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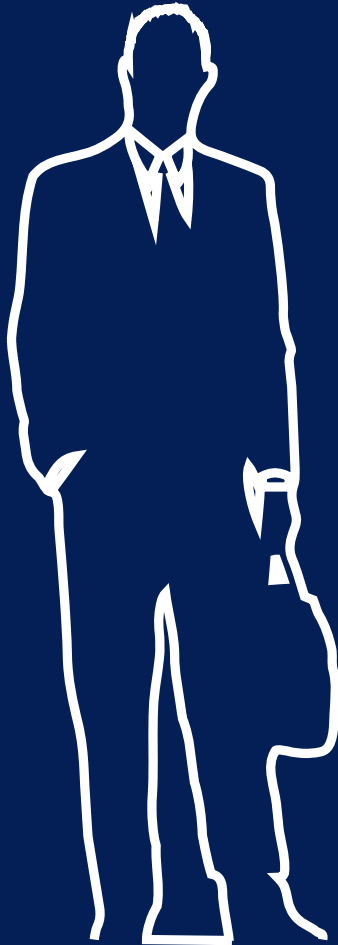
Netherlands & SA

TALENT MANAGEMENT 2020

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Agenda

01 Definitions

02 Elements of talent management system.

03 Strategy to talent management

04 Innovation and talent management

05 Risks that could hinder organization's innovation.

Definitions

Talent management-A strategic process used by the management to plan, identify, recruit and retain the people with the required skills to meet the present and future goals of the organization.

Talent gap- Lack of skilled personnel within the organization.

Talent Management Strategy-Organization's plan of action of optimizing employee performance.

Talent-Ability to posses performance elements such as**; skills, knowledge, intelligence and experience, capacity to run judgement, attitude, character, perseverance and self motivation.**

Elements of talent management system

➢ Talent pool Acquisition- Recruit the right employees with skills, experience and culturally fitting within the organization.

➢ Equip the employees with the required skills and knowledge to perform.

➢ Evaluate the performance of the employees to ensure there is alignment with the organization's set goals and job description.

➢ Motivate and reward employees for their performance.

➢ Career Development-Nurture the skills of the employees within the organization (for purposes of retention and hiring from within when need arises).

➢ Succession planning-Identify the organization's talent, critical skills required, Who currently possesses those skills to fill those positions when they become vacant.

Strategies to talent management

1. Job description

➢ Have an adequate knowledge of the job description e.g. reviewing it annually.
➢ Detailed outlining; job title, duties and responsibilities, skills required, salary and benefits.

2. Assess if the candidate fits within the organization culture.

➢ what is their passion?
➢ What are their personal values?
➢ How is their communication?

3. Offering coaching and mentorship to employees
4. Recognizing and appreciating employees through rewards
5.Offering continuous training and development opportunities to employees.
6. Create an environment of trust within the work place.

Talent management Process model

1. Workforce planning;
➢ Aligning the model with your overall organization goals
➢ Identify the required human capital
➢ Develop a well detailed job description
➢ Plan on the recruitment process.

2. Attracting
Decision is made on whether the recruitment would be internal or external.
Note: to attract the right candidate also depends on the company branding.

3. Selecting the most suitable candidates to fit in the gap-interview or written test could be used.

4. Developing employees by; training programs, onboarding to new employees, coaching ,mentoring , job sharing, job rotation etc. to gain the expertise required.
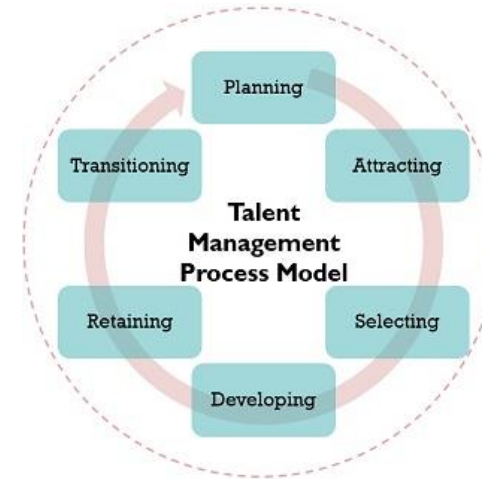
Talent management Process model

5. Retaining talents by; promotions, providing opportunities to undertake a special task, involvement in decision making, succession planning, offering training for more advanced skills and roles, reward and recognition.
6.Employee transition (knowledge management)- Providing retirement benefits, effective succession planning, exist interviews and training.

Filling a talent gap

1. Identify competence requirement for the vacant positions
2. Identify areas that require expertise.
3. Select suitable candidates to fit in the roles and skills required.
4. Identify the candidates skill gap
5. Plan on how to equip the candidates
6. Offer professional development programs to the candidates
7. Conduct a continuous performance evaluation to identify areas that still need to be improved.

Types of talent

Unidimensional talent- employees posses singular talent(skills) of a particular area

Multidimensional talent-employees posses multiple skills and abilities

Note; modern organizations' prefer hiring employee's with multidimensional skills as one of their talent management tool and to reduce on cost of production.

Benefits of a talent Management System

1. Helps in streamlining t hiring process
2. Easy to track employees performance reviews, goals, skills and career aspirations.
3. Increased engagement between the employee and the management
4. Gives the organization a competitive advantage.
5. The organization is able to achieve its sets goals.

Succession planning

Succession planning- strategic planning that seeks to identify and develop future leaders of the organization, making sure all key roles will be occupied in future when they become vacant.

Link;

Talent managements Addresses the competency gaps of the key positions and critical roles within the organization.

Succession planning proactively and systematically identifies those core positions and creates a strategic plan to fill those positions with capable and qualified employees.

How?

1. Ensure the holder of a position takes a two weeks continuous leave
2. Shadowing during departmental meetings
3. Mentorship programs to be made part of performance management

The Process of Succession planning

➢ Identify the future executive areas-Identify the key business area that may lead the business not achieving its business objective if vacant.

➢ Determine the required competencies to be able to establish performance standards, what the successor know and what they need to learn.

➢ Identify the potential candidates within the organization and assess them against their competencies.

➢ Develop and implement succession planning strategies- training, development, knowledge transfer, experience sharing etc.

➢ Evaluating- tis is evaluation of the succession planning, to ensure all the core business areas are covered in the succession planning effectively.

Innovation and talent management.

➢ Automation of the recruitment process- e.g. Online job portals, to remove bias, improve efficiency and easy access to company information.

➢ Use employee data analysis to help management understand their work force and its priorities and strengthen the employee retention.

➢ Provide a platform for a continuous learning employees skills are developed and the tradition learning ways are altered.

Risks hindering innovation.

- Vacancy risks- Critical leadership positions being left Vacant for a certain period of time.
- Readiness risk- Under-development of the viable successor.
- Transition risk- Failure to conduct a proper onboarding and transitioning process to new positions.
- Deployment risk- failure to continuously align talents of employees with the organization's strategy.

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Thank you