

talent management **overview**



talent

More than ever organisations depend on the quality of their people. The performance of every employee affects the business and ultimately determines its future. Over the last decade many organisations have experienced rapid changes including restructuring, business processes re-engineering and enhanced customer service initiatives. The popularity of flatter structures and devolved management has put the spotlight firmly on the performance of each individual as a key factor in the success of the business.

Strategic HR are able to help you with the development and implementation of recruitment and selection systems for your **talent acquisition** (facing page) general ongoing needs, for bulk recruitment (e.g. graduates, restructuring, or rapid development of your business) or to provide specialist assistance to enable you manage strategically important recruitment processes whilst still being able to access leading edge selection techniques and technology.

Enabling your managers to use your systems effectively through our **recruitment skills** (overleaf) programme – equipping them with interviewing skills, knowledge of legal requirements and how other recruitment and selection tools can assist them in making selection decisions.

The third major element of our focus is the **development of talent** within an organization to meet future leadership needs. This is everything from:

- Capturing what effective leadership is in your organisation
- identifying and nurturing leadership talent for future roles,
- creating and implementing leadership development programmes taking new leaders from the first day on the job through to the end of five years in leadership,
- developing coaching capability to support leadership development
- providing ongoing feedback on leadership behaviours to raise self awareness through 360° Review
- Creating structured succession planning tools
- Running development centres to ensure people have the capability to move into higher roles and provide them personalized development plans to help them grow into those.

I start with the premise that the function of leadership is to produce more leaders, not more followers.

Ralph Nader

The following pages provide more detail about these services and our approach to meeting your needs.

talent management

Having a talent pipeline is a crucial success factor for organisations. A talent pipeline:

- provides potential resources for key positions in your organization which makes you less vulnerable to market availability
- provides development for internal people – which is a key driver of engagement and
- delivers people into roles who are likely to perform at a higher level and are more able to successfully implement changes required in your organization.

Our competency development approach defines what successful leadership is for your organization, **capturing the behaviours your best leaders demonstrate** and setting these as the benchmark to select and development people against.

Having **a development process which takes new leaders from day one in the role through the first five years** both, provide you assurance of a flow of talent and building leadership, but also encourage people to apply for leadership roles. Having a mix of in-house and public programmes enables good networking and bring outside skills and knowledge into your organization. We can help you build these programmes to match you specific needs.

Implementing a coaching culture and mentors for high potential leaders provides an essential element of **talent development**. Our Leaders Coach programme and project management for implementing a coaching culture provides the support needed to implement this critical part of your talent management approach.

Ongoing measurement of people against your leadership benchmark through 360° feedback provides the self awareness and the impetus to change. Leadership coaching by people's line manager or through our **personalized leadership development programme** can help people build on their strengths and address any career derailers. We can help you source tools and train managers in using this data in development.

Internal advertising and selecting people who aspire to leadership roles is an easy and effective way of capturing talent early and enables you to put structures into start the development process. We can help you develop and implement **aspiring leadership** systems and processes.

Active **succession planning** systems are a key part of ensuring that you are developing talent to fill your critical roles. Having visibility of critical roles and potential successors provides visibility to the senior leaders of the organization who can then ensure appropriate development is in place. Development centres can complement these plans to ensure successors have the capability to move into the more senior roles.

Inside is the first place to look!

- Internal hires routinely outperform external hires.
- Positions advertised internally have gone from less than 50% in the mid 80's to over 95% in the late 00's.
- People recruited as the result of an internal ad, outperformed those hired through a tap on the shoulder on competency and performance ratings.

Leaders inside the organisation know how to change things but often lose sight of what needs to change. Exposing them to outside ideas and networks can create leaders who know what, and how, to change your business to meet future challenges

who we are?

John Eatwell (M.A., Post Grad Dip, Chartered Organisational Psychologist; Member of the Institute of Directors, Psychological Society and Association of Positive Psychology).

John has worked with a large number of companies to implement selection and recruitment systems for routine roles as well as volume recruitment for particular initiatives or graduate recruitment. Projects included defining key success factors, identifying appropriate measures tools, attraction and selection strategies and training line managers in assessing and interviewing. Clients included Airways, New Zealand Dairy Board, Kiwi Dairies, Lion Nathan, Price Waterhouse Coopers, and WorkSafe NZ, Airservices ATNS, Australia, Dubai Aviation Navigation Service, Honk Kong Civil Aviation Authority, Nelson Area Health Board, Tait Electronics, and the United Nations.



He has developed competencies for a number of companies as part of projects to underpin their HR systems. Clients included: KPMG, NZ Dairy Board leadership and marketing competency sets, Tait Sales and Marketing and Project Management positions; Airways Air Traffic control, leadership, Engineering and Professional Support groups; Te Puni Kokiri, Kaiwhakarite, Kaiuruki and Kaitakawaenga competency sets.

John has worked with a number of organisations to define successful leadership and run *Development Centres* to develop Team Leaders through to Executives for more senior roles. Clients included: Glaxo Welcome, Ministry of Health, Airways and Murugappa Group. He has also created aspiring leader and top talent programmes to meet future need succession planning needs.

Tara Longley (M.A., Post Grad Dip, Registered Organisational Psychologist; Member New Zealand Psychological Society and Human Resources Institute).

Tara is a seasoned Organisational Psychologist and Human Resources Practitioner with experience in the public and private sectors. With more than 15 years' experience Tara has particular interest and expertise in the areas of assessment & development, selection & graduate recruitment, culture & engagement, and change management. Tara has extensive knowledge of psychometric testing and assessment centres for the purposes of selection and development.



Tara has worked as a HR Project Manager and People Capability Manager for Airways New Zealand, a Principal HR and Recruitment Consultant for Hudson Human Resource Capital and also as the HR Manager for DHL in the Middle East.



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