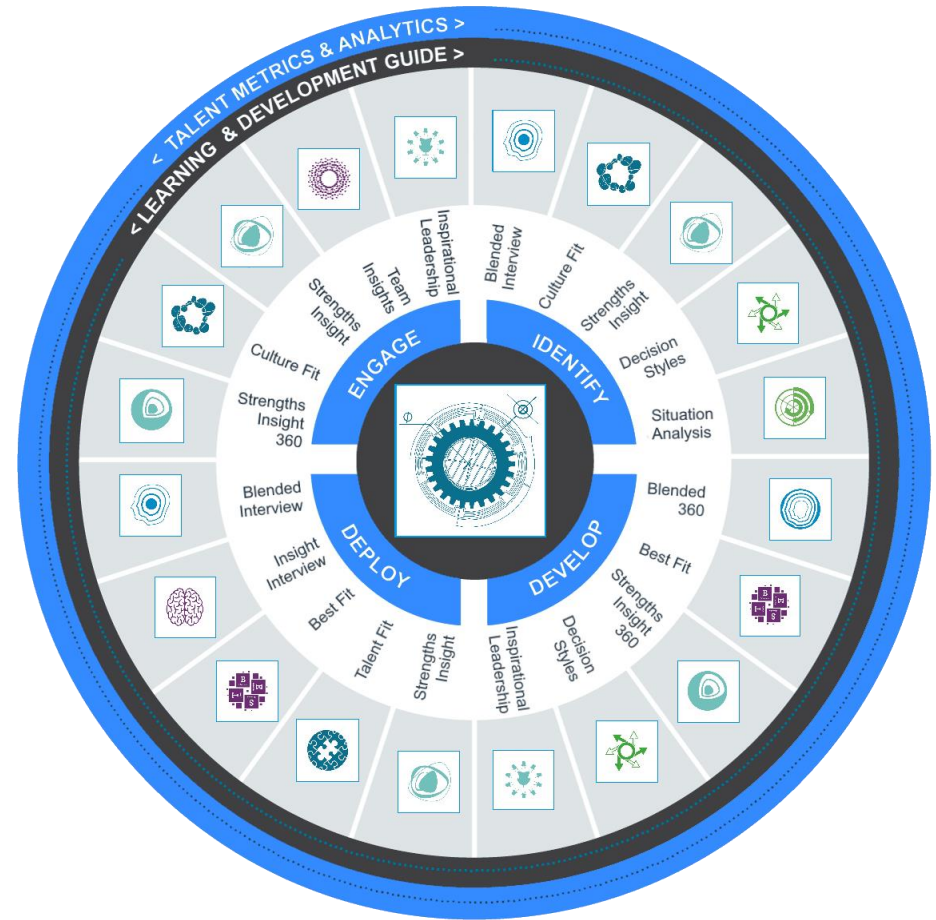
People who are **Innovative** are creative, conceptual thinkers, considering new and novel ways of working, whereas **Compliant** individuals prefer to retain a more sensible or practical approach.



Use Multiple Assessment Points



- Create a holistic approach to talent
- View candidates through multiple lenses
- Offer both breadth and depth to the assessment process
- Use the right tools for the right purpose
- Assess each competency at least twice

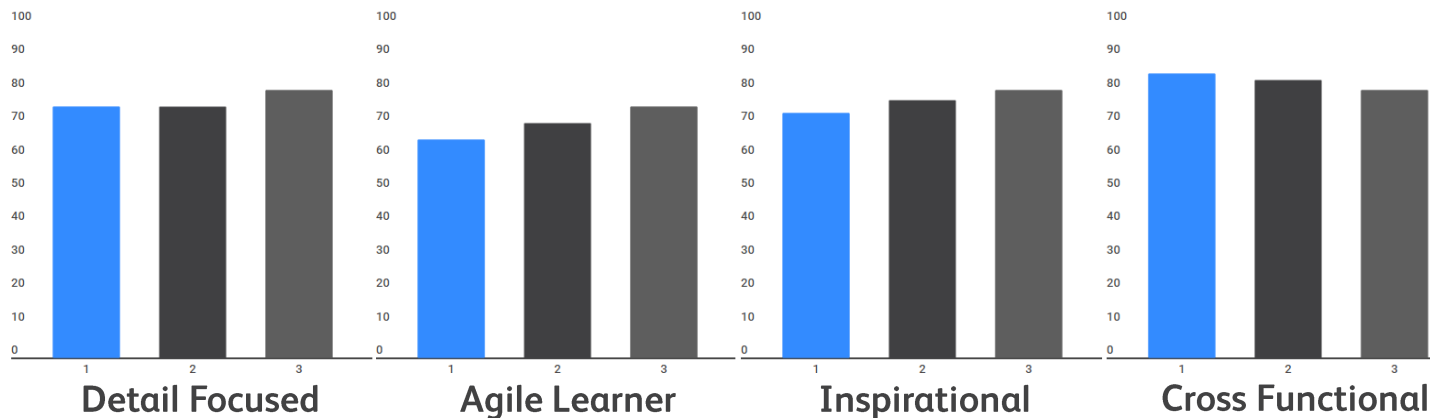




Differentiate between Analytics and Metrics



Organisation Leadership Behaviours - 2016

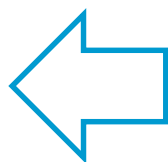
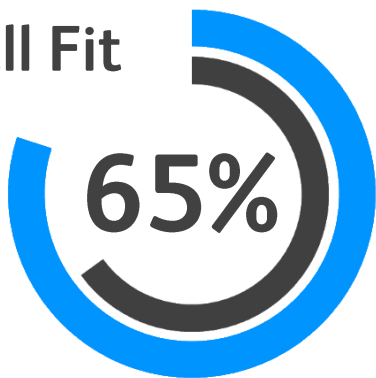


- Assessment Rating
- Performance Data
- Organisation Benchmark

Cross Functional

85% Assessment Rating
82% Performance Data
80% Benchmark

Overall Fit



Change Focused



Entrepreneurial

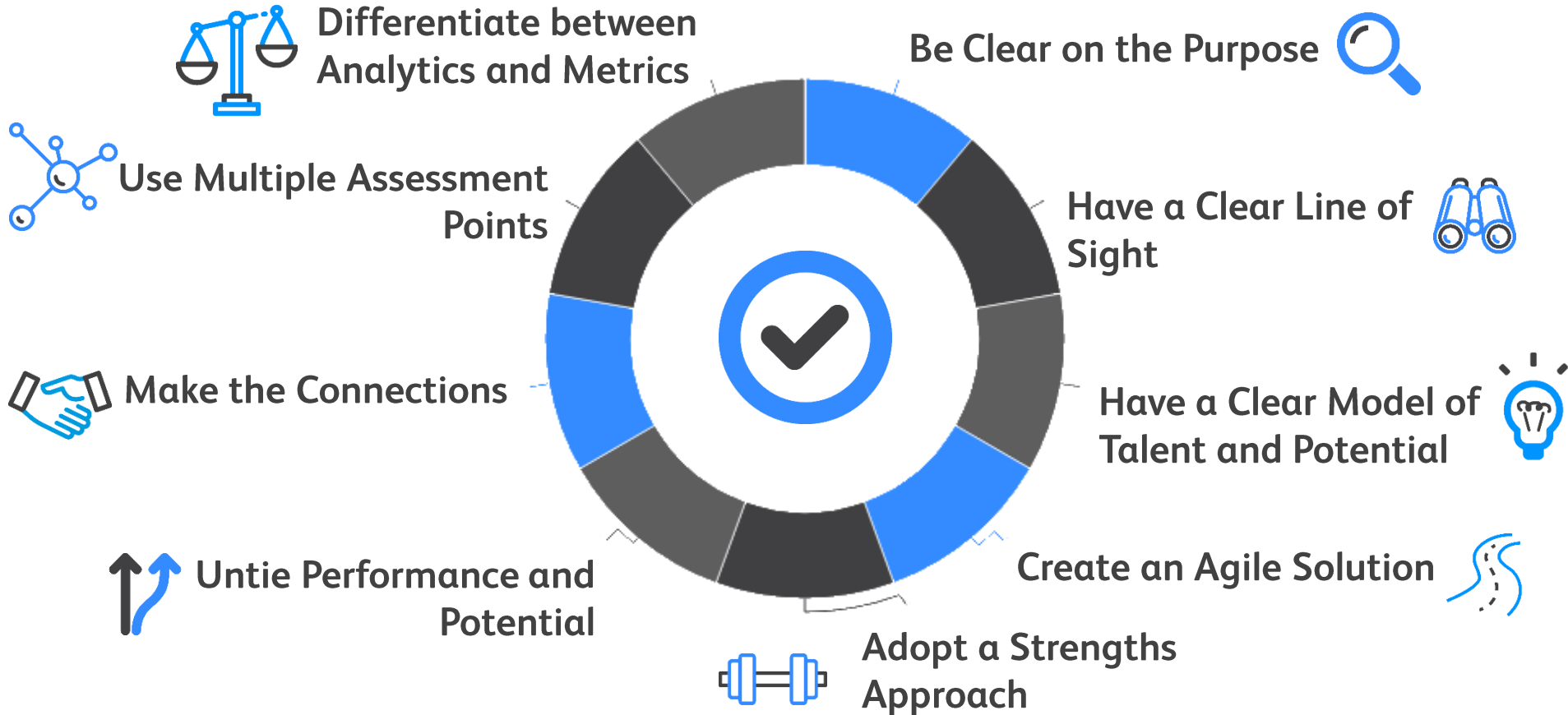


Collaborative

Ethical & Honourable



Build a Talent Strategy that is driven by Organisational Strategy





Putting it into Practice



How is it today?

How do you define talent? -

Do you measure your talent -
analytics or talent metrics?

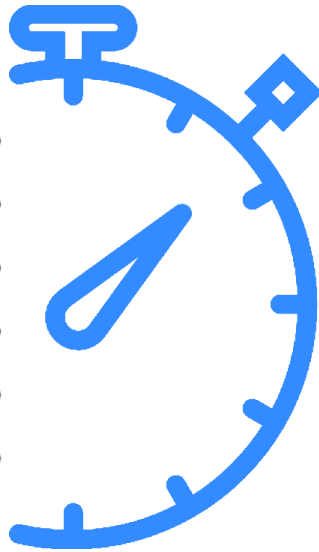
Is your TM static? -

What tools do you use to -
assess talent and potential?

Do these tools directly assess -
your talent requirements?

How do you differentiate between -
potential and performance?

How holistic and joined up is your -
talent analytics solution?



How it could be in the future?

- How could you look at talent and
potential?

- How could you assess both your
talent analytics and talent metrics?

- How agile could your TM be?

- What tools could you consider?

- How can you improve the
validity of the tools?

- How could you improve the
measurement of both elements?

- How could you take a more
holistic approach?



Any Questions?



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