DISRUPTIVE HR

BUSINESS PARTNER PROGRAMME

EPISODE 3: NEW APPROACHES TO HR

TALENT MANAGEMENT

WHAT WE'LL COVER

- What's wrong with traditional Talent Management
- New approaches to Talent Management
- Doing succession planning differently
- Getting people to leave!
- Helping leaders to have better conversations

TRADITIONAL APPROACHES

TO TALENT MANAGEMENT

PERFECTION DOESN'T EXIST

CAREER PLANNING MAKES LESS SENSE

OUR ABILITY TO CATEGORISE IS FLAWED

ELITE PROGRAMMES DON'T WORK

WHICH APPROACHES TO TALENT MANAGEMENT ARE YOU USING CURRENTLY?

NEW APPROACHES TO TALENT MANAGEMENT

FOCUS ON WHAT YOU WANT THEM TO ACHIEVE

FOCUS ON THE MAJORITY

PROCESS-LITE AND AGILE

EMPLOYEE OWNED

FOCUS ON WHAT YOU WANT THEM TO ACHIEVE

1. Create clarity
2. Generate energy
3. Deliver success

1. Coach your team
2. Show appreciation
3. Lead with trust

FOCUS ON THE MAJORITY: GROWTH MINDSET

Johnson & Johnson

‘Growth isn’t optional’

Deutsche Bank

‘What will you learn today?’

ISS

‘Grow your potential’

FOCUS ON THE MAJORITY: REDUCING BIAS

AXA

Look for difference

EPIC GAMES

‘Second Look Rule’

EY

PTR: Preference, Tradition or Requirement

Nestlé

‘Everyone is ready’

FOCUS ON THE MAJORITY: STAY CONVERSATIONS

"You're on our radar"

"My door's open"

"Tell me why LinkedIn"

"If you were being managed by YOU, what would you do differently?"

PROCESS-LITE AND AGILE

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EMPLOYEE OWNED

Ready to rotate

Flex experiences

Measure impact of leaders

Pop-up mentoring

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DOING SUCCESSION PLANNING DIFFERENTLY

Spotify

- Business Critical Roles Today
- Business Critical Roles Tomorrow
- People Ready Now
- People Ready Tomorrow

BBC

Meet monthly to discuss:

- 3 people that need a move
- 3 roles that need a refresh

easyJet

Bottom up succession planning:

“Who do you go to for..”

GETTING PEOPLE TO LEAVE

Make it the norm

Focus on role not the person

Explore other options

Start early

HELPING YOUR LEADERS TO HAVE BETTER CONVERSATIONS

HEARST

Re-frame your PM discussions – Career Conversations

SERVICETITAN

Leaders community hub

GROUP WORK:

HOW ARE YOU HELPING YOUR LEADERS GET BETTER AT TALENT MANAGEMENT?

Facilitate a ‘Talking Talent’ session with a group of managers.

TIPS - RUNNING A TALKING TALENT SESSION

- Schedule for about an hour! Face to face or online
- Share your reasons for running this workshop - something that fits with your business goals or in response to survey results or high turnover.
- Explain that the purpose of session is to spend time discussing their people to create opportunities for growth and movement and be more aware of talent in each others' teams.
- Explain that they don’t need to just focus on leadership potential. Make it broader for a richer discussion – new starters, tech experts, vacancies coming up, skills gaps etc..
- No pre-work, process or paperwork - just conversations!

TALKING TALENT SESSION QUESTIONS….

1. Let's start by each of you sharing about two people in your team that you feel are ready for a new challenge and why?

2. If we can't move them right now, what could we do to help them get a new challenge? A project, a mentor etc..?

3. What key skills are you lacking in your team now or that you think you'll need in the future? How could you get this skill from another team or are their people we could start developing now?

4. Are we being diverse in our thinking? Talk about someone in your team that isn't normally front of your mind?

5. Who thinks they have a flight risk in their team? Let's talk about what we could do?

6. Are we taking enough risks? Are we giving people a chance to try out a new role even if they're not quite ready?

7. Do we know our teams' career aspirations as well as we should? Have we asked them?

Talent Management: Key Takeaways

1. Encourage everyone to grow and learn

2. Focus on what you want them to achieve, not competencies

3. Provide tools to help your managers have better career conversations

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NEXT WEEK: EPISODE 4 - YOU AND YOUR LEADERS