

Talent Management

A Unified Model



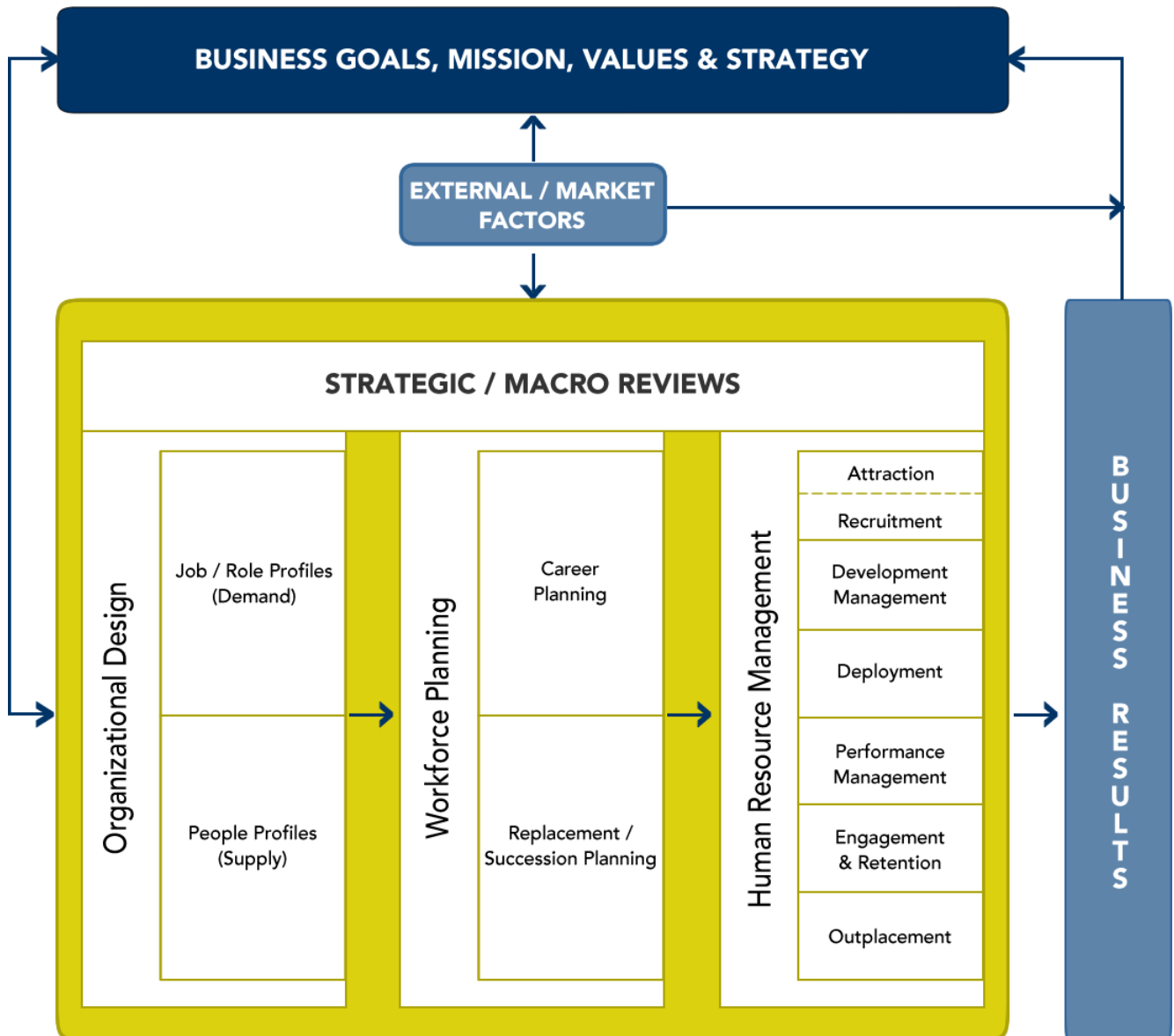
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Contemporary technology, shareholder pressure, innovations in HR processes, etc have all contributed to the demand for unified approaches to the management of talent. This paper outlines Pilat's unified model for Talent Management. This model can be used as a template for measuring the effectiveness of current processes and, more importantly, for designing new integrated processes and technology.



OBJECTIVE OF TALENT MANAGEMENT

The objective of Talent Management processes is to ensure that the organization, at all times, has the most appropriate talent, in the most appropriate roles, and that everything needed is done sustain a talent pipeline to satisfy the organization's short, medium, and long term human resource requirements.





BUSINESS GOALS, MISSION, VALUES & STRATEGY

The talent needs of an organization are largely derived from the organization's:

- goals/vision – how it aims to achieve
- strategy – how it positions itself to do so
- mission and values – the constraints and philosophy (often ethical standards) by which it aims to live

From these can be determined the cumulative knowledge, skills, aptitudes, and attitudes of the people needed to resource the business. 'Fit' between individuals and the organization is viewed as increasingly important.

The individual profiles needed are further determined by how the organization chooses to cluster its activities – roles, jobs and positions. Larger roles demand more people with similar and broad profiles. Tighter roles demand more people, each with different and narrower profiles. So, the definition of requirements is a balancing act between organization design and recruitment profiles. The final decisions may be strongly influenced by external factors such as local availability, the need to maintain flexibility and adaptability to cater for changing circumstances and demands, and the ease with which people can be trained and developed.

The challenge for non start-up organizations is to step back and be objective. It is all too easy to assume that the prevailing structure is the best, or even good. The probability is that it was at one stage, but now reflects a long stream of compromises resulting from people leaving unexpectedly, poor performer incumbents, less than optimal recruitments, less than optimal managers, etc. Hence, why many organizations have major reorganizations, lay off thousands of people they thought were needed, yet perform better as a result! Far better to make the changes before they are demanded.

ORGANIZATIONAL DESIGN

No longer can organizations exclusively apply organization design theories, design a structure and then seek people to fill each specific position. Contemporary thinking, largely influenced by demographic shifts in the labor supply and changing expectations of the new generations, suggests that organizations have to adopt a dual track strategy:

- design roles to optimize organizational performance, assuming that people will be available to fill precisely these pre-defined roles
- organically design roles to optimize the utilization of the profiles of the top talent already employed.

Whichever method is used; merely designing new organization structures and assuming that individuals will happily fill the roles is unwise. Organizational development processes are also needed including managing the change process in ways that ensure buy-in to any new structure and working processes.

DATA ABOUT ROLES AND PEOPLE

The quality of a decision is impacted primarily by the quality of the data fed into it and only secondly by the decision making process or people. Organizations, therefore, have to focus on collecting quality data about people and the roles they are expected to fill. Quality data is:

- up-to-date; not merely once per year or on entry, but at every point in time when it is needed to inform a decision
- valid; it is genuinely a measure/reflection of the dimension concerned
- reliable; can be trusted as accurate; it does not merely reflect one person's opinion



- differentiating; it meaningfully separates good from bad, positive from negative, etc – it supports good choices
- it matters; it does not create 'measurement noise' or confuse decisions.

Data is usually collected from multiple sources. The challenge for each organization is to identify the best sources, how to get that data, how to validate it if needed, and how to ensure that it is the best possible data available. Data sources include, but are not limited to:

- self service; asking employees to share what they know about themselves, e.g., qualifications held, languages spoken, aspirations, mobility
- manager; asking managers to provide or validate data about people (such as performance evaluations, potential assessments, mobility) and about jobs such as needs, priorities, criticality,
- other employees; e.g., multi-rater assessments, recommendations to roles, ...
- HR professionals; assessing individuals, validating data, managing the processes, ...

WORKFORCE PLANNING

A person leaving does not necessarily mean we have to recruit another similar person; all positions being filled is not necessarily good – we may not need them all.

Workforce Planning is the process by which the organization determines in advance the mix of talent that it needs. There are many different ways of conducting Workforce Planning. Some focus on numbers of people needed with various profiles; these are typically used by organizations with high volumes of people doing very similar things (e.g., retail and services). Others focus on individual roles, or even specific people, and project how demand for these will evolve.

Whichever method is used, an effective system predicts supply and demand, analyses the organizations prevailing talent and trends in this, and defines specific action plans to fill gaps, then holds individuals accountable for their implementation. It does not express high level strategic desires and merely hope that these will be met - specific processes are needed.

CAREER MANAGEMENT

Career Management is the process via which the organization attempts to meet both the employees' career aspirations (consciously known or not) and the organization's role-resourcing needs. Such processes typically involve the employee in maintaining their personal profile and considering 'what they would like to do when they grow up'. They also involve taking the workforce plan and projecting the most appropriate career paths for employees.

So, Career Management examines resourcing from a largely people perspective. Potential Career Paths are defined and data is fed into Development Plans to enable realization of those Career Paths.

REPLACEMENT / SUCCESSION PLANNING

Replacement/Succession Planning examines resourcing from a largely position/role perspective. It examines at least critical roles, and seeks to locate people (usually employees, but can include targeted external people) who could fill them. Estimates of when that could happen and what is needed to enable it to happen are made, and data is fed into Development Plans, Deployment, Retention and 'Steal' Plans to ensure that people are ready soon enough.

Increasingly, given the rapidly changing communication and relationship management landscape, organizations are having to plan how they will ensure that potential successors are equipped with the networks and contacts on which the people they may succeed depended for their success.



DEVELOPMENT MANAGEMENT

For an organization to be the most effective it can be, with the staff that it has , it has to:

- optimize the on-job performance of every employee
- ensure that every employee realizes their true potential (whatever it is and whether or not it has been predicted by assessments of potential).

Performance Management addresses the former, but Development Management is the process via which the latter is achieved. It can include addressing both organizational and individual development goals, and development for many purposes (e.g., on-job-performance, career enhancement, work-life balance, engagement/retention, ...).

MANAGING THE HUMAN RESOURCE SPINAL COLUMN

ATTRACTION

Even in periods of high unemployment, organizations must develop processes for attracting the right people; too few candidates and they might not be able to find the right person; too many, and they may struggle to filter them and waste resources. The optimum process will attract those who should succeed and inhibit those who are not appropriate candidates.

RECRUITMENT

Recruitment processes are becoming ever more sophisticated as organizations conduct research to validate the criteria that truly predict excellent performance. The use of tests and personality profiles is increasing again as is the use of behavioral interviewing. Most importantly, organizations are realizing the potentially huge costs of compromising.

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DEPLOYMENT

Deployment processes are those that the organization employs to ensure that each vacancy is filled with the best candidate (internal or external) taking account of short and long term requirements. Increasingly, individual managers are no longer the final arbiters; rather they work in teams to manage a shared resource; using vacancies as opportunities to move people for development and motivational purposes.

As employees seek ever shorter tenure in any one role (some predict that the typical new entrant to the workforce may have in excess of 15 in a 30 year career), effective and efficient on-boarding is a critical requirement.



Individuals no longer need to be told merely why they got the job; they also need to be told the development they must undertake, "starting now!"

PERFORMANCE MANAGEMENT

Performance Management addresses the issue of getting the best out of people with their current capabilities. No longer is annual or even quarterly planning and review sufficient. Contemporary processes are dynamic, cross hierarchical structures, engage multiple people and are accessible and used 24 x7, integrated in the normal daily work.

ENGAGEMENT & RETENTION OF TALENT

Many organizations suffer, not from the lack of suitable talent for their needs, but rather from:

- losing that talent before it can be appropriately deployed, or
- having employees come to work who have already left mentally.

Engagement & Retention Management are the processes designed to ensure that each individual willingly gives their discretionary effort, and that every individual of value is proactively (not merely passively) retained by ensuring that they want to stay.

These processes address how people are attracted, recruited, on-boarded (often the root of attrition), managed, respected, rewarded and recognized, etc. These processes may be discrete or they may be overlays on other processes such as Development Management or even Performance Management.

OUTPLACEMENT

Recruitment, Deployment and Outplacement are arguably the core talent management processes. However, they are merely tools for executing tasks that are derivatives of overall Talent Management processes e.g., the Talent Management processes identify that less employees are needed so recruitment is restricted, outplacement may take place and, if roles are removed some people may be redeployed. Organizations often fail to consider Outplacement until it is forced upon them. However, an effective workforce plan may well identify resources that are no longer required and that cannot be suitably redeployed, even in boom times.

About the Author: Clinton Wingrove, Bsc, DMS, CMIPD, MIM is a leading expert in the field workforce performance management and multi-rater feedback. Following a long and successful career with 3M, where he became Head of Management Training and Development based in the UK, he ran his own Executive Development practice. He then moved into Consulting some 14 years ago and has specialized in 360, and Performance Planning, Management and Appraisal. Clinton has lectured widely on these subjects, worked internationally in this field and now heads Pilat HR Solutions' international Data Analysis and Multi-rater Feedback/Assessment Research and Development teams. He is also an active Managing Consultant working with a number of our major clients.

About Pilat HR Solutions: PILAT has an international consulting practice leading supplier of web-based technology to drive, enable, underpin, and enhance talent management processes. Pilat also has an international data services team that works with clients to gain intelligence from its talent data and to measure the effectiveness of its processes and people.