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Talent Management

November 2021

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Education for Job Opportunities



Talent Management
Getting Talent Right

Right Person
Right Place
Right Time

HRCI

About HRCI

HRCI®, headquartered in Alexandria, Virginia, is the premier credentialing and learning organization for the human resources profession. For over 45 years, we have set the global standard for HR expertise and excellence through our commitment to the development and advancement of businesspeople in the people business.

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About this Program

Talent Management

Talent Management is both core and critical to any organization's success. Yet very few organizations truly design and apply strategic talent management in a structured and disciplined manner.

This HRCI program outlines the various methods and strategies available to organizations, starting with a crystal-clear understanding of how talent management differs from workforce planning.

Participants will learn how to choose and implement a talent management strategy that is best suited for their organization's unique objectives.

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About your Instructor

Brad Boyson

Experience

Cofounder HR Learn IN
Executive Director SHRM MEA
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Royal Caribbean
Mitsubishi

Education

Finance
Industrial Relations
HR

6 Professional Certs



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Agenda

Talent Management

Module

1 Introduction and Overview
2 Determining a Talent Philosophy
3 Demand-side Talent Management
4 Supply-side Talent Management
5 Differentiation V2.0
6 Talent Acquisition Tactics
7 Talent Metrics
8 Talent Acquisition Process
9 Talent Retention
10 Capstone

Addendum

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MODULE ONE

An Introduction to Talent Management

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Learning Objectives

Upon completion of module one the participant will be able to:

- Describe, in their own words, the history and evolution of Talent Management and how it deviates from traditional recruiting, staffing and HRD methods.
- Explain why it is necessity to frequently reaffirm a common understanding of technical terminology, as in the case of 'Talent Management'.
- Explain the general concept of employee differentiation.
- Outline international and legal considerations that may impact a Talent Management strategy and implementation.

Activity – What is Talent?

How would you answer the question: *what is talent*?



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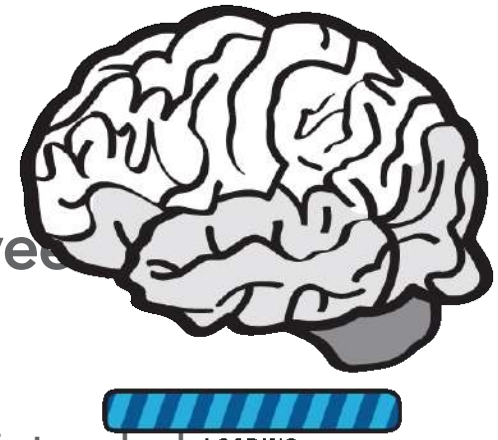
What is Talent?

Communication is challenging. It is even more challenging when words have a common and a technical meaning. Add to that businesses trying to create buzzwords for commercial purposes and it becomes necessary to frequently recalibrate word usage, foremost:

- Talent is *NOT* a synonym for 'staff', 'employee' or 'worker'!

In terms of work, 'talent' can mean a:

1) Skill (vernacular)
2) Top Performer (i.e., relative to other employee
3) High Potential (Creative/Innovative)



All three meaning are valid, thus it becomes essential to ensure the intend is as intended

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Brief History of 'Talent'

Timeline

Headcount

< 1990s ->

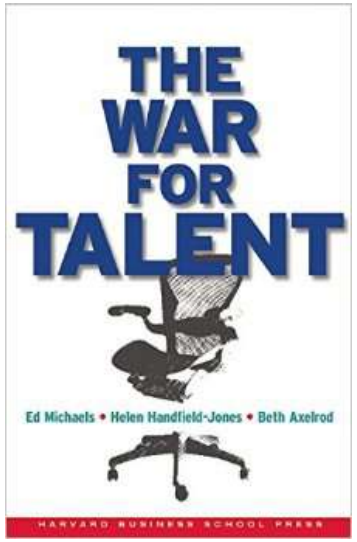
Resource/Factor of Production



War for…

Late 1990s ->

The "Best" workers are limited in supply



Creators/Innovators

2010 ->

Co-develop people, products, services



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Definition

When HR *professionals* use the word "**talent**" the default definition *should* refer to '**high potentials**' (AKA *Hi-Pos*) i.e., individuals who can add the most future value to an organization and benefit stakeholders.

Talent *Management* is the strategic oversight and tactical execution of a workforce differentiation plan with particular emphasis during the following stages of the employee lifecycle:

Acquisition -> Development* -> Performance Management* -> Retention

*As an introductory course on Talent Management, learning will emphasize understanding the strategic context of Acquisition (forms of differentiation) and Retention. Development (HRD) and Performance Management require specialized courses.

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Differentiation – by **Position**

Talent Management is intimately linked to Differentiation

Differentiation is not new; organization structure itself differentiates:

Horizontally (either/or)	Vertically (e.g., Relative Worth)
Employee – Contractor	CEO
Management – Staff	VPs
Union - non-Union	Directors
Professional – Support	Managers
Exempt – Non-Exempt (USA)	Supervisors





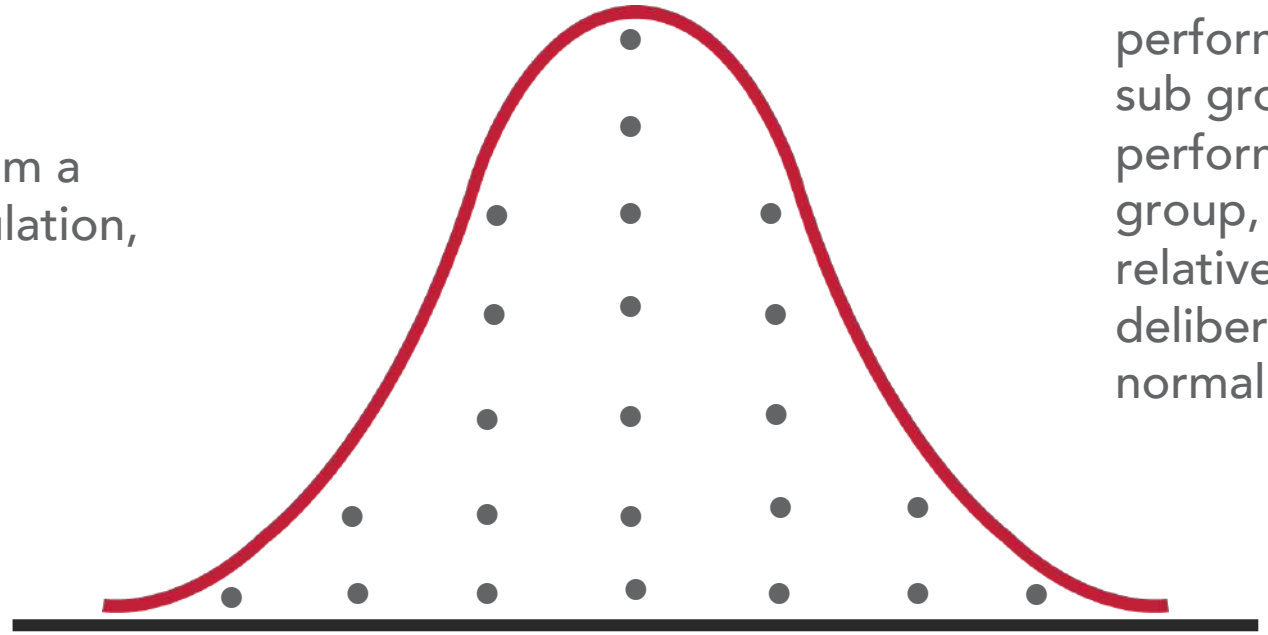
This ***differentiation-by-position*** is independent of the unique *human being* doing the job and considered the most basic or fundamental form of workforce differentiation.

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Differentiation – by **Performance**: The Theory

Normal Distribution – the ‘bell curve’ or Gaussian

Theory: when enough measures are taken from a natural or normal population, the attributes of the measures will have a distribution with the following properties.



Work content: Most people will have a common or similar performance outcome; a smaller sub group will either under or over perform. Even in a very small group, individuals can be ranked relative to each other which deliberately forces (recreates) a normal distribution.

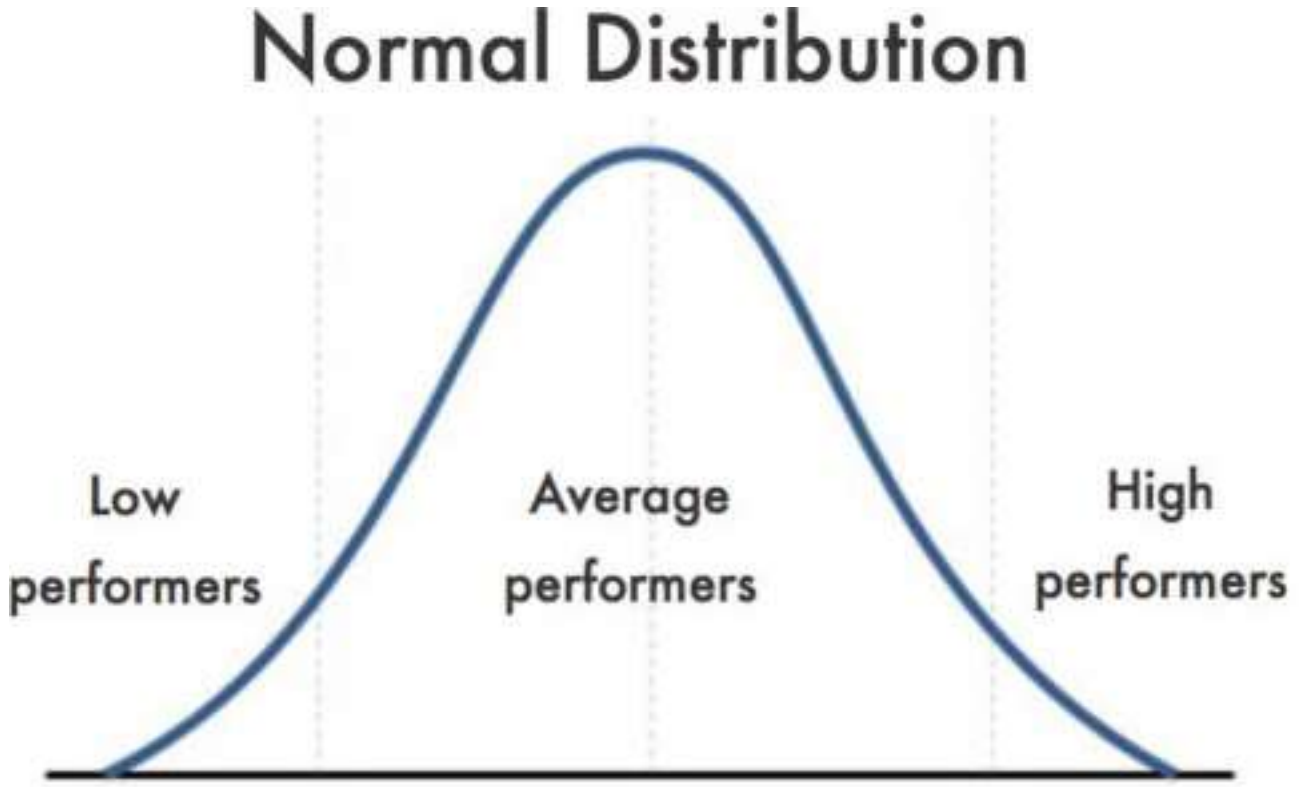
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Differentiation – by **Performance**

At work:

AKA

Stacked/Forced Ranking
'Rank & Yank'



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Discussion/Activity



Question: Do you support using a forced distribution?

Question: What are some of the problems you anticipate?

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Differentiation – by Performance

In Theory	In Hindsight	In Practice
The laws of nature and math are irrefutable and objective ✓	As a result of the inconsistency between theory and practice, differentiation by performance is moving away from being indefinite-policy and more likely to used as a short-term change management tool.	Few leaders are benevolent or objective enough to defer to metrics without adding their influence/bias ✗
Innumerable natural phenomena are measured and distributed as a 'normal distribution' ✓		Over time the incentive to focus on counterproductive internal competition increases ✗
Transparency coupled with objectivity means subjectivity can be removed ✓		People start to avoid joining teams with high performers and avoiding sharing knowledge ✗
Workers who are a low performers are given the tools and chance to improve; failing to improve they should be given the opportunity to work elsewhere (better suited to their strengths) ✓		Misuse can result in overly aggressive tactics to manage (push) people out of the organization with no real intention to provide support for improvement ✗



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Differentiation – by Potential

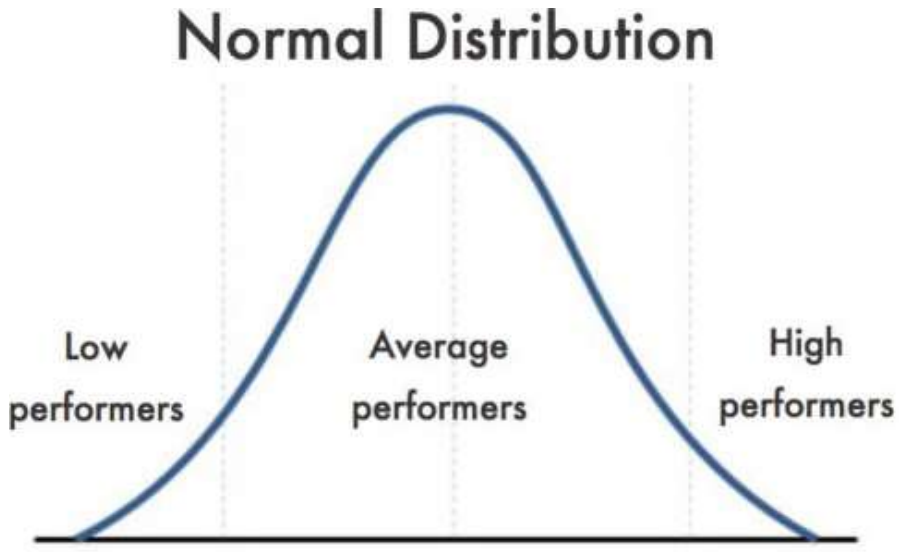
Going Beyond Performance

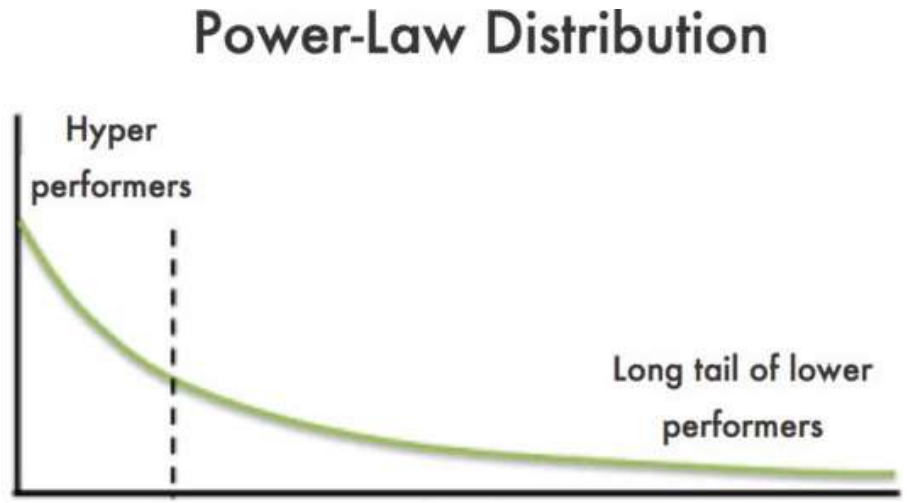
Performance is historical; just because someone had a high performance in the past is no guarantee of high performance in the future!

In most organizations a very small number of people are disproportionately responsible for adding ***significantly*** more value to the organization, not just ranking higher than their coworkers.

The latter reality follows a power law distribution rather than a normal distribution

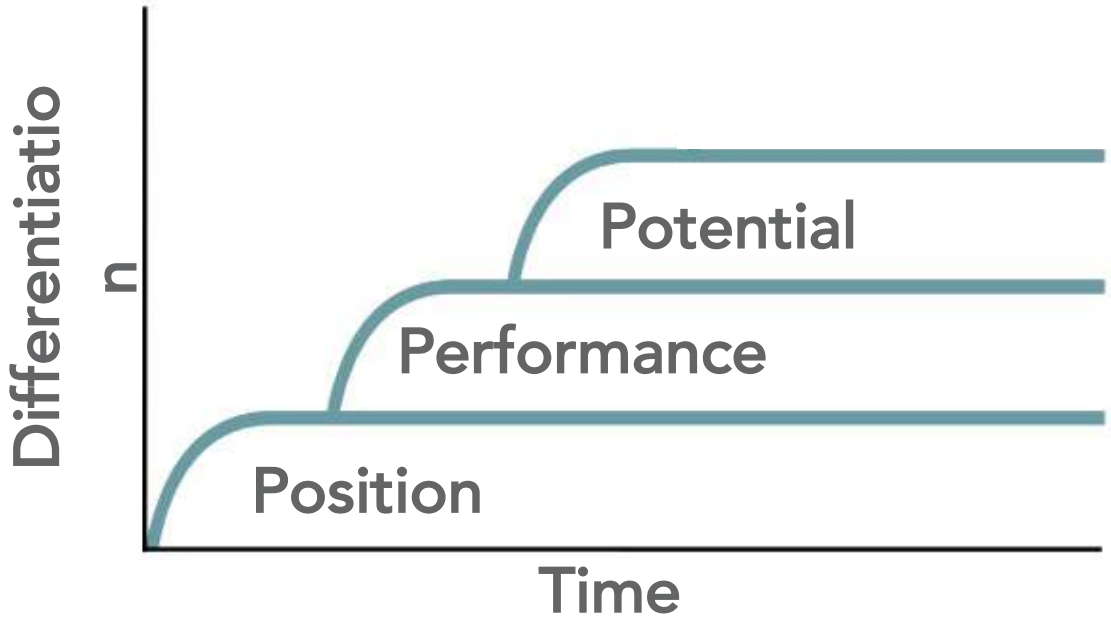
> It follows, that the most comprehensive application of a talent management strategy is to differentiate on '**hyper-performers**' i.e. those High-POTENTIALS who add future value, not just recent of past value.





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Talent Management Maturity



Answers the question…

- Who is: Worth Investing In?
- Who is/was: A Top Performer?
- Who is: Fit for Purpose?

Each organization must choose its unique application differentiation of talent in terms that support its strategy!

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Discussion/Activity



Question:

1) Does culture impact differentiation at work? If no, why not?

2) If yes, how does culture impact each form of differentiation (Position, Performance, Potential)?

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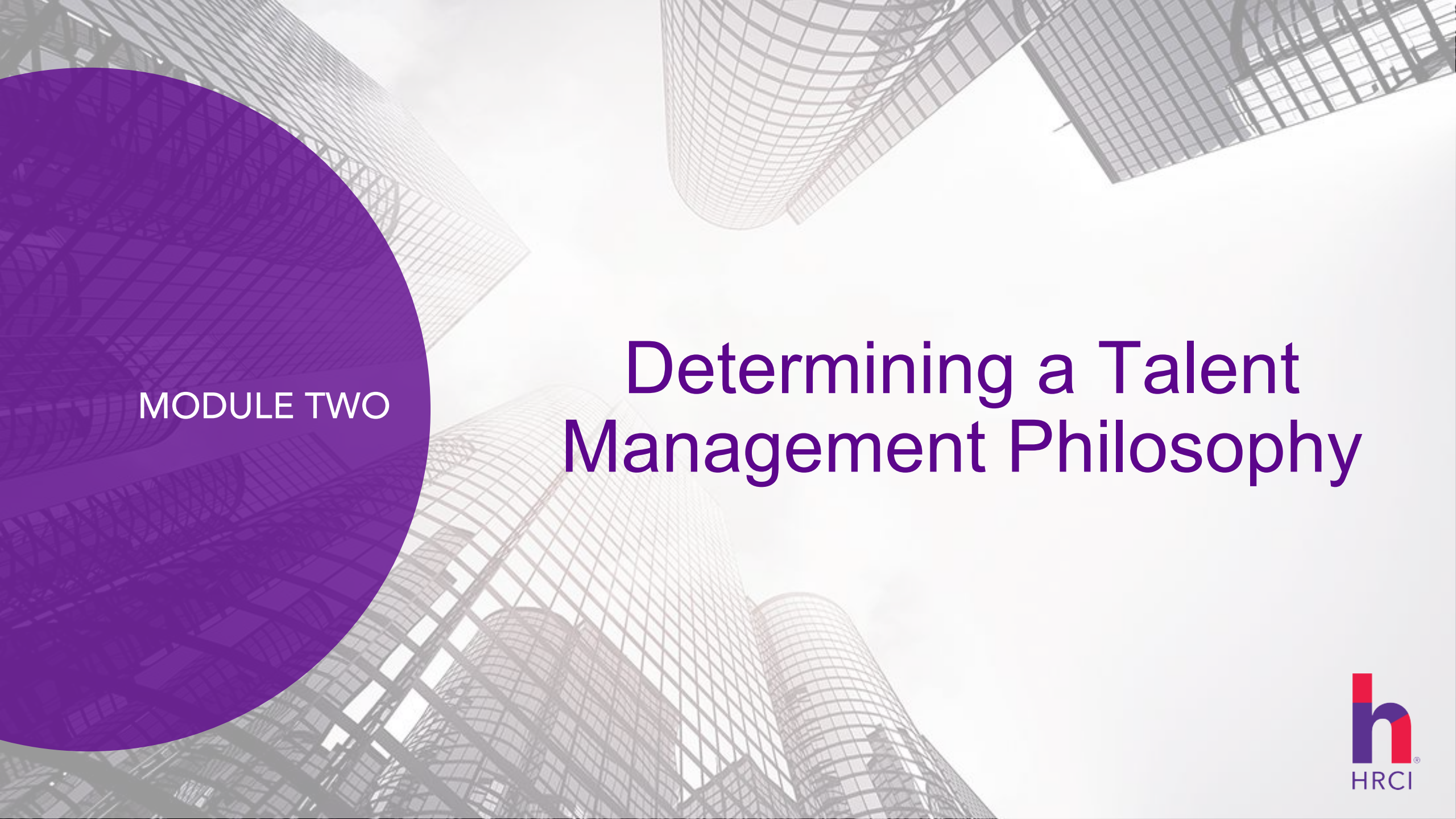
Introduction - Summary

Talent Maturity and Differentiation

- The word 'talent' started to be used as a differentiator of workers in the late 1990s.
- In the context of work, there are at least three generally accepted but different meanings of the word ***talent:*** 1) a skill, 2) a high performer, and 3) a high potential.
- The word ***talent*** may be appropriately used in one of these three meanings, or ***misused*** as a euphemism for: employee, staff, workforce, team etc.
- Because of the wide variety of possible interpretations, it is crucial to clarify which definition of ***talent*** is intended in a given situation.



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MODULE TWO

Determining a Talent Management Philosophy

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Learning Objectives

Upon completion of module two the participant will be able to:

- Explain why establishing a Talent Management Philosophy (TMP) is necessary to apply a genuine Talent Management strategy.
- Formulate and align a Talent Management Philosophy based upon an organization's Mission/Purpose, Vision and Values.
- Conduct an environmental scan specifically for a Talent Management strategy.
- Analyze the full spectrum of workforce sourcing options for Talent Management.
- Analyze the first and most fundamental decision of Talent Management differentiation and strategy execution.

Philosophy versus Mindset

What do you call someone who…

… goes shopping without a shopping li

… goes shopping without a budget?

…Window shopping.

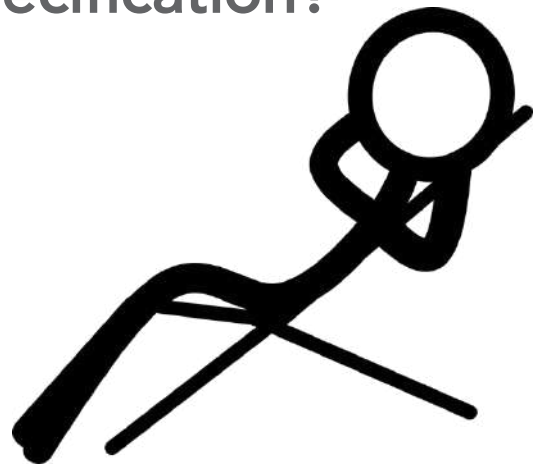


What do you call a recruiter who…

… starts a job search without a person specification?

… starts a job search without a budget?

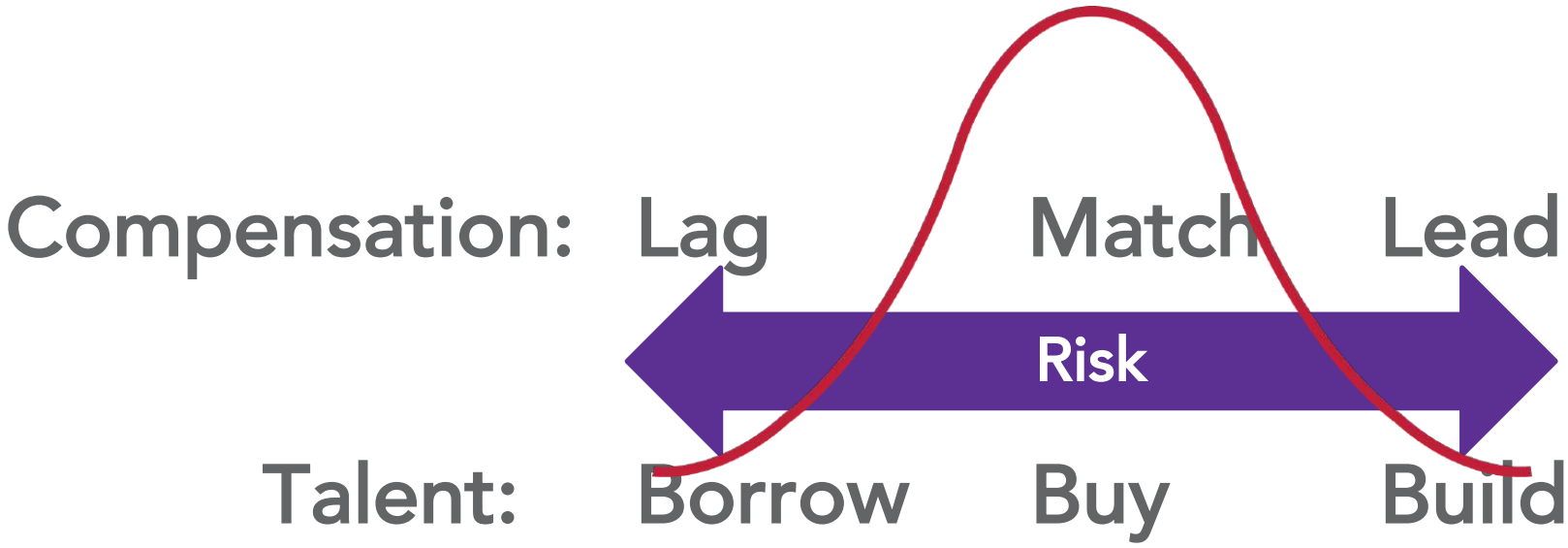
…Unprofessional?



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What is a Talent Philosophy?

Like Total Rewards, the first step in Talent Management is to determine 'where' in the workforce market *the organization* intends to position itself?



Where to position in the 'market' should be based upon cascading the following considerations…

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Cascading Considerations - Developing a TM Philosophy

1) Mission or Purpose alignment

2) Timely strategic analysis of macro and meso business factors (e.g. PESTEL, SWOT)

3) Micro considerations unique to a specific role, location or other localized issues



Note: Whereas traditional headcount 'staffing' focused on filling a position based upon screening for the best candidate available, a Talent Management strategy may not fill a position until a candidate fits the profile sought!

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Discussion/Activity - considerations



1 How would you answer this question?

2 Does this difference have any impact on Talent Management??

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Environment Scan - Macro

PESTEL

- Political
- Economic
- Social
- Technological
- Environmental
- Legal



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Activity – Workforce Environment Considerations

MACRO: The "Market"

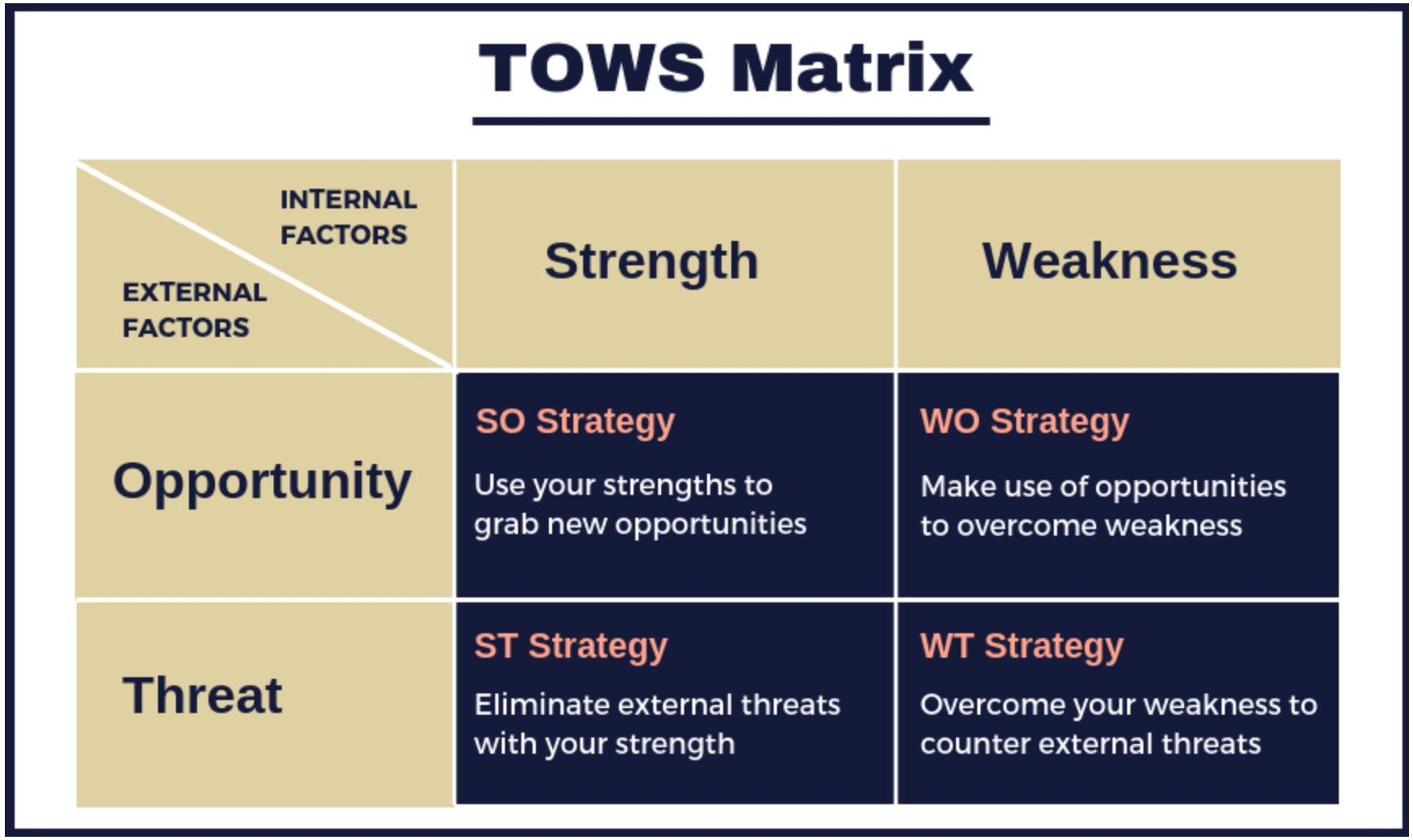
What are some of the current PESTEL factors in the job market?





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Environment Scan - Meso



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Activity – Workforce Environment Considerations

MESO: Your Organization

1) What TOWS considerations are relevant to your organization today?

2) Has anything changed specifically as a resulted of Covid?

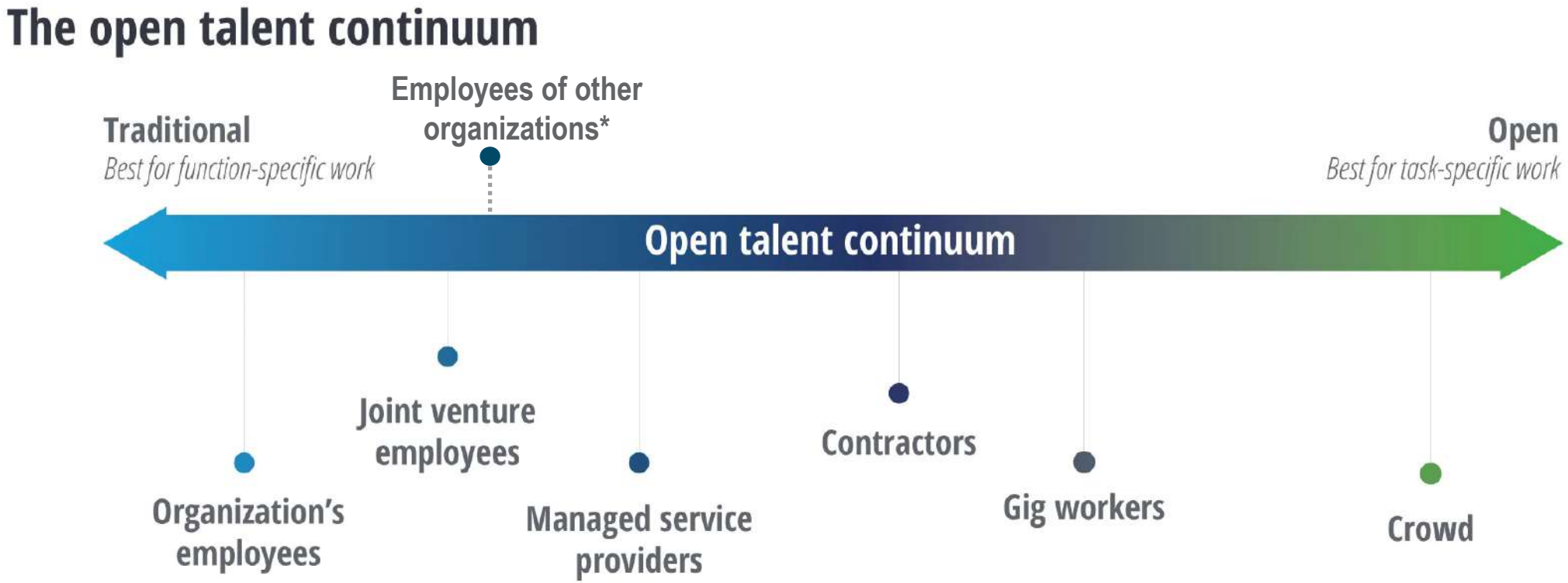
TOWS Matrix

INTERNAL FACTORS / EXTERNAL FACTORS	Strength	Weakness
Opportunity	**SO Strategy** Use your strengths to grab new opportunities	**WO Strategy** Make use of opportunities to overcome weakness
Threat	**ST Strategy** Eliminate external threats with your strength	**WT Strategy** Overcome your weakness to counter external threats



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Environment Scan – Workforce



Source: Deloitte analysis.

Deloitte Insights | deloitte.com/insights

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* Modification added to original

Discussion/Activity - considerations

Why would we consider workers who are not employees as part of the 'talent' market?



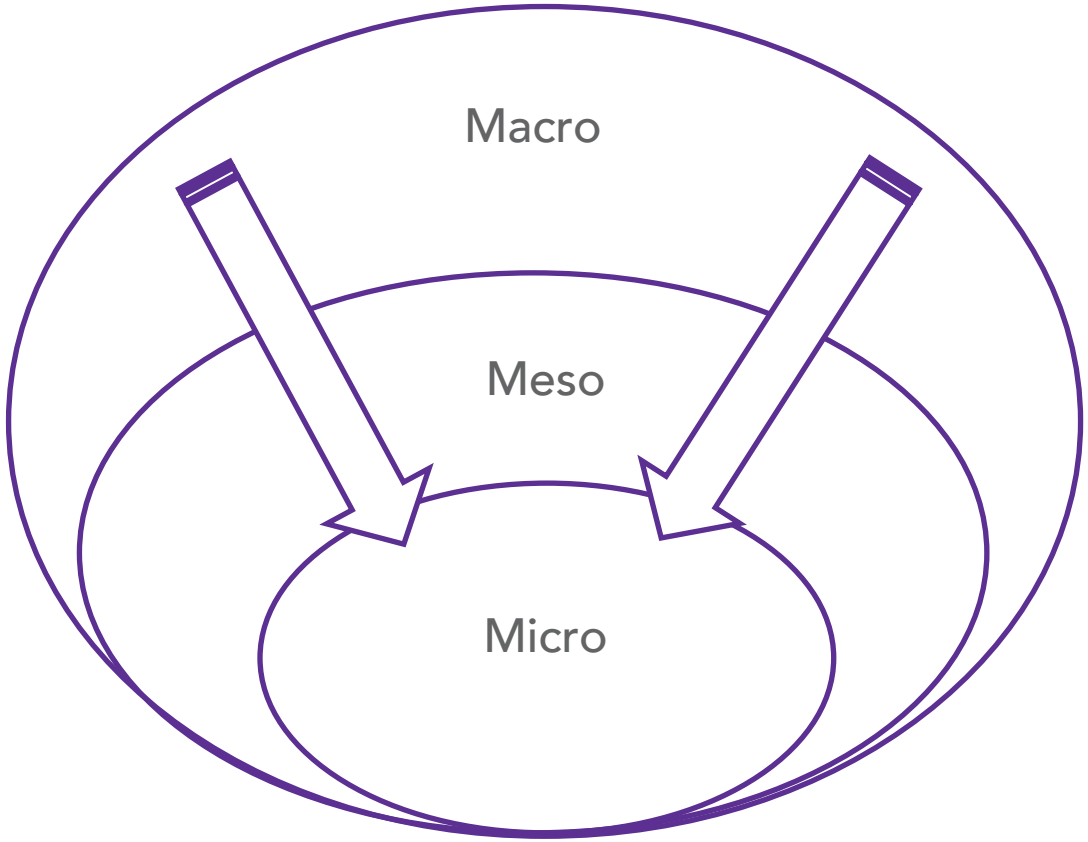
How would you answer this question?

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The Workforce Market

Macro and **Meso** environmental factors are often similar for similar organizations.

It is at the **Micro** (i.e. organization specific) level where significant differences arise.



Once…

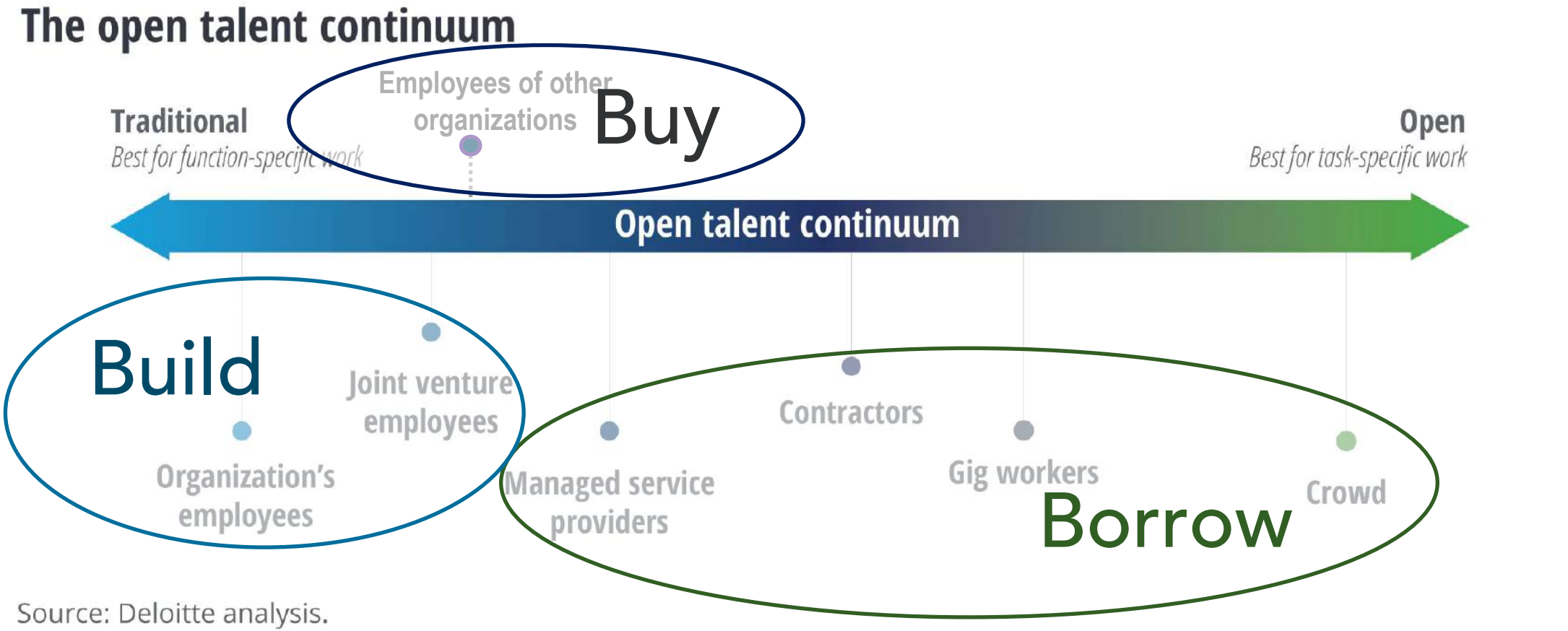
1) alignment with the organization mission and purpose is established, and…

2) a talent philosophy for the enterprise can be determined, then…

Workforce Talent Pools can be targeted based upon on the category of sourcing that best aligns.

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Workforce Talent Pools



Source: Deloitte analysis.

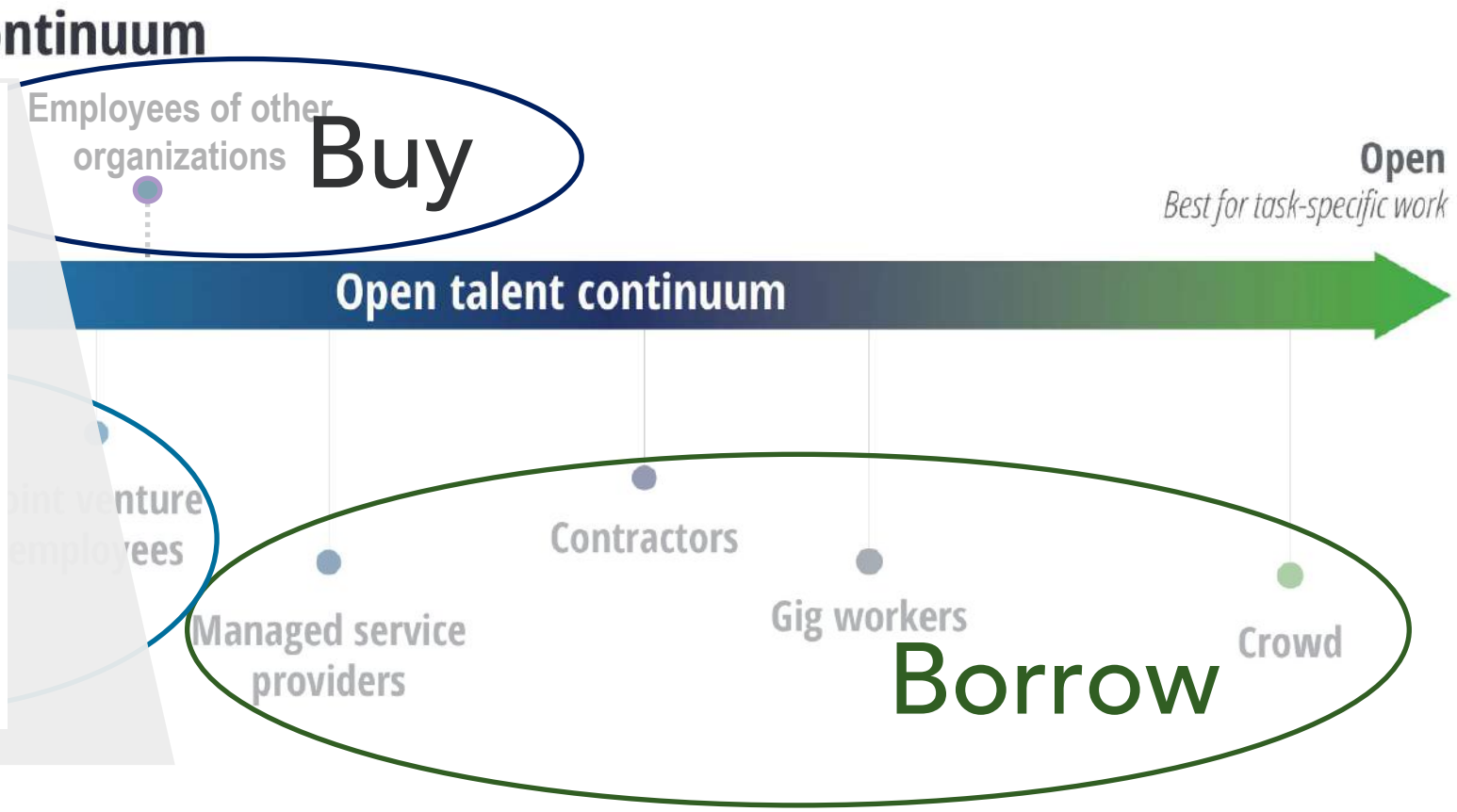
Deloitte Insights | deloitte.com/insights

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External Workforce/Market

"External + Buy or Borrow" is called: Demand-side Talent Management

This talent strategy is best suited when the organization determines the work needs: 1) require immediate competence and/or 2) the internal capabilities of the existing workforce are not capable to address.

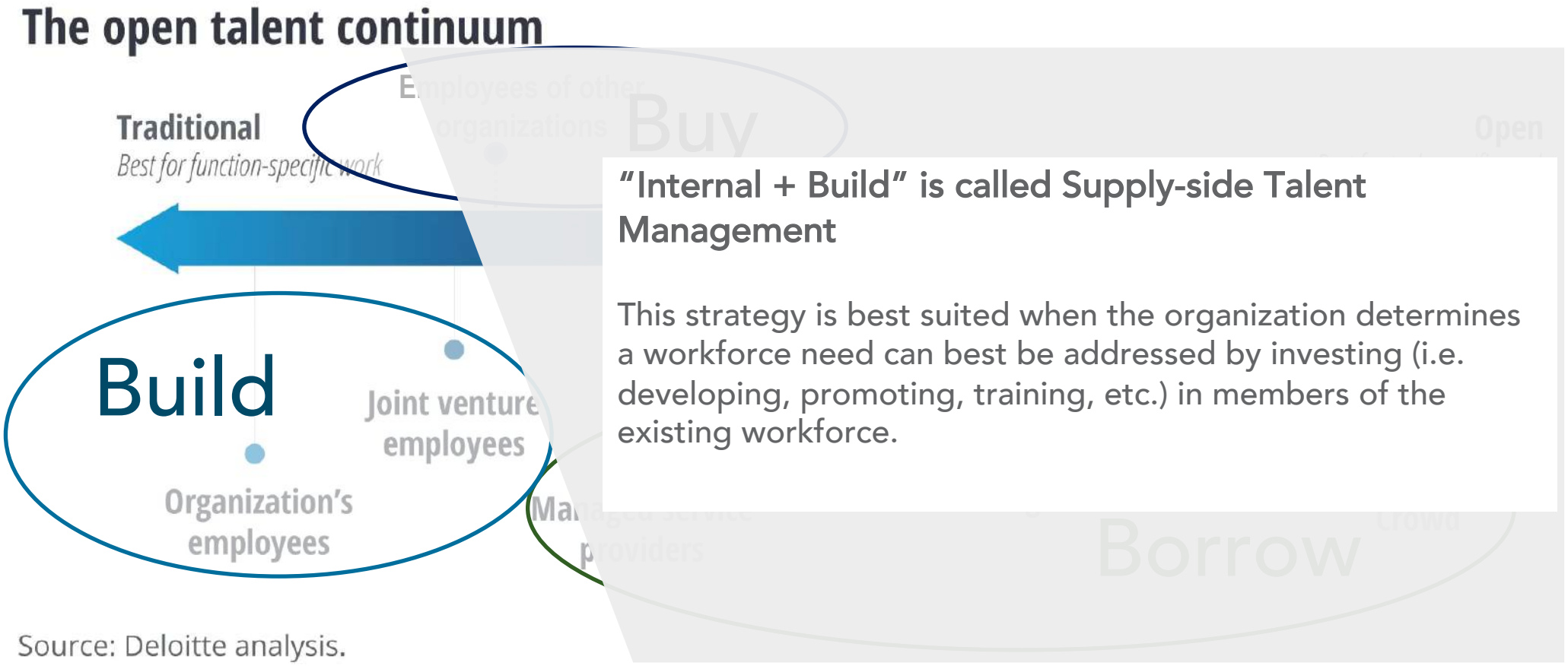


Source: Deloitte analysis.

Deloitte Insights | deloitte.com/insights

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Internal Workforce/Market



Source: Deloitte analysis.

"Internal + Build" is called Supply-side Talent Management

This strategy is best suited when the organization determines a workforce need can best be addressed by investing (i.e. developing, promoting, training, etc.) in members of the existing workforce.

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Discussion/Activity - considerations

Should a global brand have a lag, match or lead **total reward strategy**?



Should a global brand have a build, buy or borrow **talent management strategy?**

<u>Total Rewards AND Talent Management</u>

1. Who decides what is or is not a 'risky' organization?

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Activity

For the following three slides,

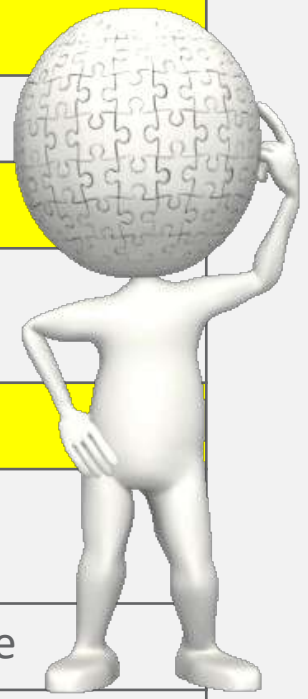
Fill in the missing information (blanks) for the explanation that corresponds with each strategic element of a Talent Management Philosophy …



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Buy

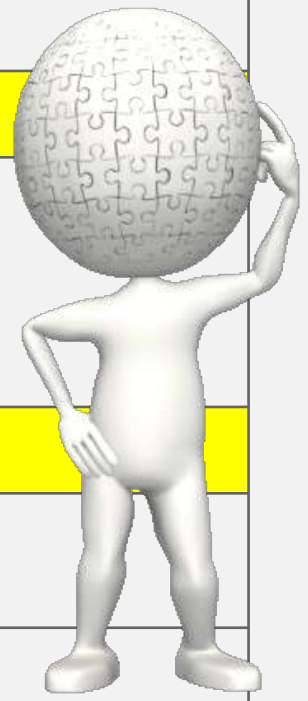
	Strategy – ‘Buy’ (hire)	Target, recruit, ***hire*** specific workers who are not-employees; external market
	Relationship period	
	Relationship status sought	Employer-Employee (dependant)
	Rationale	
	Strategy Benefits	Direct relationship with work (alignment, oversight, modifications) Risk neutral (status quo, apathetic?)
	Strategy Cons	
	Demand-side because	Organization defines and manages work expectations AND/OR Worker’s potential is yet to be measured/proven; expense
	Notes	This is the traditional model of ‘employment’, the center of the bell curve



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Borrow

	Strategy – ‘Borrow’ (retain)	
	Relationship period	Definite/defined
	Relationship status sought	
	Rationale	Current internal workforce not proficient or not capable AND Seeking to avoid adding employee to workforce OR Expertise does not wish to become an ‘employee’ OR Work itself is limited in time period (e.g. project)
	Strategy Benefits	
	Strategy Cons	Less control of worker’s resources Can become dependant upon, when goal was to remain independent
	Demand-side because	Organization defines and manages work expectations AND/OR Worker’s potential is yet to be measured/proven; expense
	Notes	This is a growing pool and global market of ‘gig’ workers, including ‘crowd’



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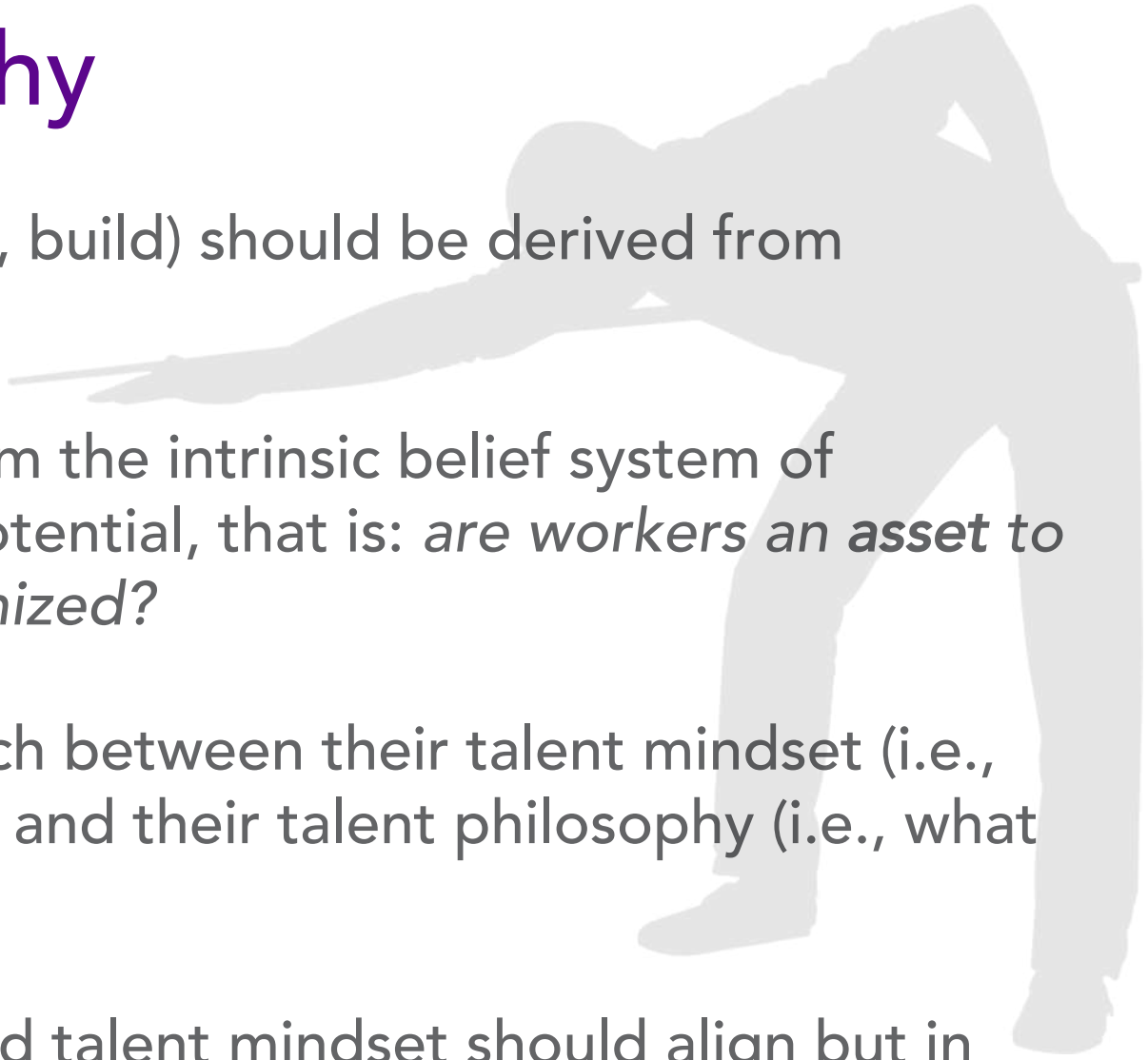
Build

	Strategy – 'Build' (invest)	Target ***existing*** high-potentials who are employees; internal market
	Relationship period	Indefinite/undefined
	Relationship status sought	Employer-Employee (dependent)
	Rationale	
	Strategy Benefits	Work relationship treated as an investment (ROI) Potential to create competitively advantage outcomes (blue ocean)
	Strategy Cons	Riskier (risk taking) Key persons can become invaluable
	Supply-side because	
	Notes	This is the most explicit example of Talent Management



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Mindset versus Philosophy



- A talent ***philosophy*** (i.e. buy, borrow, build) should be derived from extrinsic reasoning and analysis,

- However a talent ***mindset*** comes from the intrinsic belief system of decision makers regarding human potential, that is: *are workers an **asset** to be invested in or **liability** to be minimized?*

- Many organizations create a mismatch between their talent mindset (i.e., what they communicate and 'brand') and their talent philosophy (i.e., what they actually do).

- Ideally both the talent philosophy and talent mindset should align but in reality, common sense is not common.

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Summary – Building a Talent Management Philosophy

In general, there is:

- One continuum of talent



- Two markets for sourcing talent (i.e., external and internal) and
- Three strategies for acquiring talent (i.e., buy, borrow, build)

Which particular combination of choices is ultimately chosen will depend upon the dynamic interplay between the organization's talent ***philosophy*** and its talent ***mindset***.

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MODULE THREE

Demand-side Talent Management

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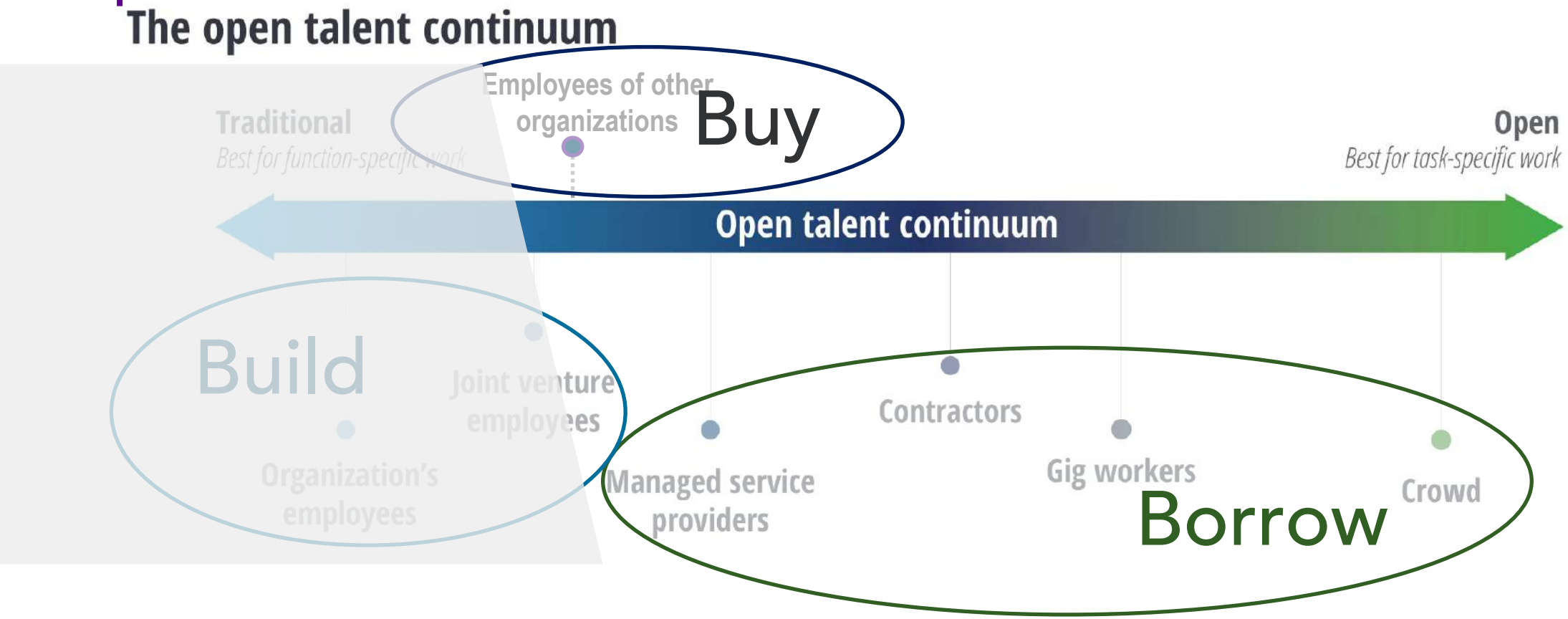
Learning Objectives

Upon completion of module three the participant will be able to:

- Explain the framework for an organization-driven, demand-side Talent Management strategy ('buy and / or borrow')
- Analyze and then propose employment branding tactics that enable a specific demand-driven Talent Management strategy
- Outline and articulate the business case for a specific demand-driven Talent Management strategy
- Cite case studies and business logic which demonstrate successful demand-driven of Talent Management
- Anticipate common mistakes to avoid when executing a demand-driven Talent Management strategy

Demand-side

Talent



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Demand-side Talent Management

Philosophy/Mindset: Bring outsiders in to help improve organization capabilities

Premise/Rationale : 1) the organization has work that needs to be done
and

2) needs 'new blood';
either from another organization (i.e., buy) or
perhaps just for a short period of time (i.e., borrow)

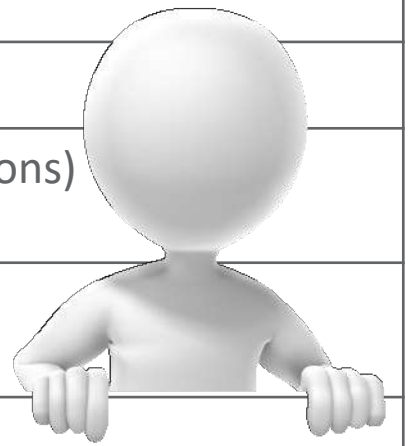
Caveat: **1. Work's value is relative!** That is,
if it costs more to do externally, then doing internally should be considered

2. Never assume just because work is routine that it fits the criteria for being demand-side

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Buy

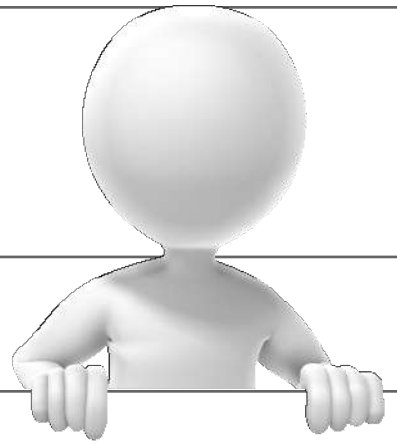
	Strategy – 'Buy' (hire)	Target, recruit, ***hire*** specific workers who are not-employees; external market
	Relationship period	Indefinite/undefined
	Relationship status sought	Employer-Employee (dependant)
	Rationale	Current internal workforce not proficient or not capable
	Strategy Benefits	Direct relationship with work (alignment, oversight, modifications) Risk neutral (status quo, apathetic?)
	Strategy Cons	Extra costs (benefits, legal obligations); additional oversight Risk neutral (status quo, apathetic?)
	Demand-side because	Organization defines and manages work expectations AND/OR Worker's potential is yet to be measured/proven; expense
	Notes	This is the traditional model of 'employment', the center of the bell curve



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Borrow

	Strategy – 'Borrow' (retain)	Target, recruit, ***retain*** specific workers who are not-employees; external market
	Relationship period	Definite/defined
	Relationship status sought	Employer-Contractor (independent)
	Rationale	Current internal workforce not proficient or not capable AND Seeking to avoid adding employee to workforce OR Expertise does not wish to become an 'employee' OR Work itself is limited in time period (e.g., project)
	Strategy Benefits	Period of relationship aligns with period of work Risk aversion
	Strategy Cons	Less control of worker's resources Can become dependant upon, when goal was to remain independent
	Demand-side because	Organization defines and manages work expectations AND/OR Worker's potential is yet to be measured/proven; expense
	Notes	This is a growing pool and global market of 'gig' workers, including 'crowd'



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Discussion/Activity

Why is the "buy" strategy considered less risky than "borrow"; doesn't borrow have fewer obligations?



How would you answer this question?

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Demand-side - **Borrow**

Borrow represents Temporary workers and the Gig Economy

This Strategy acknowledges the changing nature of work around the world



PROS

Agile, Lean, JIT workforce.
Project work
Plus cost effective
Increasingly more competent Gig-market workers

CONS

Can end up paying more
Results can be hard to adjust/fix/change
Can become dependent (hostage) to outside contractors
Contractor may not give you priority when YOU need it (SLAs)

The Cons of the Gig Economy are often underestimated, by both organizations and workers

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Summary – Demand-side Talent Management

Demand side is the traditional approach to 'staffing' and recruiting

An Organization defines a need and chooses to source candidates ***external***

The organization defines the work, the job, the task; no input from candidate

The candidate is a input towards a procedural goal, a '*means to an end*'

At its core the primary characteristics of demand-side talent management is:



PHILOSOPHY AND MINDSET:

WORKFORCE IS AN EXPENSE TO BE MINIMIZED

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MODULE FOUR

Supply-side Talent Management

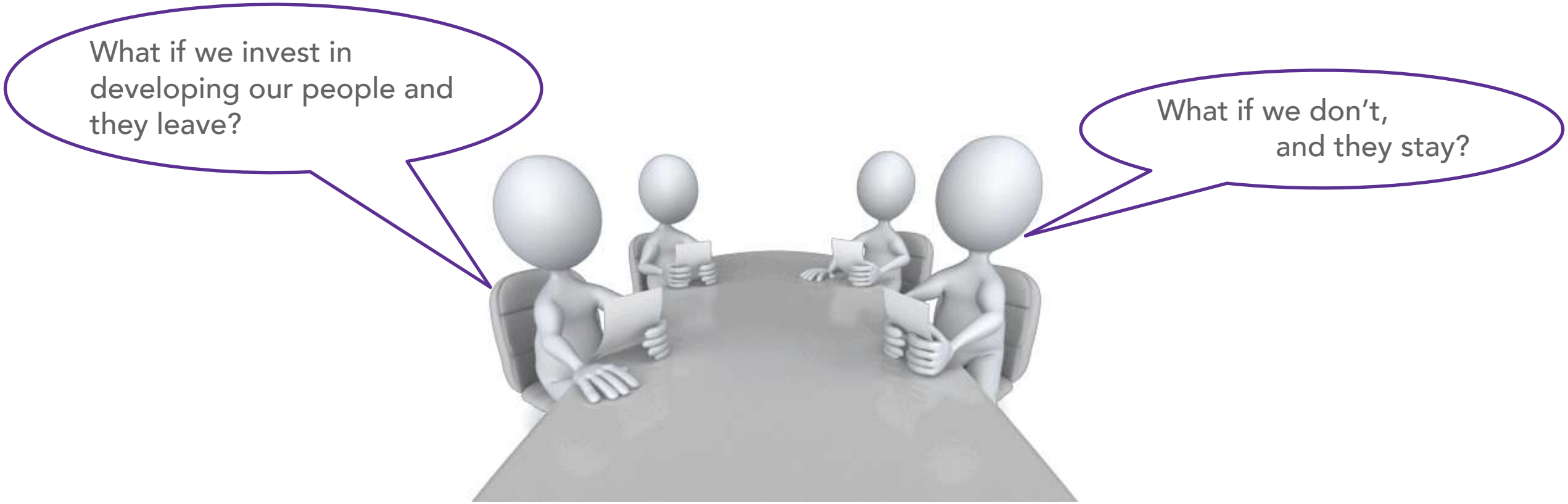
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Learning Objectives

Upon completion of module four the participant will be able to:

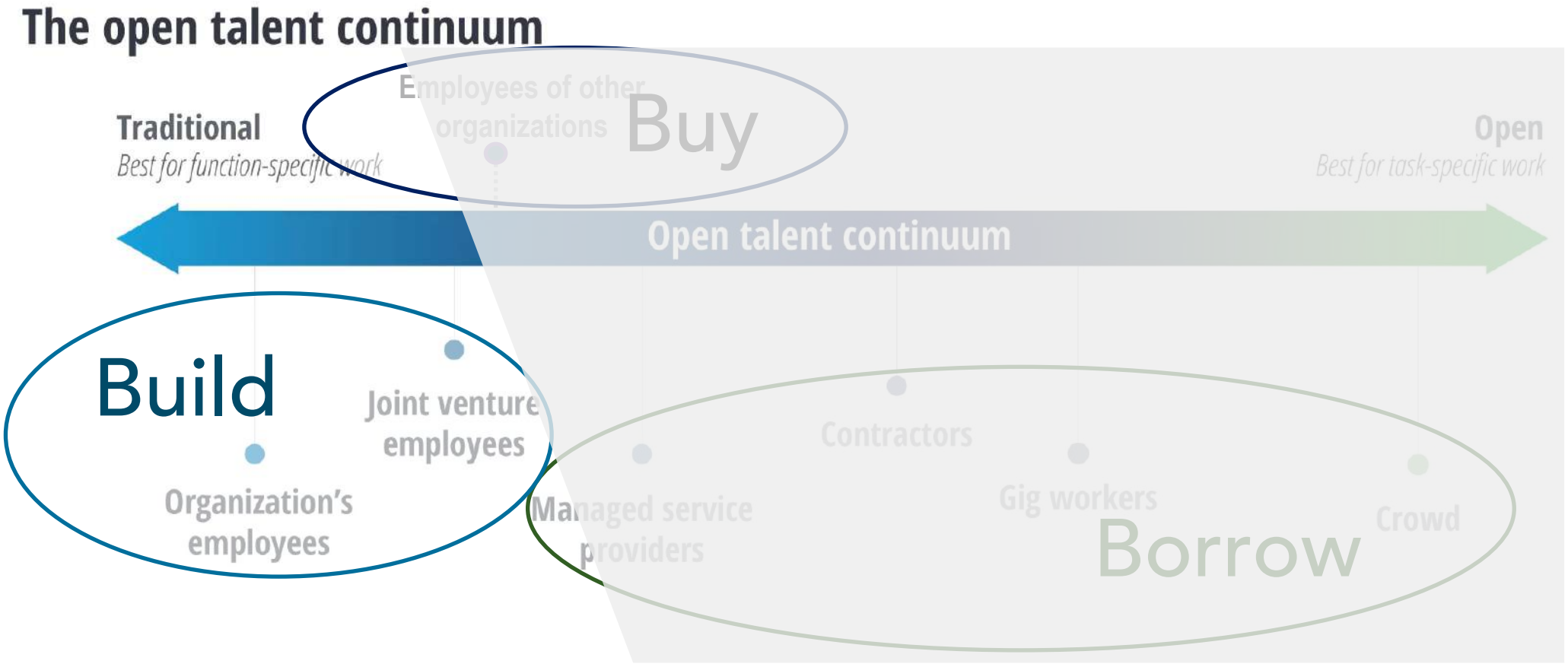
- Explain the framework for a supply-side, employee-driven Talent Management strategy (i.e., build)
- Analyze and then propose employment branding tactics that enable a specific supply-driven Talent Management strategy
- Outline and articulate the business case for a specific supply-driven Talent Management strategy
- Cite case studies and business logic which demonstrate successful supply-driven Talent Management
- Anticipate common mistakes to avoid when executing a supply-driven Talent Management strategy

Supply-side Talent



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Supply-side Talent



Deloitte Insights | deloitte.com/insights

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Supply-side: Build (invest in existing potential)

Philosophy/Mindset: Our goals are unprecedented or our current workforce is best suited to achieve the results we seek

Supply-side because: the person will ultimately determine whether or not to 'supply' the enhanced expectation to the organization. The person is the *ends to a means.*

Premise/Rationale : rather than 'risk' bringing in outsiders or investing in unknown talent only to find they don't align culturally.

Caveat: 1 training for the sake of training; development in-of-itself cannot be assumed to be aligned with an organization's purpose or mission

2. mindset must truly be willing to potential 'lose' any created-talent on the conviction of the power law and ability to retain Key HiPos

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Supply-side: pivot from performance to potential

The mindset PIVOT from performance to potential is NOT easy

It involves risk…

- Each new person being invested in is new; can't assume all hi-pos will deliver.
- Requires more leadership and less management
- Enhanced when a real mission and vision (i.e., *PURPOSE*) exists that allows leaders be truly future orientated
- **Risk ironic, given that leaders/CEOs are hired for what they can and will do, not what they have done!**



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Discussion/Activity

Can you name some organizations that clearly have adopted and LIVE a supply-side Talent Management strategy?



1. In groups, brainstorm a list of organizations that you feel truly practice the philosophy and mindset of supply-side talent management?

2. Include specific examples why.

3. And if your own organization is a talent academy, explain how

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Supply-side

"The best way to know the future is to create it"

The two most common tactics of supply-side talent management are:

> **Promote** <---------->----------> **Develop** <

opportunity

invest

It is often the case these two tactics are initiated in a cause and effect manner

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Discussion/Activity



Open discussion – what are your thoughts?

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Summary – Supply-side Talent Management

Supply-side is the LEAST used approach to talent management but it is the truest strategy that aligns with the philosophy and mindset of Talent Management.

Organizations define a need and source candidates INTERNALLY based upon ***pote***



The organization must create the environment that enables development and growth

The candidate for investment is an outcome of valid and reliable assessments, which deem the individual worth investing in even more

At its core the primary characteristics of supply-side talent management is:

PHILOSOPHY AND MINDSET:

WORKFORCE IS AN INVESTMENT TO BE OPTIMZED

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MODULE FIVE

Differentiation V2.0

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Learning Objectives

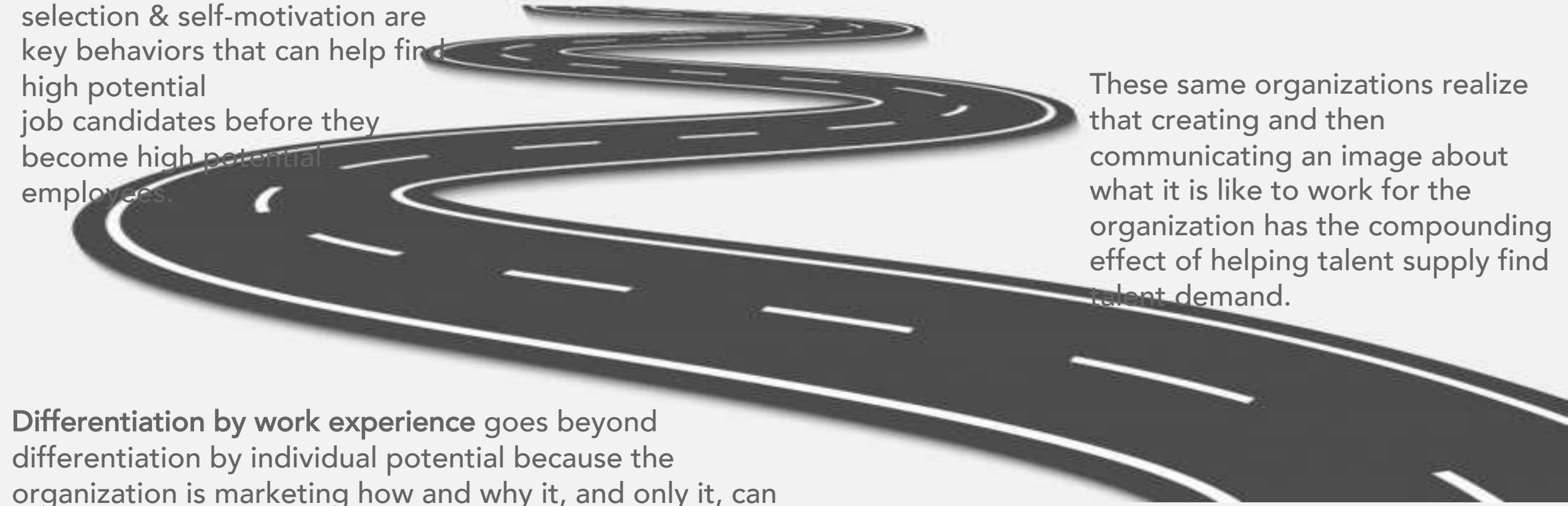
Upon completion of module five the participant will be able to:

- Explain the levels or layers of possible workforce differentiation
- Explain the difference between the employee lifecycle and employee experience
- Understand and articulate the business rationale for an Employee Experience strategy (i.e., when a TM is strategically systematized (w/f supply creates org demand)
- Cite definitive case studies which set the precedent for implementing and aligning the Employee-Experience and Talent Management
- Appreciate and explain why a blended workforce differentiation framework and strategy is most likely for most organizations

Differentiation

Position, Performance, Potential… "Experience"

Better talent acquisition professional realize that self-selection & self-motivation are key behaviors that can help find high potential job candidates before they become high potential employees.

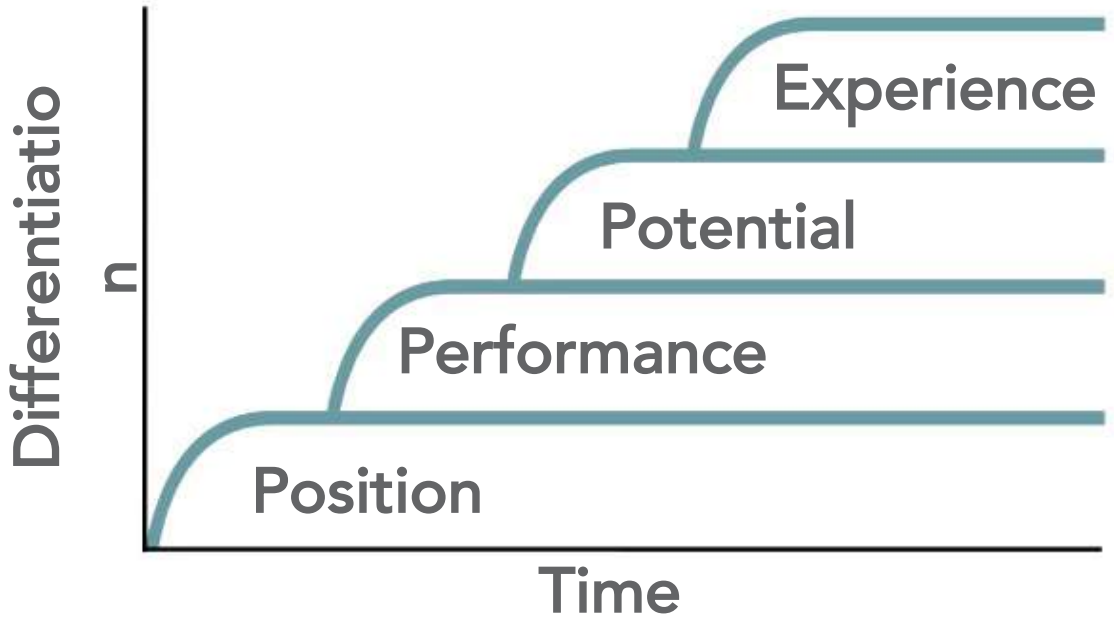


These same organizations realize that creating and then communicating an image about what it is like to work for the organization has the compounding effect of helping talent supply find talent demand.

Differentiation by work experience goes beyond differentiation by individual potential because the organization is marketing how and why it, and only it, can help the right kind of hi-pos to achieve their potential by choosing to work and stay working for that organization.

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Talent Management Maturity



This form of differentiation is based NOT upon what the job candidate can do for the organization, but rather what the organization can do to help the job candidate reach their fully potential.

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Employee Lifecycle

Employee Lifecycle* (EL)

The EL refers to the stages all workers go through as an employee over time.

The traditional EL does not incorporate any talent maturity or employment branding strategies into its procedures and processes.



* While **employee experience** is the most common usage, **workforce-experience** is the better wording and concept. These expressions will be used interchangeably in this course, but the difference should be noted.

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Employee Experience

Employee Experience (EX)

The EX refers to deliberate management of the work environment in ways designed to enhance the engagement, productivity and creativity of the workforce.

The EX explicitly incorporates a talent management philosophy of *build* coupled with the TM mindset of development and growth.



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Employee Lifecycle + Employee Experience

Combining the processes of the EL with the strategies of the EX introduces a method and tactics for implementing an employee experience strategy.



+



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Discussion/Activity

How can an organization make job candidates 'feel' like they know what it is like to work at an organization before they actually do?



Why does he keep asking me all these questions?

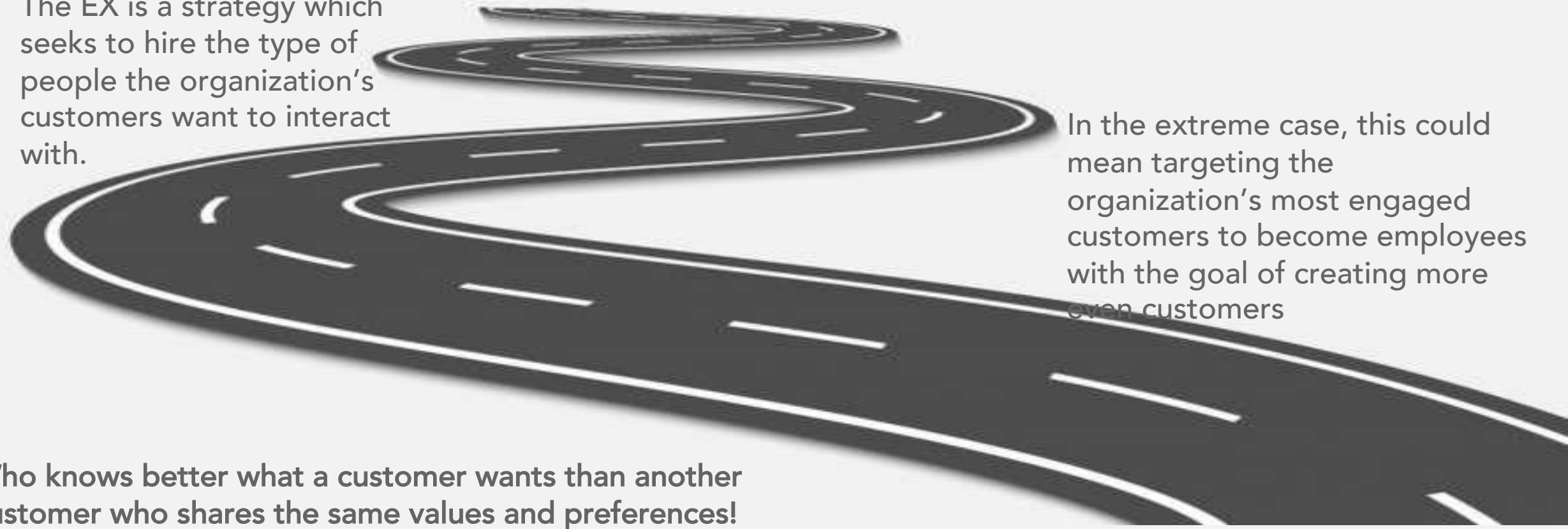
<u>This is an employment branding question:</u>
What are some tactics, tools and methods organizations use to create the image of what it is like to work at their organization?

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Differentiation

The Employee Experience is *NOT* the Employee Lifecycle only with more 'attention'

The EX is a strategy which seeks to hire the type of people the organization's customers want to interact with.

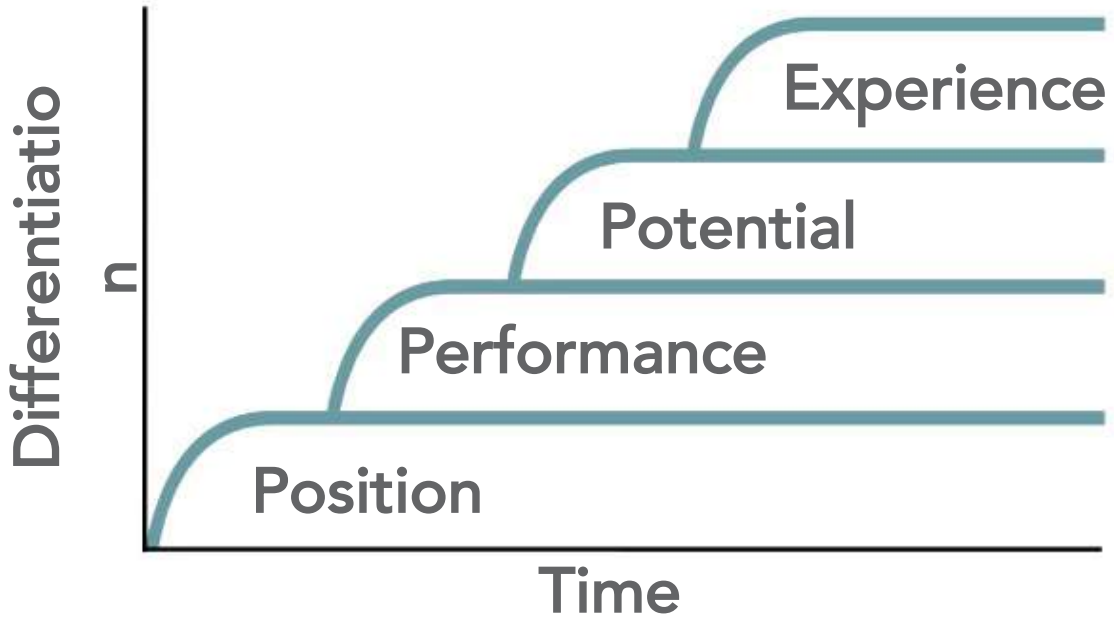


In the extreme case, this could mean targeting the organization's most engaged customers to become employees with the goal of creating more even customers

Who knows better what a customer wants than another customer who shares the same values and preferences!

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Talent Management Maturity top down



When an organization differentiates on 'experience' it is putting the worker and the workforce at the center of driving the organization's overall strategy.

In essence, the organization's future is going to be created by its workforce, therefore the role of the organization is to create a work environment that enables the workers to be more successful in doing just that.

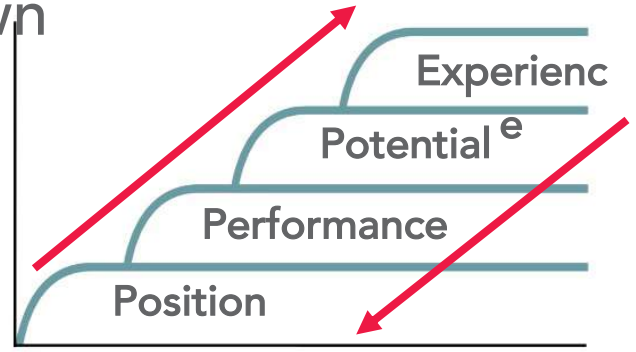
The Experience is designed to fully enable POTENTIAL

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Summary Differentiation

When an organization successfully implements a workforce experience strategy, they flip the Talent Management Maturity model from evolving from the bottom up to cascading from the top down





A natural consequence of this flip is that the worker's POTENTIAL is more likely to be realized (i.e., PERFORMED); and that PERFORMANCE (outcome) becomes THE defining characteristic of the POSITION, not just a list of outdated tasks and activities of questionable-value.

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MODULE SIX

Talent Acquisition – Tactics

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Learning Objectives

Upon completion of module six the participant will be able to:

- Explain why the candidate-experience is instrumental to Talent Management execution
- Review and propose different candidate selection methods based upon alignment with different Talent Management strategies
- Review and recommend talent acquisition channels, tools and technologies that enable Talent Management (basic ATS)
- Explain why a genuine Talent Management strategy cannot be outsourced

Candidate Experience

Think about this: The vast majority of people who consider or apply to work at your organization will ***NOT*** be hired.

What impression do you want to leave these 'ambassadors' with?

What about short-short listed candidates? How do you want them to feel about your organization; and why should you care?

Think about your own job search and the experiences you have had with different organizations…

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Discussion/Activity

Tell me about the best experience you've had applying for a job, what made it so special?



Tell me about the worst experience you've had applying for a job, what made it so terrible?

After outlining best and worst job hunt experiences,

1. Discuss why an organization should care about the experiences of all of the candidates

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Candidate Experience

Talent management starts well before a person becomes a member the organization's workforce



Similar the concept of a 'customer experience'

Talent Managers should be mindful of how candidates perceive the organization before they even apply,

and how that perception is influenced as the person transitions through the stages of considering becoming a job applicant.

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Decision Making – Hiring

The ‘hiring manager’ is the person who makes the final selection decision regarding offering the preferred candidate a job.

In most organizations, the hiring manager is the person who supervises the new hire, that is the new hire’s immediate boss.

However, some organizations have made the strategic decision, consistent with their organization’s culture, values and vision, to NOT have a single person be the ‘hiring manager’.

Why?

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Discussion/Activity

Under what circumstance would it make sense to NOT to have the hiring manager make the final decision on who to hire?



I thought the hiring manager making the final hiring decision was the only way it's done?

What dynamics exist that may make the hiring manager's 'ownership' of the decision a negative outcome for the organization overall and the candidate themselves?

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Outsourcing

'Failing to plan is planning to fail'

Talent Management is inherently a strategic activity.



If transactional or routine activities are destined to be automated or outsourced, someone still has to make THAT 'strategic' decision.

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Summary – Acquisition Tactics

- The more 'work' job candidates do to differentiate themselves, the easier it becomes for an organization to 'find' the right talent that suits its culture and work needs.
- For this reason, the tactics of Talent Acquisition are designed to send signals (e.g. branding) to the labor market that the organization that have proven to create a successful 'fit'
- Strategic Fit relies heavily on alignment between the candidate's values and the organization's culture.
- The tactics of an organization seeking to support a Talent Acquisition strategy should be designed to communicate the reality of working for the organization, the EVP, and how the organization compares to similar organizations.
- A primary tool that Technology leverages is 'word of mouth' (Think about that!)

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MODULE SEVEN

Talent Metrics

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Learning Objectives

Upon completion of module seven the participant will be able to:

- Explain the pyramid of organization (i.e., context)
- Differentiate between, measure, metrics, analysis and analytics
- Propose and apply the most commonly used metrics that enable a Talent Management strategy
- Analyze and amend generic talent metrics for organization-specific Talent Management applications
- Explain why jurisdiction specific compliance metrics may not be globally applicable

Discussion/Activity

That which gets measured, get managed!



Meaning?

1 What does this expression mean?

2 How is it relevant to Talent Management?

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To Measure or not to Measure…

Effective Talent Management requires frequent feedback to ensure strategic alignment and consistency with the organization's leaders' mindset

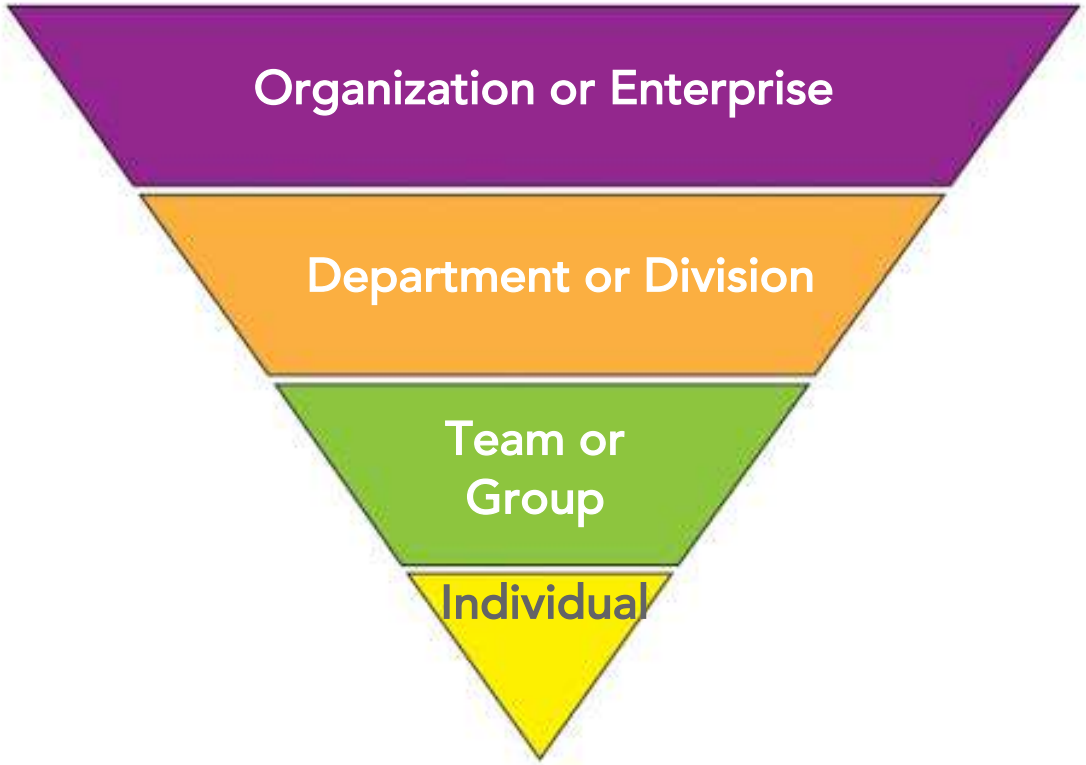
The most important tool to achieve the latter is:



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Frame of Reference

Pyramid of Organization



Four levels or layers of measuring 'work'

Context matters!

<u>For Example</u>

1) Revenue *per* Organization or Enterprise

2) Revenue *per* Department or Division

3) Revenue *per* Team or Group

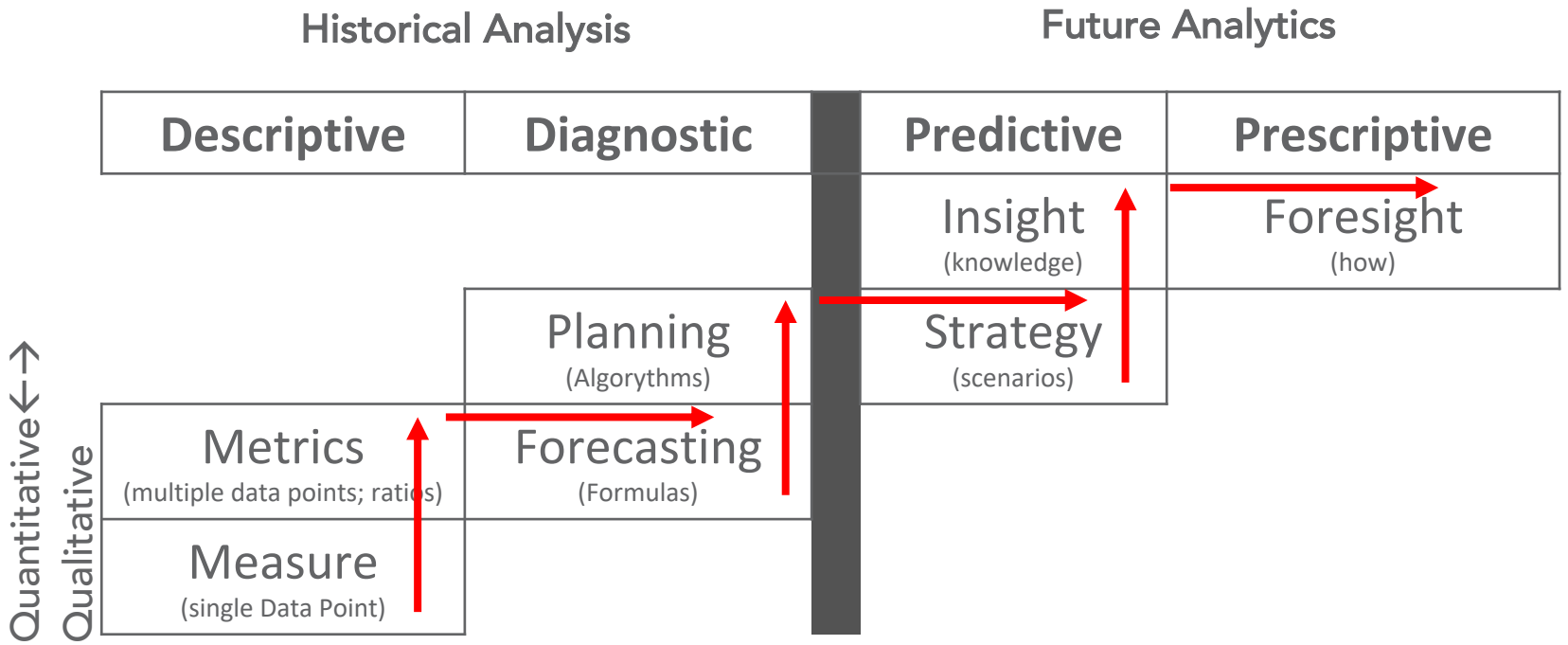
4) Revenue *per* Individual

All four metrics above represent a measure of "revenue", however each measure will have significantly different meaning and implications based upon the context (i.e., denominator).

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To Measure or not to Measure…

HRCI's Analytics Maturity Model



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Common Talent Management Metrics*

Metric Name	Description	Value
Turnover (employee)	Average number of employees who separate in a period	Acquisition and retention effectiveness
Time to Fill	What is the time period from requisition to acceptance?	Process effectiveness
Offer Acceptance Rate	Job offers relative to offers accepted	Negotiating competence
Total Development Cost	Expenditure on training and learning	Benchmark for alignment with talent mindset

* NOTE: HRCI offers a comprehensive course on People Analytics

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Discussion/Activity

Why is it important to separate employee turnover into voluntary and involuntary metrics?



You mean what do these two metrics tell us?

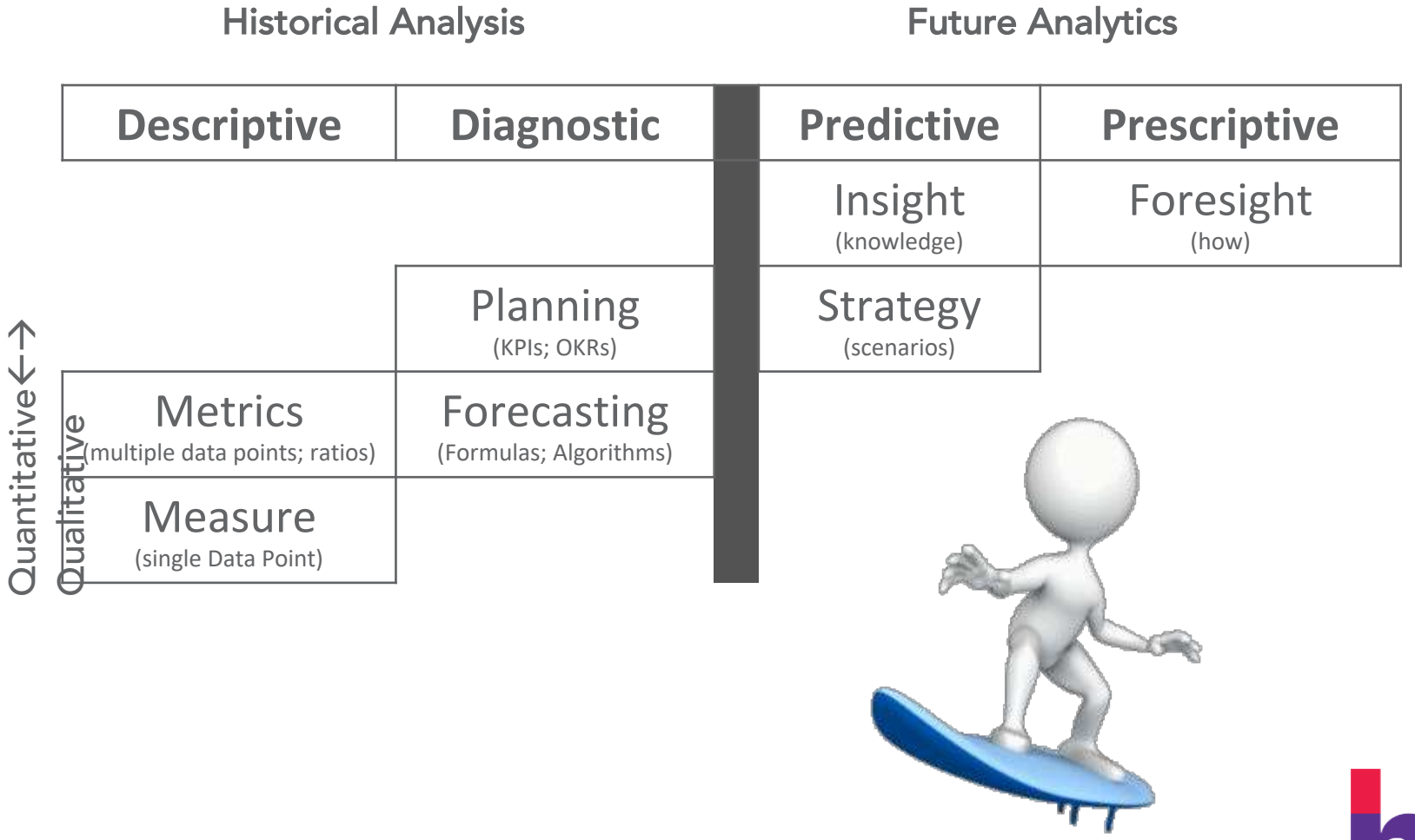
1 Why is a combined employee turnover metric of little value from an analytical point of view?

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Summary

Where to start?

- Walk before you run
- GIGO
- Ensure historical analysis is reliable
- Develop confidence in the critical 'leap' from Analysis to Analytics
- As you move up the staircase, the more unique your organization's circumstance become



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MODULE EIGHT

Talent Acquisition – Process



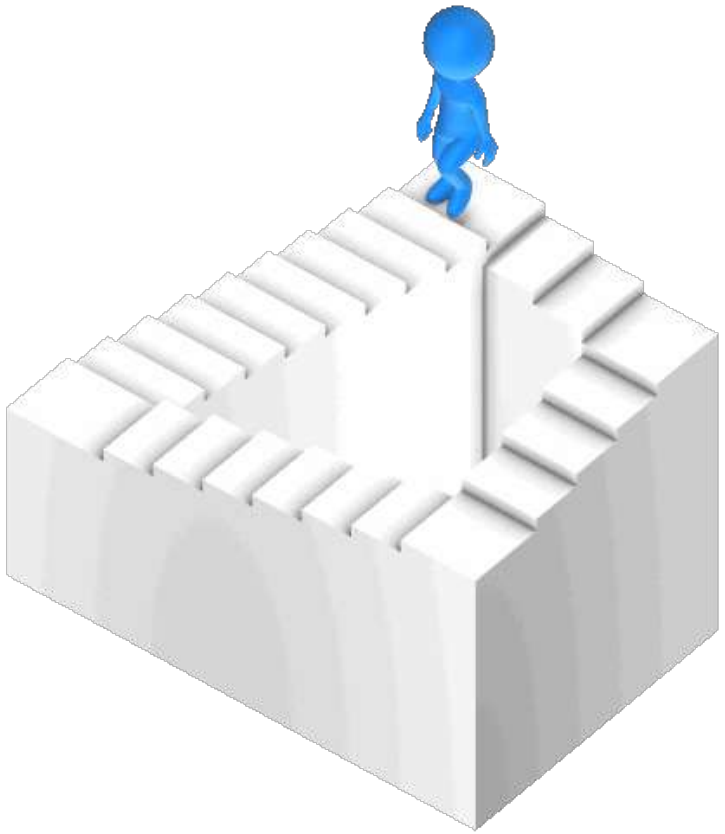
Learning Objectives

Upon completion of module eight the participant will be able to:

- Analyze a candidate screening process for consistency with a Talent Management strategy and philosophy
- Design a screening process that is consistent with a Talent Management philosophy and strategy ((footnote to legal considerations))
- Develop a strategic Talent Management orientation and onboarding process
- Implement Talent Acquisition aligned with the strategic objectives of Talent Management
- Evaluate the effectiveness and quality of a Talent Acquisition process

Foundations

Even though Talent Management is, by definition, a strategy…



…there are many legacy job design and screening activities that are still required to execute the strategy

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Discussion/Activity



1 Should a CEO or top leader in an organization have a university degree or not to be considered for a top role?

2 Why or why not?

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Job (Work) Analysis



The starting point of work (some would say 'HR')

A job analysis looks at all the work needed to be done by the organization and breaks that work down into smaller 'chunks' that can be more naturally and appropriately be assigned to one person.

Methods of collecting this data include: Observation, logs, interviews, questionnaires, surveys.

Job analysis are most likely to be done when a new position is created, or when an organization goes through a merger or acquisition which triggers a recalibration of the organization chart, often to better align with the 'new' organization.

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Job Description



An outline of the job used for several purposes, such as recruiting and performance reviews.

Often contains information from the other parts of the job design chain:

Tasks or Experience from the job analysis
Specifications from the job specification
Competencies based upon organizational success factors
Reporting Structures
Decision making authorities
Working conditions/Accommodations

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Job/Person Specification



Job or person specifications represent the must have attributes of a successful candidate.

These represent the absolutely necessary characteristics of any candidate to be considered

Examples include:

A license (e.g., drivers, real estate, medical practice)
A mandatory qualification/certificate
An appropriate work visa (e.g., for a foreign national)

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Job Competencies



Are the knowledge, skill and other attributes/abilities that have proven success in the jobs

Job competencies represent the minimum success factors, a threshold to clear, to be successful.

Examples of job competencies include:

leadership
team-player
attention to detail
influential communicator

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Competency Models



Some organizations create competencies models which outline the expected behaviors that reinforce the values of the organizations

Much like jobs being grouped into common families, competency models frame ‘work’ from a behaviour or outcomes point of view.

The model itself is designed to reflect the values and behaviors most aligned with the organization’s culture and purpose or mission.

Often a common model is used for all jobs, then specific competencies may be added for specific jobs within the same organization.

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Job Design

Job Analysis → Job Description →  → Job Competencies → Competency Models

Individual
Organizational
Activities ----→----------→----------→----------→
Outcome

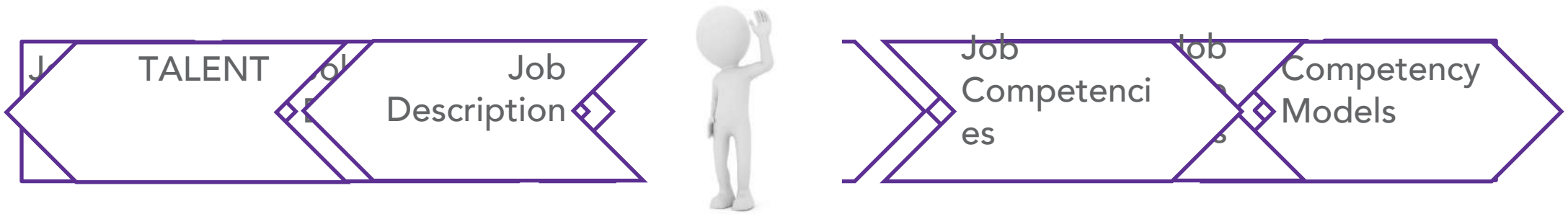
Logically, from left to right, from individual activities to behaviors to organization outcomes….

Demand ----→----------→----------→----------→
Supply

Then ‘fit’ happens somewhere in the middle

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Job Design



Individual
Organizational
Activities
Outcome

If you actually START with a model of the type of worker who aligns with the values of the *organization*

Followed by a model of the type of worker who aligns with the values of the *function/role*

THAT person will *create* their own job description…

because they *ARE* Talent and..

Talent is worth investing in (i.e., a Talent Mindset!)

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Discussion/Activity



1 Why is a job or person specification key to effective candidate screening?

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Summary

Start with Culture!

Regardless of policy or process…

Job fit (i.e., traditional or talent-driven) and reten

will always come down to culture



Who once said, Culture eats strategy for breakfast?

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MODULE NINE

Talent Retention

Learning Objectives

Upon completion of module nine the participant will be able to:

- List and explain the top reasons why talent leaves an organization
- Analyze and propose knowledge management tactics to monitor Talent and retain institutional knowledge (satisfaction, engagement)
- Review intervention strategies and tools that anticipate separations (AI)
- Strategically analyze talent separations for cause and effect
- Apply post-separation strategies and tactics that create constructive alumni networks

Discussion/Activity



1. Is there a better way for a job candidate answer this question?

2. If someone were to ask you –'why did you leave your last job?' what would be your strategy to answer and why?

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Separations

One of the most famous expressions in HR and work is:

people don't leave organizations, they leave bad managers

Do you agree/disagree - why?

Then why do people say the reason people leave is for more money?



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Separations

From a Talent management point of view, the reason people leave doesn't change the 'outcome'; the outcome is the same.

Therefore the goal is to create strategies and tactics that are more ***proactive*** and avoid unwanted, involuntary turnover in the first place.



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Healthy Turnover?

There is little reason to have a comprehensive Talent Management strategy ***unless*** an organization is willing and able to retain that talent.

> Which means retention is just as important as acquisition!

- In a traditional 'headcount world', once an employee signals misalignment, the organization often isolates that person like a body rejecting an organ transplant.

Organizations should challenge themselves to retain their talent, while acknowledging that any opportunity to refill a position is an opportunity to make the organization even better.



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Methods and Tactics to Retain Talent

1) **First impressions** (get the right person in the first place, then enable them asap) arguably the worst kind of employee turnover is when it occurs during orientation or probation

2) **Purpose Driven/proud place to work**

3) **Development Opportunities/Career Pathing**; Don't assume to know, ask.



4) **Total Rewards** must be 'competitive' and recognition should be meaningful and deliberate

5) **More frequent and transparent feedback**

6) **Empathetic and Flexible** (e.g. Google's US maternity leave policy)

Generational and cultural differences can vary the rank or order, however the above list is supported by numerous international and cross-industry surveys.

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Activity - Retention

Questions:

1) Based upon the previous page's list of retention methods or strategies, which would rank first (most important), second, and third – **for you!** Include any strategies or factors that may be personally important you, but are not necessarily on the previous page list.

2) How do you think your values relating to work retention are similar or different than most people? What factor are important to you that you know other people don't value as highly?

3) What can a job candidate do to find out more information about the organization and work environment before they accepted and start working for an organization?



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Buyers versus Sellers Market

PESTEL: Economic

The macro economic business cycle is cyclical. There will be times when the job market favors the candidate, and times when the job market favors the organization.



- **A buyers (job) market** is when the employer or organization has more power
- **A sellers (job) market** is when the worker has more power or influence

One of the defining characteristic of verifiable ***high potential talent*** is that they are less impacted by economic cycles (a lot of people want to believe they are 'talent', however talent is determined by the market not an individual

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Activity

Questions:

1) Are we currently in a buyers or sellers market?

2) Are there certain **industries** that are going against the macro trend, if so, which and why?

3) Are there certain **jobs** or **professions** going against the macro trend, if so, which and why?



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Activity: Trends in Acquisition

How Covid is Impacting Hiring: c/o LinkedIn Recruiter's Survey

Prediction #1: Recruiting will hire less, build and borrow more

Prediction #2: Recruiting will help keep the business accountable on diversity

Prediction #3: Virtual recruiting is here to stay

Prediction #4: Recruiters will lead the transition to remote work

Prediction #5: Your employer brand will hinge on empathy and actions

Prediction #6: Recruiters will build new skills to align with the business

Discuss each prediction, one by one, and explain why you support/believe or disagree?

https://business.linkedin.com/talent-solutions/blog/future-of-recruiting/2020/future-of-recruiting#prediction6



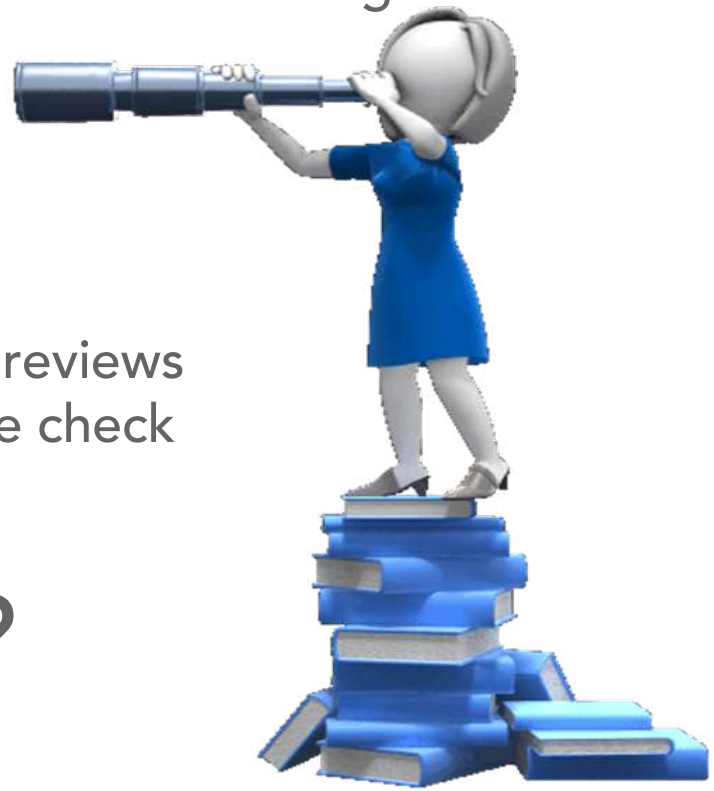
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Predicting Separation

One of the promises of technology is to assist organization in more objective acquisition as well as better predictions of pending separations.

Experienced HR professionals know the following behaviors are often signals that a worker may be considering leaving the organization…

> Frequently updating LinkedIn (esp. status)
> Attending/presenting at industry events
> General apathy, uncharacteristic
> Significant downward changes in performance reviews
> Someone calls/emails asking for a job reference check



Others?

https://hbr.org/2021/03/turn-departing-employees-into-loyal-alumni

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Discussion/Activity - Boomerang

Anita left our organization last year, and is now asking if she can return. Should we rehire her?



If I recall, she has a really good performance record, but our policy is clear: **not to rehire former workers**

1. Do you believe former employees should be re-hired? Why or why not?

2. What considerations should be reviewed before making any final decision?

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Summary

- Compensation is a key reason talent leaves, however separation is usually caused by a group of factors, not any 'one' reason, include the worker's relationship with their supervisor.
- Historically, most organization avoid rehiring former employees, often based upon the assumption that the employment relationship and trust is 'damaged'.
- However increasingly organizations are realizing the job market is more fluid and flexible and a 'boomerang' employee can send a positive message about work at other organizations.
- The main reason to have a proactive, constructive system to manage the relationship with separating employees is that every former employee is an ambassador for the organization and its brand.

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MODULE TEN

Capstone

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Learning Objectives

Upon completion of module ten the participant will be able to:

- Analyze and propose the most appropriate Talent Management strategy in different situations
- Outline a Talent Management action plan that aligns strategically and cascades
- Recalibrate if and when a Talent Management strategy needs to be modified
- Mentor and coach colleagues and teammates on Talent Management

Activity

1 . What is the difference between Mentoring and Coaching?

2. If you were asked to Develop a new 'Talent' hired to be a recruiter,

> how would you explain to them the key differences between talent management and historical recruiting and training?

> what advice would you give them about the organization's Talent Philosophy and Mindset?



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Mentoring / Coaching



While there is some disagreement by 'experts', in general,

Mentoring is a non-reporting, informal, longer-term relationship between two people seeking to advance or develop career or life goals.

Coaching is a shorter-term, formal relationship which may include direct supervision or compensation to the coach. Like mentoring, the goal is developmental.

In terms of talent management, proactive coaching with explicit goals and measures is most common in the workplace.

HR professionals seeking to become better talent managers should engage with either a coach or mentor who can help them develop some of the skills that often take time, experience or maturity to acquire.

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Action Plan – Final in class activity

1 . What has been the most valuable information you have received during this
course?

2. How do you intend to apply this knowledge in your work life?

3. Based upon your learnings in this course, what advice would you give a friend who is looking for work; advice that is ‘new’ because of the information you learned?

4. Based upon your learnings in this course, what advice would you give a friend who is a recruiter on how to be a more strategic talent leader?



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Program Summary Conclusions

- Talent is not just another word for 'workers'; talent management implies a workforce strategy that **differentiates** workers.
- Talent 'exists' on a **continuum** based upon the relationship or agreement between an organization and a worker
- There are **two markets for sourcing** talent and **three strategies for executing** talent acquisition and development
- To be optimized, Talent Management requires alignment between a specific acquisition strategy (i.e., **Talent Management Philosophy**) and the intrinsic values (i.e., **Talent Mindset**) of decision makers (i.e., are workers an asset or liability?)
- Increasingly organizations are using the **employee** or **workforce experience** as a means to further differentiate the organization's strategy to attract and retain talent that can **create** and **sustain** the organization's future
- **Metrics** and **analytics** related to talent management are essential to ensure alignment and, if necessary, recalibration of talent strategies or tactics
- While talent management is an aspirational 'best practice', organizations should design their workforce strategies based upon their organization's unique needs

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