



# Rethinking Talent Management

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# LUCINDA CARNEY C PSYCHOL

- Too many years in Corporate L&D roles!
- Chartered Psychologist
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📖 [How To Be A Change Super Hero Book](#)

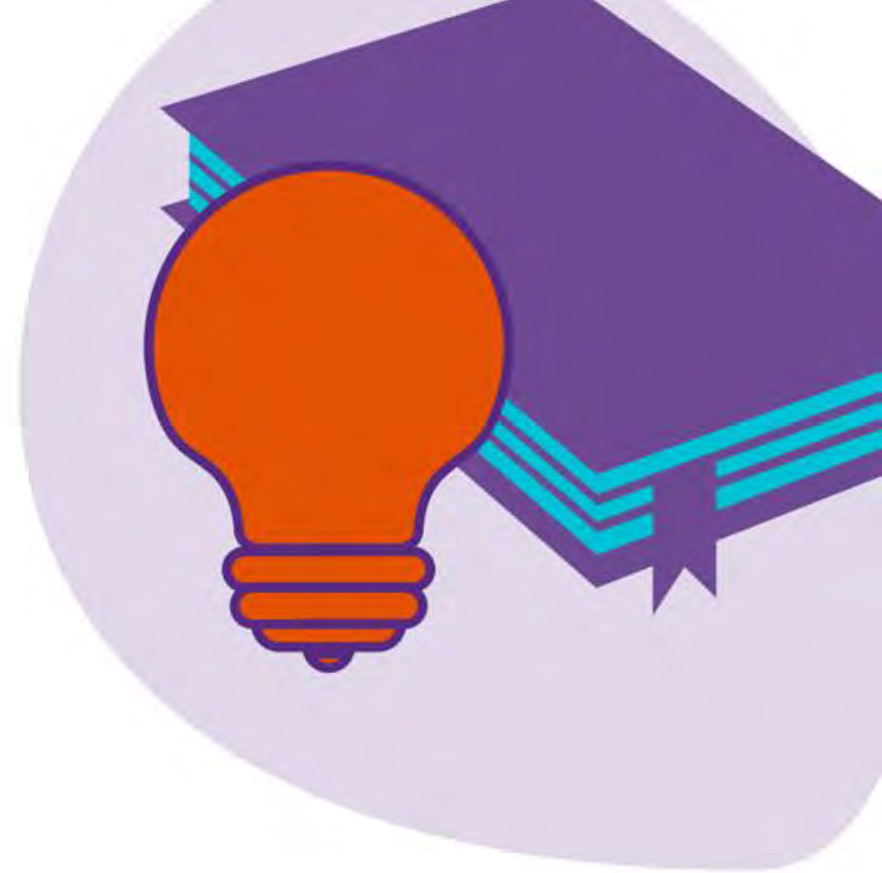
🎙️ [www.hruprising.com](http://www.hruprising.com)

🌐 [www.actus.co.uk/](http://www.actus.co.uk/)

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# Learning Outcomes

- What do we mean by Talent (post covid?)
- Sustainable Talent Management strategies
- Engaging and motivating talent
- The value of career pathways





# Actus - The Complete Performance, Talent & Learning Management Suite



**How would you  
define 'talent' in  
your organisation?**

# Poll: Who would be considered as 'Talent' in your organisation?



A: A very select 5 or 10% of your employees based on performance



B: Various pockets of people based on key skills aligned to business need



C: Everyone – it is about getting identifying key skills and getting the most out of them

# 5 challenges with the term 'talent'

Many organisations don't know what 'talent' looks like

Talent is often situational

The term can be elitist and de-motivational

Talent doesn't automatically correlate with performance

Talent management can make organisations lazy

# Talent Management terminology



Assessment for development centres





# Building a Talent Management Strategy?

Start with 'Why'...what is the purpose?

## Potential Drivers for a Talent Strategy

- Retention of key people or skills
- Internal development of key skills
- Engagement/motivation
- Employer brand
- Cultural aspirations
- Profitability/productivity



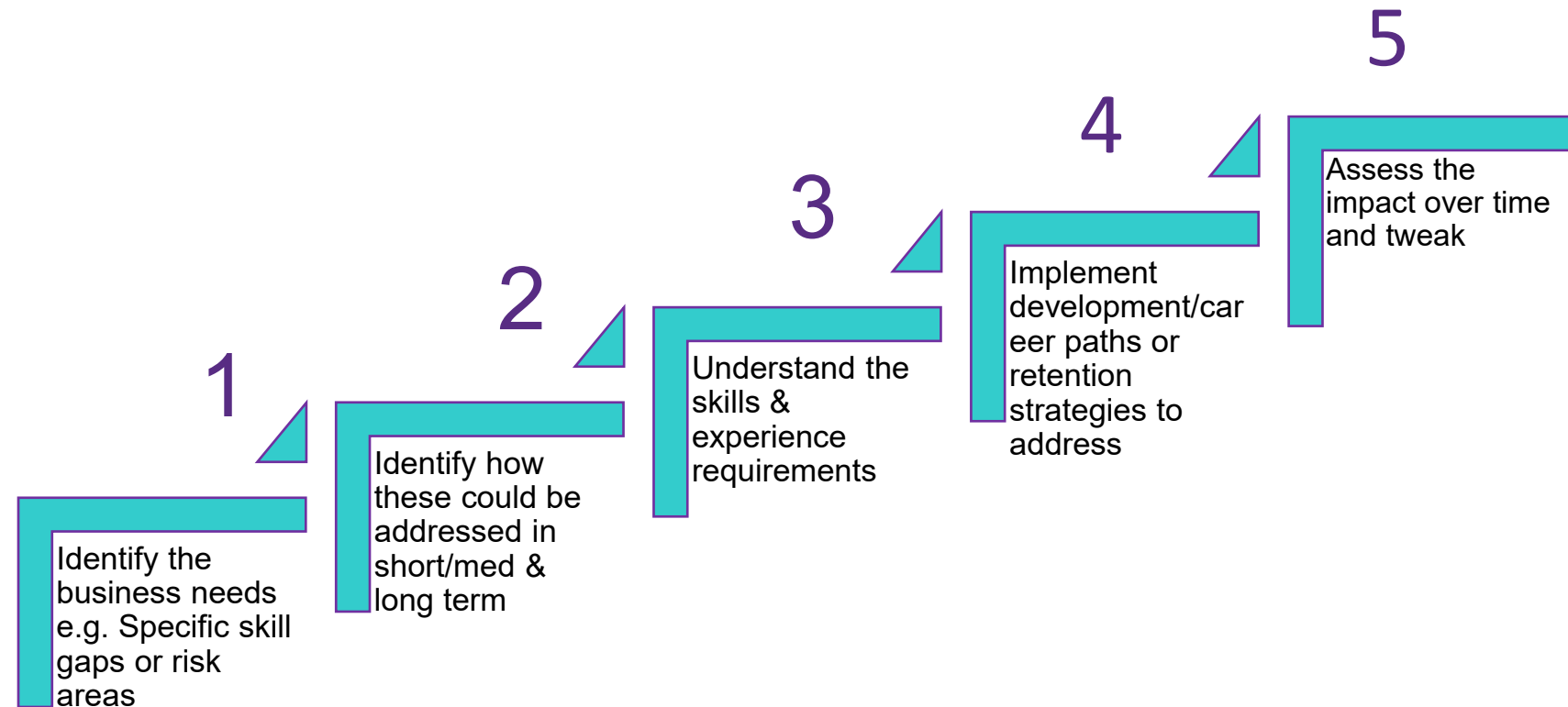
# Talent & succession key questions

1. Which roles or positions are essential to business survival or delivering the strategy?

2. Which roles require highly specialised knowledge or skills that are difficult or expensive to recruit into or replace?

3. Are there any key individuals in the business with key knowledge or experience of tech, products or customers who would be equally hard to replace?

# 5 steps towards an aligned Talent & Succession management strategy



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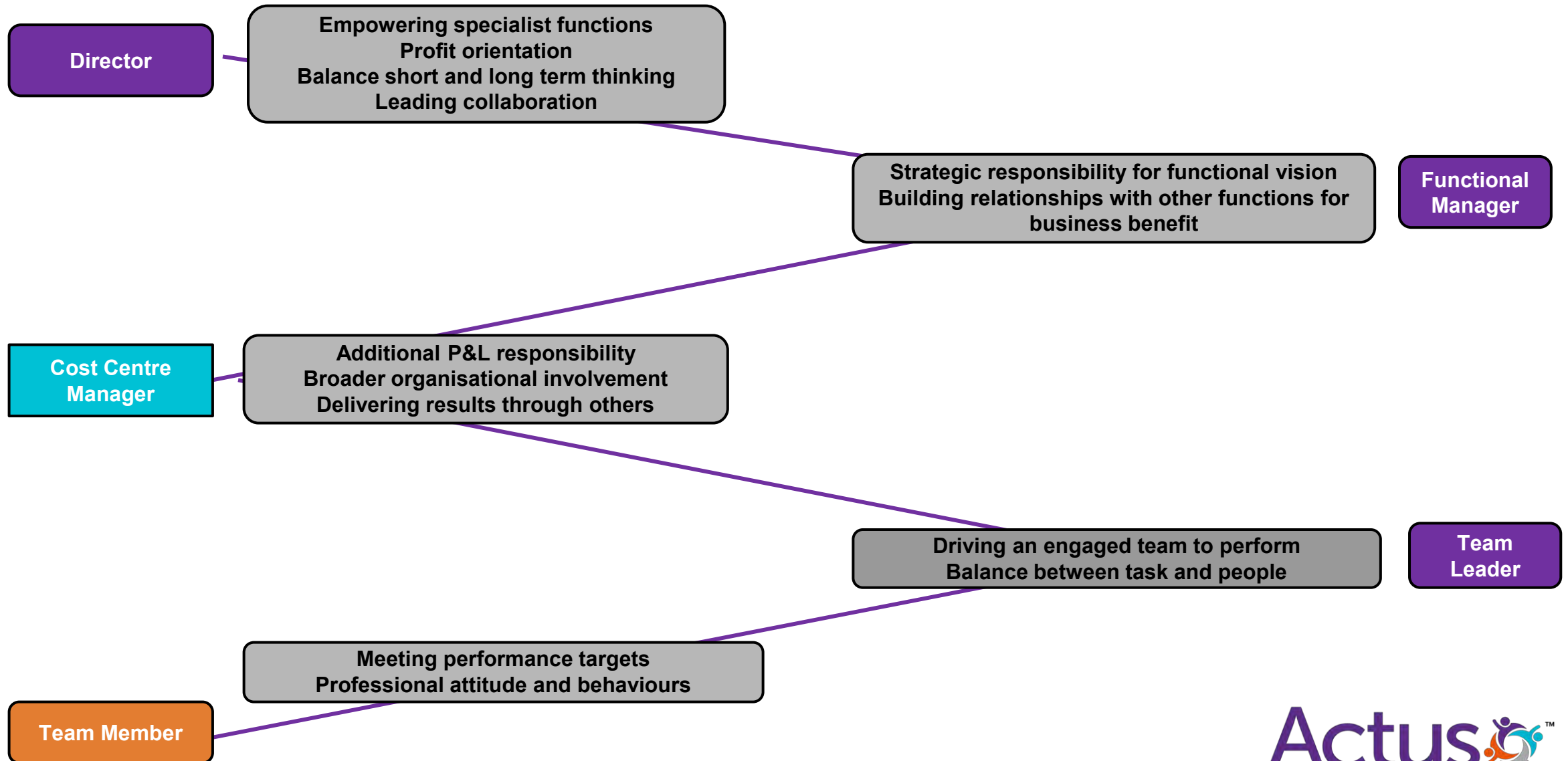
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# Things to consider when designing a career progression pathway

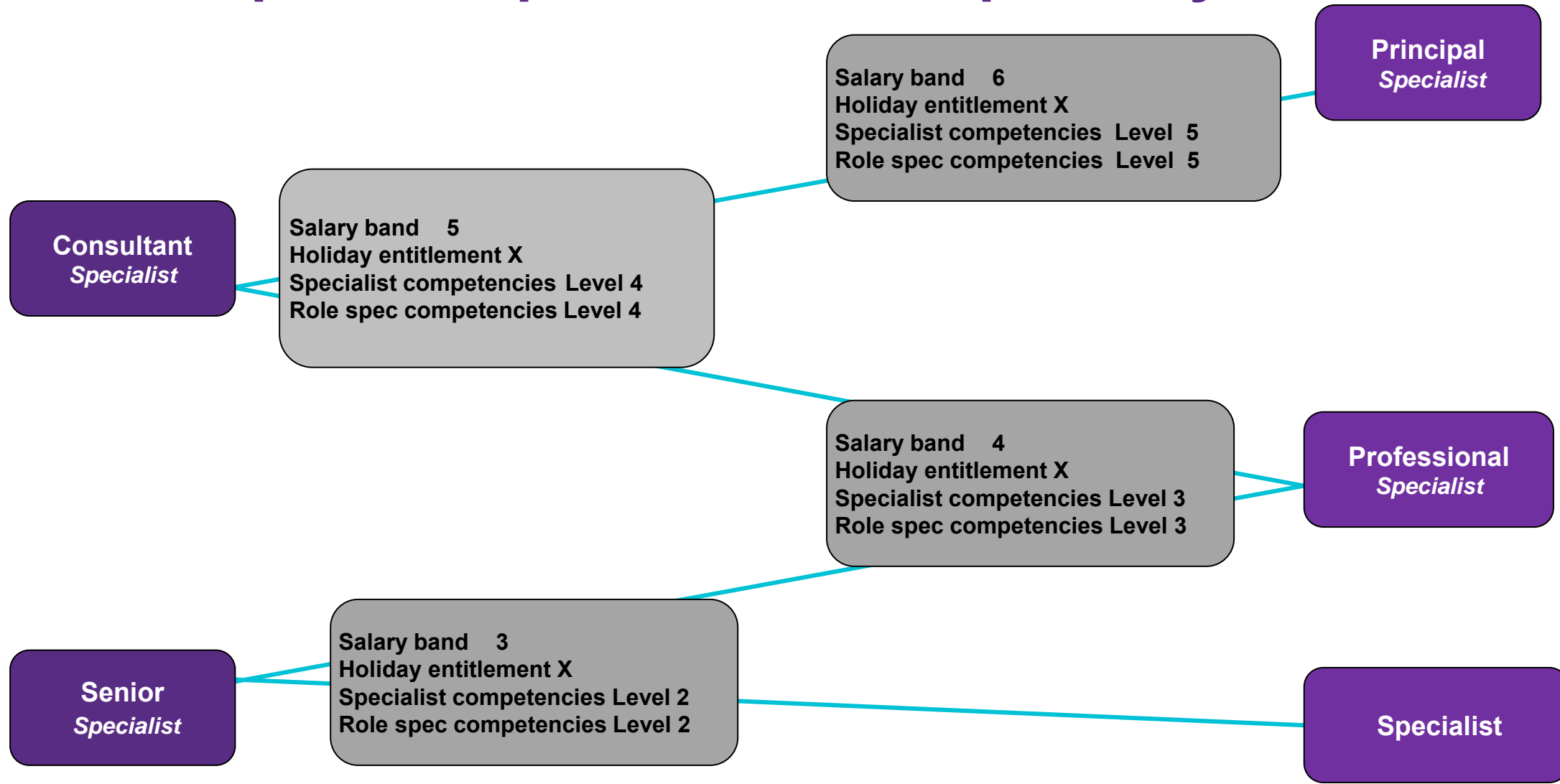
- Managing expectations
- Will you have multiple pathways for managers and individual contributors
- Is the pathway for promotion or development
- What are the entry criteria for each pathway and how are they evidenced?
  - Performance
  - Competence
  - Development opportunities
  - Relevant experience
- Self-selection or nominated
- Have you got the resource/time to provide aligned development
- How this links with promotion

# Role Clarity

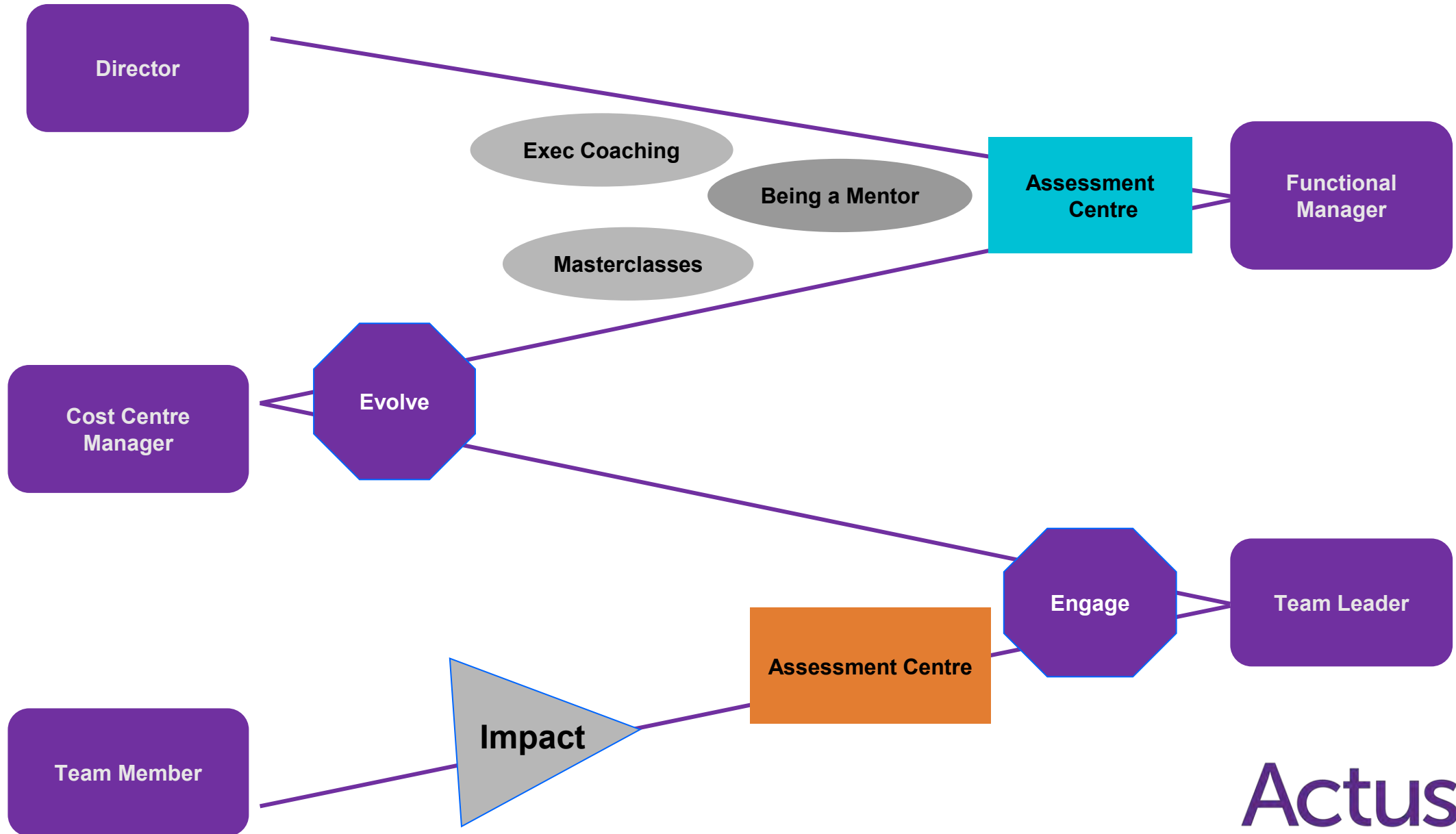
(inspired by book 'the Leadership Pipeline' by Charan, Drotter & Noel)



# An example of a specialist career pathway



# Aligned Management and Leadership Development





# Key Takeaways...

- The term 'talent' is context specific and can be loaded
- Be clear on the 'Why' of your talent strategy and keep everything aligned
- You may need to prioritise key roles in line with purpose initially
- Take it step by step and assess impact as you go
- Communicate clearly and align processes and structures where possible
- Remember strategies take years not weeks to embed so follow through

This free white paper can be downloaded from [www.actus.co.uk](http://www.actus.co.uk)

You can also download a podcast version of this here: <https://hruprising.com>



# What's Coming Up...



## Actus Webinars

### Rethinking Onboarding

Thursday 25th November @ 13:00 [Register here](#)

### Rethinking Wellbeing

Thursday 18th January @ 13:00 [Register here](#)

### Rethinking Culture

Thursday 22nd February @ 13:00 [Register here](#)

# Useful Resources

## Talent Resources:

Infographic – 4 ways to mobilise talent to engage employees in 2022 [Download here](#)

Blog - 5 Talent Management Dilemmas [Read here](#)

Blog– How does Organisational Development (O.D.) and Talent Management differ? [Read more](#)

Whitepaper: How to develop a Talent Management Strategy [Read more](#)

Podcast Episode 108: [Internal Mobility as a Talent Management Strategy – with Mervyn Dinnen](#)

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## How does Organisational Development (O.D.) and Talent Management differ?

Based on the webinar on 'How to develop a Talent Management Strategy'

### Organisational Development and Talent Management

In preparation for our [webinar around talent management](#), we realised that often there are overlaps between Organisational Development (O.D.) and Talent Management, HR and Learning and Development (L&D). As a result, we will explore the differences between O.D. and Talent Management in this blog.

### Linking Organisational Development and Talent Management

The key to remember is that O.D. and Talent Management must align with business strategy and enable the business to achieve outcomes. A business should be mindful of this and make that link overt. This has a key benefit; it means that you are much more likely to get investments from key stakeholders. This is because key stakeholders understand why you as a business are pulling things in place. They're not just seeing that you're doing some development for the sake of it, as they can see that there's the purpose for the individual and for the business.

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Leading Your Human Performance

### How to Develop a Talent Management Strategy

Raising your profile and adding real value to your organisation

4 WAYS TO MOBILISE TALENT TO ENGAGE EMPLOYEES IN 2021

Great! Increased interest. Moving for the answer. To Engage Employees in 2021 is the report of our latest Actus Report based on research conducted by Mervyn Dinnen and Most Akin of Two Heads Consulting. This infographic provides a summary of 4 key points outlined in the report, which you can use to improve strategic mobility to engage our employees this year. To view the full report, click on the link at the bottom of this page.

### Prioritising Talent Management

One of the most important things you can do to improve your talent management is to prioritise it. This means that you should be looking at talent management as a key business strategy, rather than just a HR function.

### Increased Transparency

Transparency is a key factor in employee engagement. It means being open about your business, your performance, and your future plans. This helps to build trust and loyalty among your employees.

### The Right Technology

The right technology can help you to manage your talent more effectively. This includes things like HRIS, LMS, and other tools that can help you to track and develop your talent.

### Supportive Corporate Culture

A supportive corporate culture is essential for employee engagement. This means creating an environment where employees feel valued, respected, and motivated to do their best work.

DOWNLOAD THE FULL REPORT HERE...

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# Useful Links

## Actus Webinars

View our schedule of upcoming webinars: [Find out more](#)

## Our Training Programmes

[Actus Learning Solutions](#)

Listen to The HR Uprising Podcast- featured in People Management Magazine as one of their 'Top 10 essential resources for a winning HR career!': <https://hruprising.com/>

Our New On-Demand Learning Platform: [Actus Academy](#)

The Complete Performance, Learning & Talent Suite:

[www.actus.co.uk](http://www.actus.co.uk)



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[How to be a Change Superhero Book](#)



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**Thank you for joining us today!**