



THE DISRUPTIVE HR BUSINESS PARTNER PROGRAMME

EPISODE 3: NEW APPROACHES TO HR:
TALENT MANAGEMENT

WHAT WE'LL COVER

1. What's wrong with traditional Talent Management?
2. New approaches to Talent Management
3. Doing succession planning differently
4. Creating space for future talent

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

WHAT'S YOUR BIGGEST CHALLENGE WITH
TALENT MANAGEMENT?



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

MEASURED BY IMPACT

Regular pulse surveys to your people to see how it's going.



Do you have regular career conversations with your manager? If not why?

Do you have access to the learning you need to stay on top of your skills'? 'What more could we do?

Do feel able you make time to learn new skills? What would help?

Are there opportunities for you to experience new skills here? What more could we do?

Is it easy to move around our organisation? How could we make it easier?

FOCUS ON THE MAJORITY: GROWTH MINDSET



'Learn everyday'



'From knowing
it all to learning
it all'

FOCUS ON THE MAJORITY: REDUCING BIAS



Look for difference



'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




treehouse™

'Leader for the day'



BMO
BMO Financial Group

'Help wanted'



WESTERN
UNION

Talent Talks

HOW TO FACILITATE A TALKING TALENT SESSION

A TALKING TALENT SESSION

- One-hour session to discuss our people to:
 - Create opportunities for growth and movement
 - Be more aware of talent in each others' teams.
- We don't need to focus on leadership potential. We can talk about new starters, flight risks, vacancies coming up, skills gaps etc..
- No pre-work, process or paperwork - just conversations!

1. Let's each talk about two people in each of our teams that we 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 we lacking in our team now or that we will need in the future? How could we start developing those skills now?
4. Who thinks they have a flight risk in their team? Let's talk about what we could do?
5. Are we taking enough risks? Are we giving people a chance to try out a new role, even if they're not quite ready?
6. Do we know our teams' career aspirations as well as we should? Have we asked them?

EMPLOYEE OWNED



VIACOM

Informal mentoring



Adobe

CareerFest



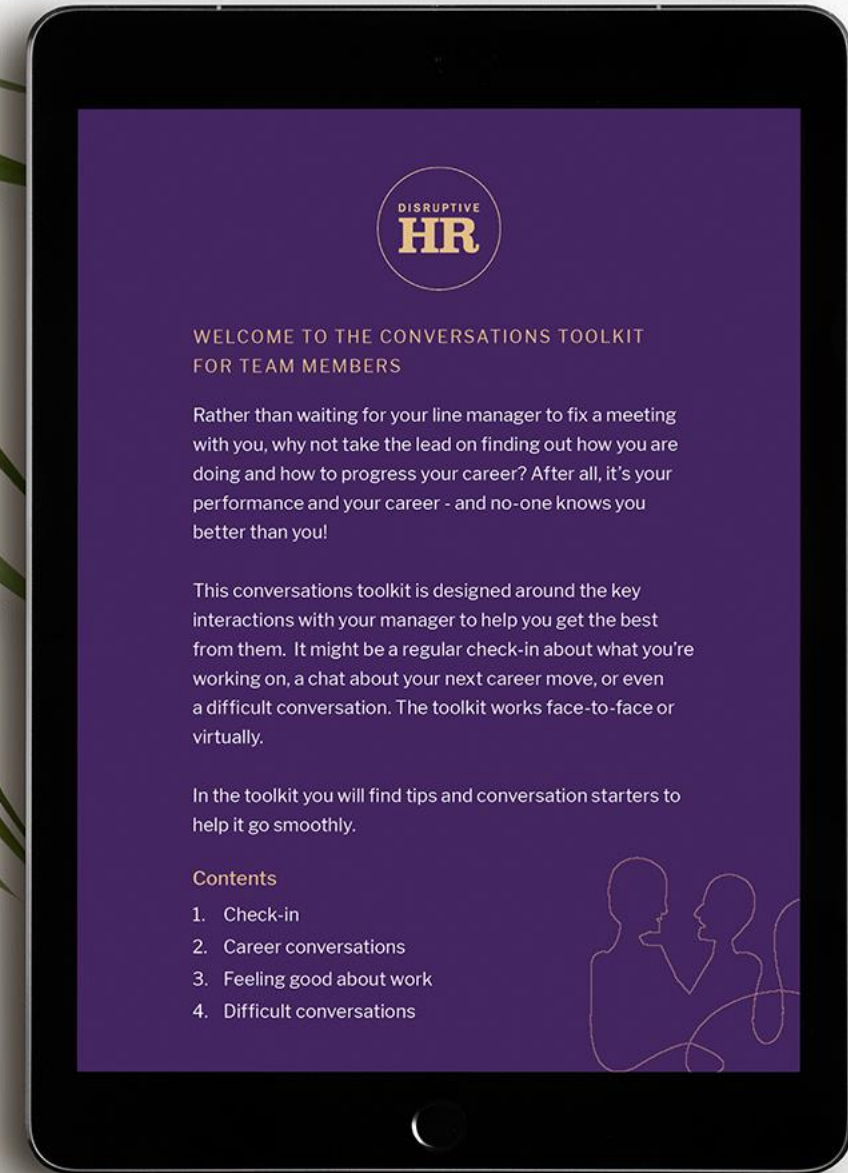
HubSpot

Pursue your side
hustle

EMPLOYEE OWNED: TOOLKITS TO HELP

Here are some conversation starters to help you:

- Can I share my aspirations – short and longer term?
- These are some of the things I've been doing recently to develop and learn
- Can we discuss my strengths and how I can make better use of them?
- Can you help me understand how I progress to...?
- I am thinking a sideways move to ... would be good for my development – what do you think?
- I have been thinking about what I want to learn next and would like to discuss ideas with you.
- Would you be able to introduce me to a mentor who could help me develop in ...?



WHAT IT MIGHT LOOK LIKE

OUTCOMES

- 3/4 expectations of what we want leaders to DO not BE
- Simple and easy to remember
- How we want our people **to feel** as a result
- Play to our leader's strengths & style
- Help them understand themselves better

EVERYONE IS TALENT

- Learning budget spread to give ALL access to opportunities
- Promote an always learning culture
- Leaders to have regular '*stay conversations*'
- Personalise where possible – career aspirations and learning needs are different for everyone
- Build a network of internal mentors who can teach new skills

PROCESS-LITE

- Informal mentoring
- Job shadowing
- Job swaps
- Stretch assignments
- Project-based work
- Frequent '**Talent Talks**' for leaders to discuss all their people and opportunities
- Easy to use tools to help leaders and employees have better conversations

EMPLOYEE OWNED

- Expectation from day one that our people will drive their own career
- Freedom to raise their hands to try something new/move around the organisation
- Ask to have career conversations with their manager
- Employees have their own learning budget

DOING SUCCESSION PLANNING DIFFERENTLY

The BBC logo is displayed in a white box with a black border, centered within a larger cyan rounded rectangle. The letters 'B', 'B', and 'C' are white and set against black rectangular backgrounds.

- Meet monthly to discuss:
- 3 people that need a move
 - 3 roles that need a refresh

The easyJet logo is displayed in a white box with a black border, centered within a larger magenta rounded rectangle. The word 'easyJet' is written in a bold, orange, sans-serif font.

Bottom up succession planning:
“Who do you go to for..”

CREATING SPACE FOR FUTURE TALENT

Make it the
norm

Focus on role
not the
person

Explore other
options

Start early



CONVERSATIONS TOOLKIT

The Conversations Toolkit is for leaders who manage people.

It's simple, easy to use and will help you to do the small stuff brilliantly.

The Conversations Toolkit works:

- For first-time leaders
- For leaders who want a refresh
- For both virtual or face-to-face conversations.

The conversations toolkit gives you tips and the latest leadership practices, ideas on the right questions to ask, or conversation starters to help it go smoothly. Just try one or two out in your regular check-ins.



CONTENTS

1. Hiring
2. Onboarding
3. The check-in
4. The careers chat
5. Well-being
6. Showing appreciation
7. Difficult conversations

GROUP WORK:

WHAT ARE YOU DOING THAT'S WORKING WELL?
WHICH OTHER IDEAS WOULD YOU LIKE TO TRY?

Talent Management: Key Takeaways

1. Encourage everyone to grow and learn
2. Focus on what you want them to achieve, not competencies
3. Keep it process lite and agile
4. Give your employees the tools
5. Help your leaders have better conversations with Talking Talent sessions



NEXT WEEK: EPISODE 4 - YOU AND YOUR LEADERS