



# TALENT EXPERIENCE (TX) STRATEGIES

# OBJECTIVES

## BECOME A TALENT MAGNET

Effectiveness - achieve superior talent experience (TX) in terms of quality, speed. Excel expectations at every touch point of the talent journey.

## ESTABLISH TOOLS, DATA AND ANALYTICS

Metrics - achieve superior business intelligence about internal and external talent. Know their potential and performance. Optimise deployment.

## OPTIMISE TALENT MANAGEMENT PROCESSES

Efficiency - create optimal process quality, enhance cost/benefit, improve productivity, reduce turnaround times.

**TALENT:** the critical few in your organisation that actually make a difference. Pundits predict severe shortfall in digital talent around the world by 2020, when, according to a Gartner study, 30% of tech jobs will be unfilled.

Therefore search patterns and channels are already moving away from a traditional approach to digital talent hunting in specific locations and digital hot spots.

Along the value chain of the organisation, profiles and core skills need to be newly created and redefined to transform into that digital workforce, such as digital marketers, product developers, analytics, and operations specialists.

# THE TX SERVICE IMPROVEMENT APPROACH

## PREPARE

- Build top guiding coalition (CEO, CFO, CHRO)
- Compose x-functional team reporting directly to the top
- Physical workplace and tools for collaboration
- Agree on guiding work principles and techniques

## DISCOVER

- User survey or interviews, user stories, requirements
- What works, what doesn't, and why
- Define case, target picture, solution approach
- Pressing issues, prioritise by value add, complexity, effort
- Set objectives, scope and agenda

## DESIGN

- User-requirements
- Guiding principles of TM
- Understand talent journey
- Define TM levers
- TM service modules and programmes
- Organise TM processes
- Adapt culture
- Implementation and delivery plan

## DELIVER

- Design TM modules as MVS
- To be designed, and tested to fail or succeed as early as possible
- Based on frequent customer feedback
- Cycle through several steps of solutions

Don't go fixing existing ailing processes and tools. Start on a blank sheet of paper. Eliminate complexity. Everywhere.

# TALENT EXPERIENCE - USER REQUIREMENTS

Clients ... are ... shocked – at how the leadership programs they'd had in place were not able to meet the needs of ... these tremendously disruptive economic changes over the past few years. (Deloitte)

Leaders are any people in the organization actively enrolled in the process of producing direction, alignment, and commitment.

If leadership is seen as a social process that engages everyone in a community then it makes less sense to invest exclusively in the skills of individual leaders. (Bertelsmann)

We are going to need to allow ourselves to come to a whole new paradigm about leadership development. We need to let go of the old mental models. (GE)

Stop sending people to courses they don't want to go.

Competencies become either overwhelming in number or incredibly generic. Their use nearly always comes to a bad end.

Most existing corporate talent management systems are convoluted, overloaded and not made for busy managers. Keep it simple at the front end, which in turn means you will have to add sophistication at the back end.

# TALENT EXPERIENCE PRINCIPLES MOVE

## FROM

- Long lists of static competencies as sole basis of talent management
- Job of a manager is to monitor, control and judge (mindset)
- Company is responsible for developing human resources (EE as passengers)
- Elitist and individually focused, LS residing in an individual role
- Static models of ,the right leadership‘

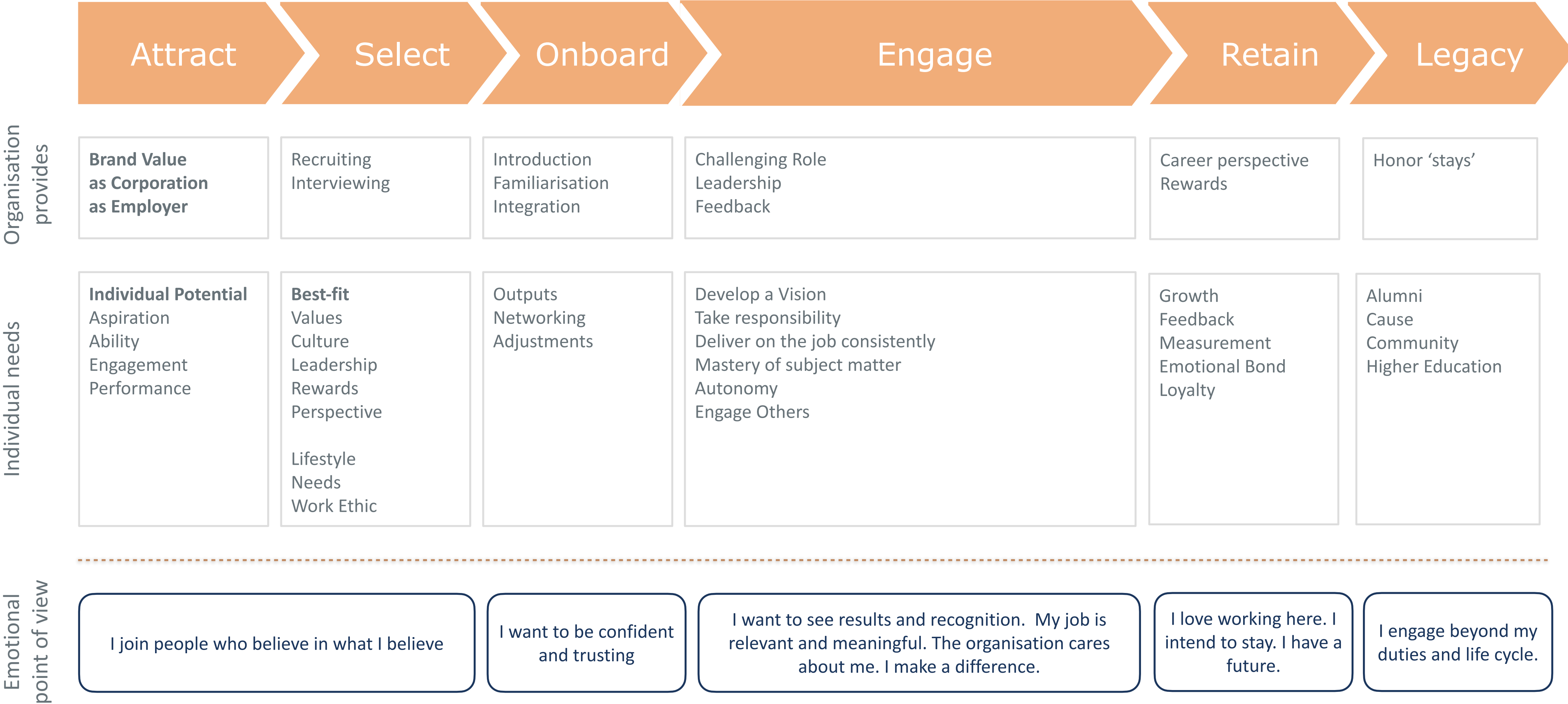
## TO

- ▶ Meta-competencies such as individual learning agility, self-awareness, connectedness, etc.
- ▶ Move to ,servant leadership‘ , e.g. coaching and supporting employees
- ▶ Individual is responsible (EE in driver’s seat, ownership)
- ▶ Spread leadership capacity throughout the organisation’s network
- ▶ Grow adaptable and agile leadership

“In ice hockey they teach you to skate not to where the puck is, but to where it is going next.”

# 1

# UNDERSTAND THE TALENT JOURNEY



# 2

## UNDERSTAND 3 LEVERS OF TX

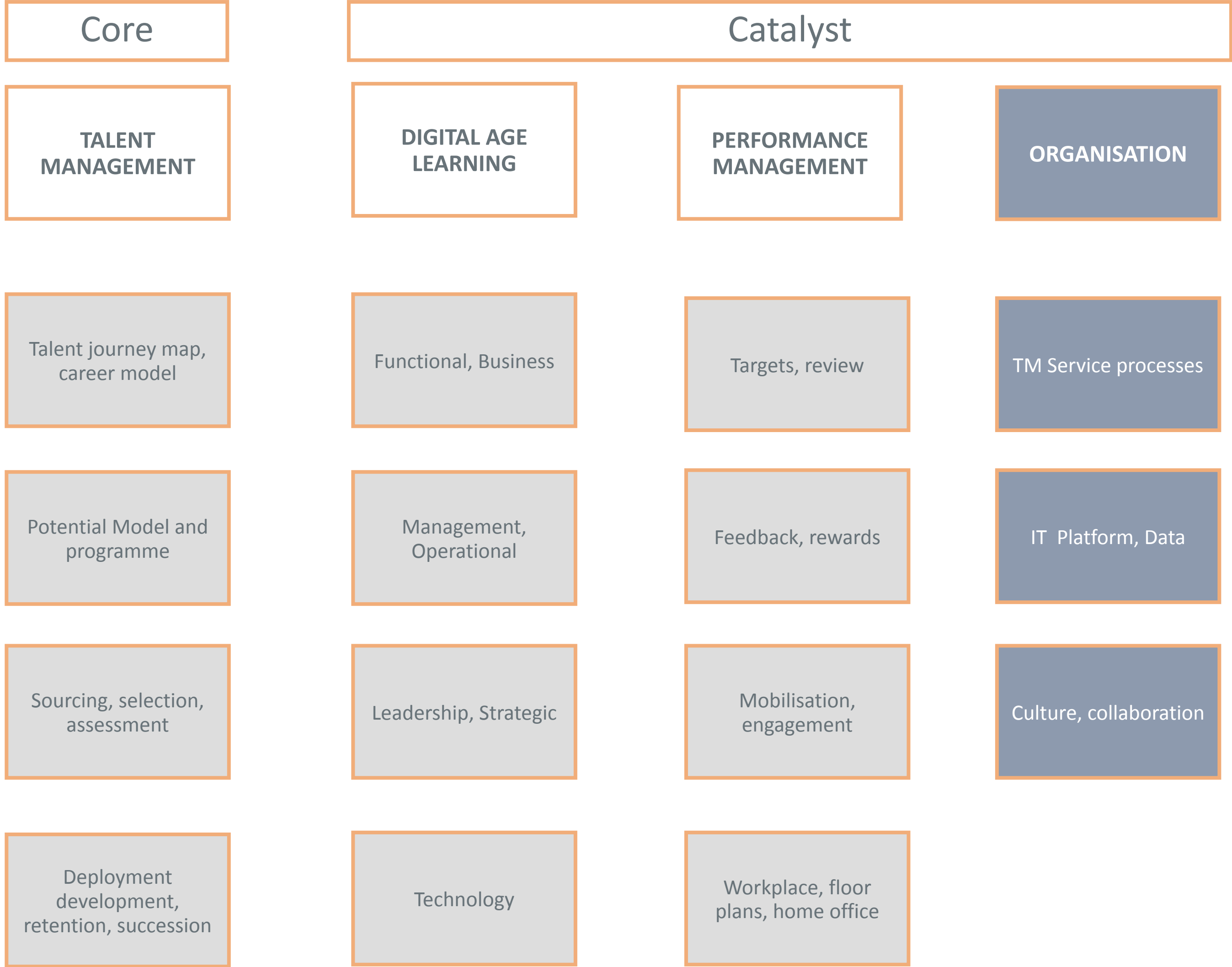
	FOCUS	ATTRACT	MAXIMISE POTENTIAL	EVALUATE	DEPLOY
<b>1. CONTENT</b>	Critical roles Critical skills Skill gaps	Purpose Employer brand, Target groups	Performance Potential Engagement Talent pool		Career progression, Exposure Experience
<b>Manager / employee journey maps -- user stories</b>					
<b>2. TOOLS &amp; PROCESSES</b>	Role x skill map Prioritisation	Online presence, Recruitment Onboarding	Mentoring Coaching Feedback Education Fast track PDP	Assessment Succession plan, Career committee	Placement Release policy
<b>IT Backbone: process enabler, data base, and analytics</b>					
<b>3. DATA &amp; METRICS</b>	Number and quality of key positions	Attractiveness Success-rate	Performance Potential Career moves	Bench-strength, Ready now candidates, Retention risk, Turnover	Job openings Internal placement rate, Turnover Time to fill

Each of those levers needs a deep understanding and smooth execution. But first and foremost they need to be simple, in order for managers (i.e. clients) to benefit from them.

Most existing corporate talent management systems are convoluted, overloaded and not made for busy managers. Keep it simple at the front end, which in turn means you will have to add sophistication at the back end (see next page).

# 3

## IMPROVE CRITICAL SERVICE MODULES





### DEFINITION OF POTENTIAL

Aspiration

Ability

Engagement

Performance

### FUNDAMENTAL QUESTIONS

Are you putting the right people on the programme?

Do they have a clear set of priorities for learning and development?

Why are we investing in this development spend for these people?

How will we track them through the programme?

How will we manage the attrition rate?

How will we manage the leaving rate?

Finding talent has never been easier, provided the organisation pulls the appropriate levers and invests in methods fitting their target groups, casting a wide net into the labor market, i.e. India or China have more honours graduates per year than USA has graduates.

### PROGRAMME OBJECTIVES

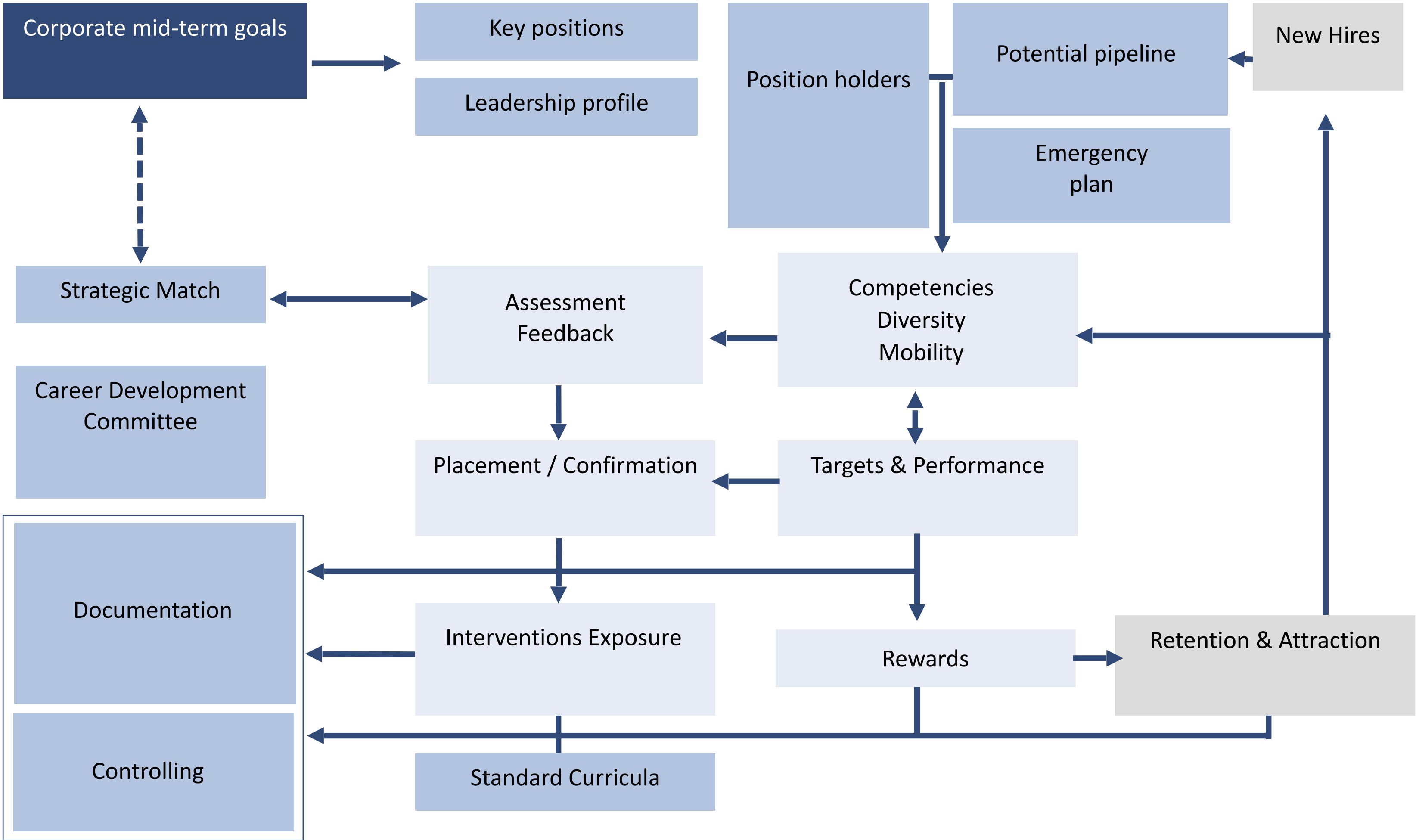
**Reinforce aspiration** by talking to the key motivations that drive career success, and when they build and reinforce the behaviours that translate motivation into tangible.

**Reinforce ability** by targeting key skills and competencies that drive competitive advantage for the organisation and are seen to develop the employee and promote the longer-term success of the organisation.

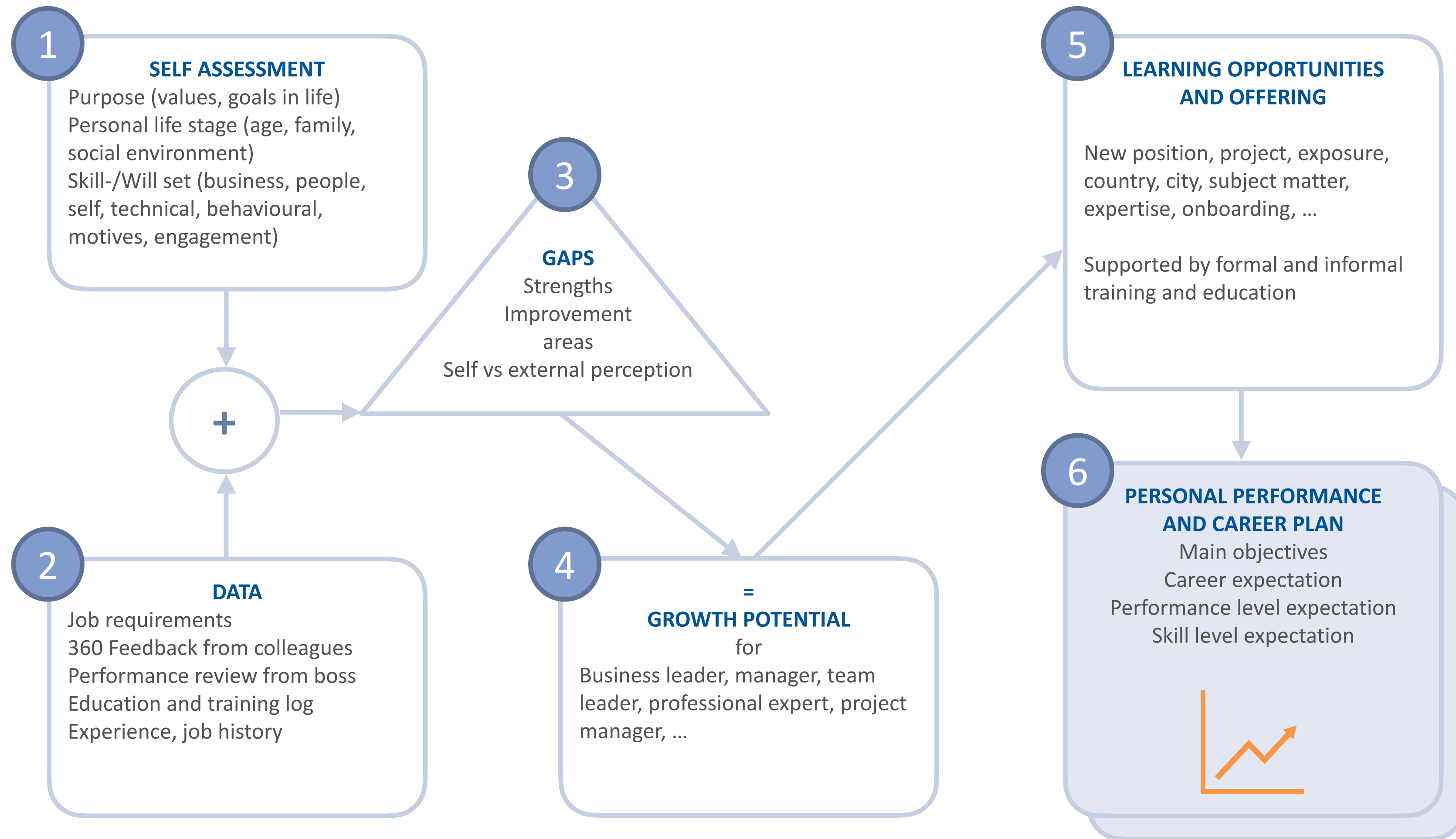
**Reinforce engagement** by demonstrating that staying with the organisation is in the employee's best interests; it promotes career success, matches development opportunities to personal career goals, and mitigates the potential for failure that comes with high-risk and high-return.

# 5

## ORGANISE THE TX PROCESS FLOW



# 6 PLAN FOR INDIVIDUAL TALENT PROGRESS



**From producing outputs**

**From controlling and directing**

**From being cautious**

**From my task**

**From loudspeaker winning**

**From a hierarchical bureaucracy**

**From efficiency and cost cutting**

**From controlling individuals**



**Delighting customers**

**Coordination and coaching**

**Ownership**

**Team success**

**Respectful listening**

**Dynamic linking**

**Transparency and sustainability**

**Fear-free collaboration and diverse,  
self-organising, cross-functional  
teams**

Culture does not change, until and unless people change behaviour. They will only do that if they see a benefit in the change.

The Agile Way of Project Management helps to leverage the collective power and skill of a team. It also provides the individual with a broader responsibility, and the team with a more client-oriented way of defining success.

# TO SUMMARISE

You just saw some snippets from a 4 x 3 hour programme which is held as a live webinar.

For more information kindly get in touch. Thank you for watching.



[virtualllearningpartners.com](https://virtualllearningpartners.com)