

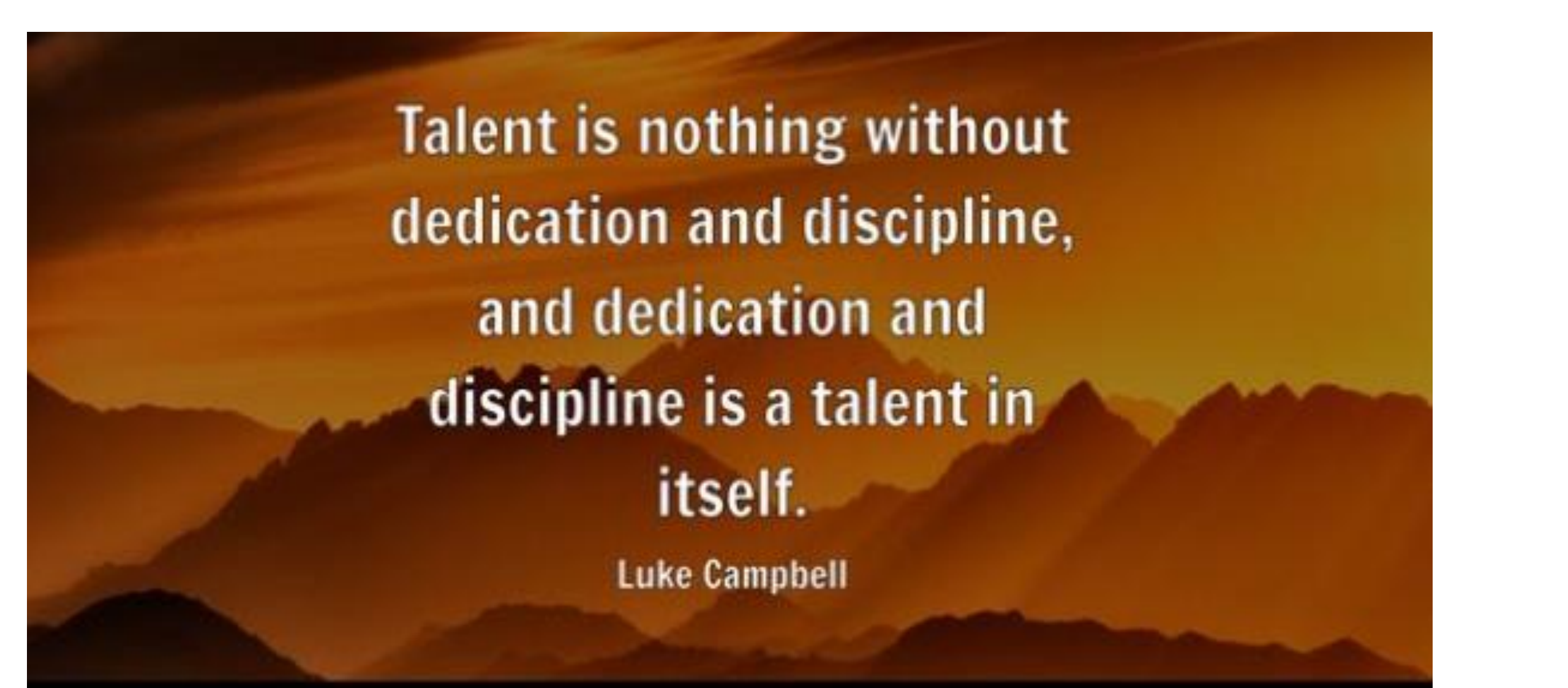
M U N I
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Agenda

- ❑ Introduction
- ❑ Recap on HR Strategy
- ❑ Talent Management (TM)
 - ❑ Definitions and reasons
 - ❑ Features and models
 - ❑ Importance of talent management
 - ❑ Talent Management process
 - ❑ Talent Management measurement
 - ❑ Global Talent Trends
- ❑ Career Management (CM)
 - ❑ Definitions and Importance
 - ❑ Old vs New Career
 - ❑ Effective career management
 - ❑ Career models and career interventions





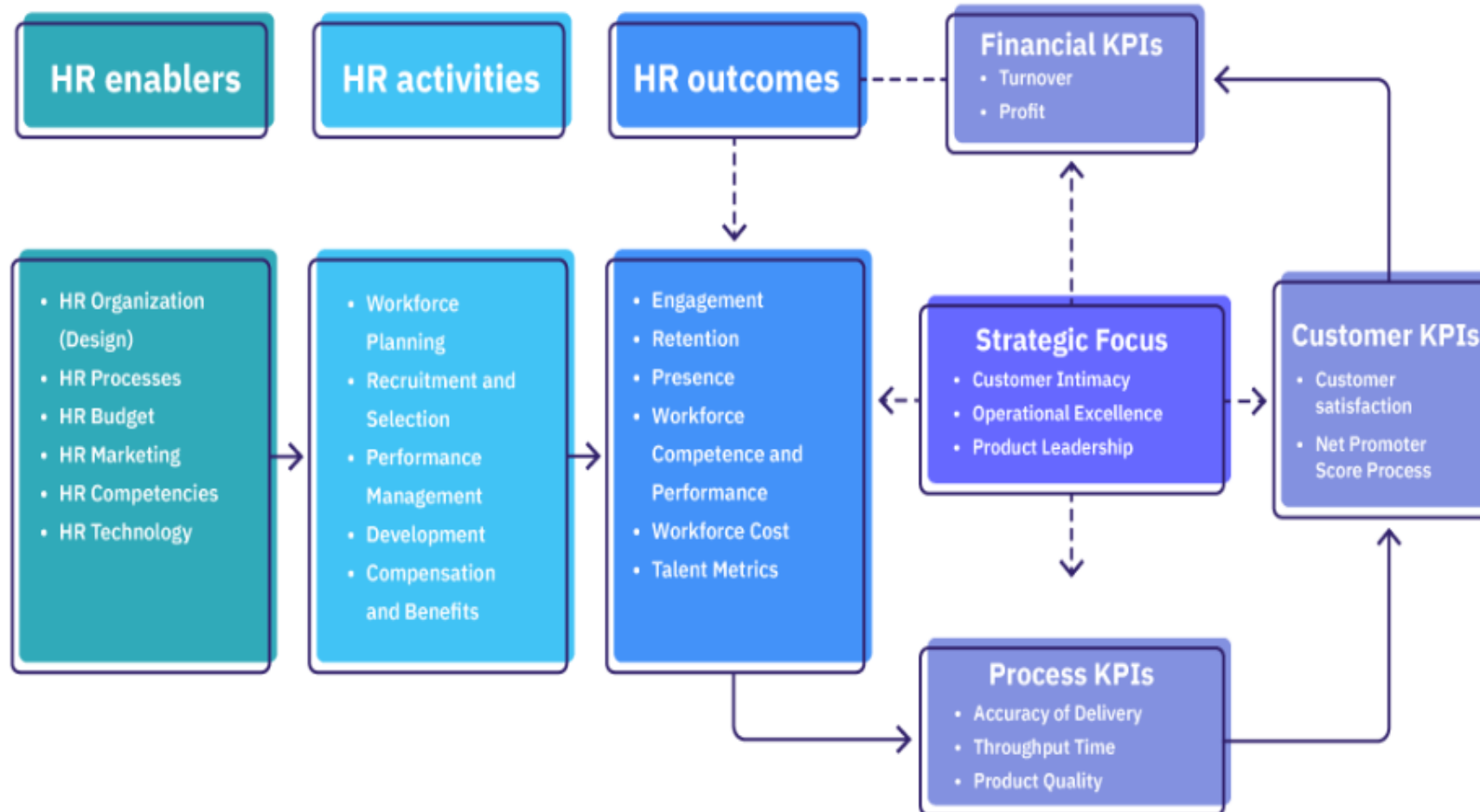
Talent is nothing without
dedication and discipline,
and dedication and
discipline is a talent in
itself.

Luke Campbell

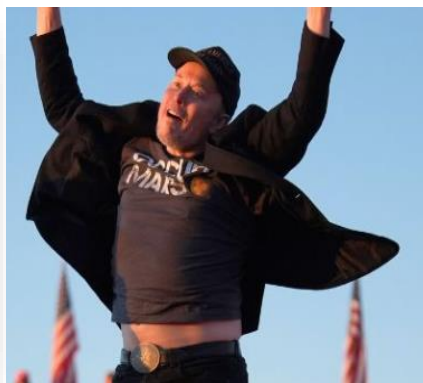
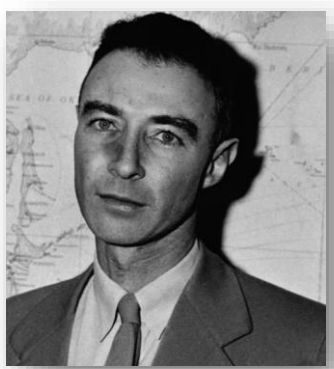
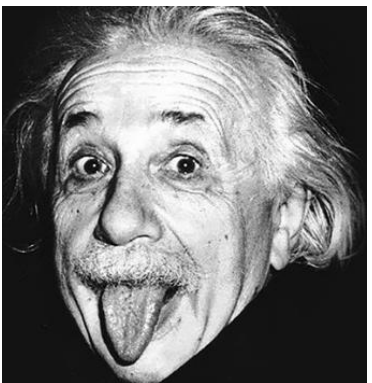
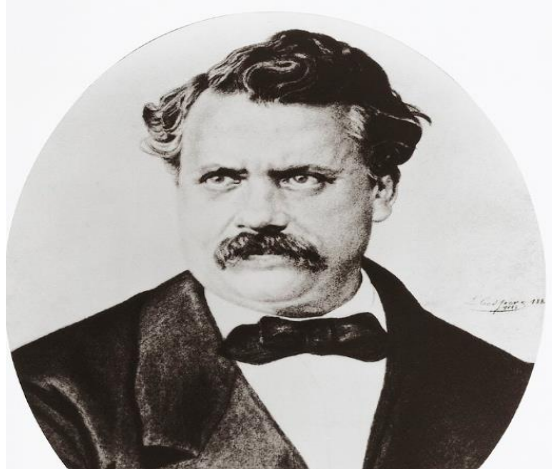
https://www.youtube.com/watch?v=a7mS9ZdU6k4&ab_channel=JordanEtem “gifted people”

RECAP ON HRM: Talent Management?

Advanced HR Value Chain



Choose a person and share why you think he is talented (group work)



What is Talent

"Talent consists of individuals who make a significant difference to organisational performance, **either through immediate contributions** or by **demonstrating high potential in the long term.**"

According to McKinsey, talent is the sum of:

- A person's abilities
- His or her intrinsic gifts
- Skills, knowledge, experience
- Intelligence
- Judgment, attitude, character, and drive
- His or her ability to learn and grow



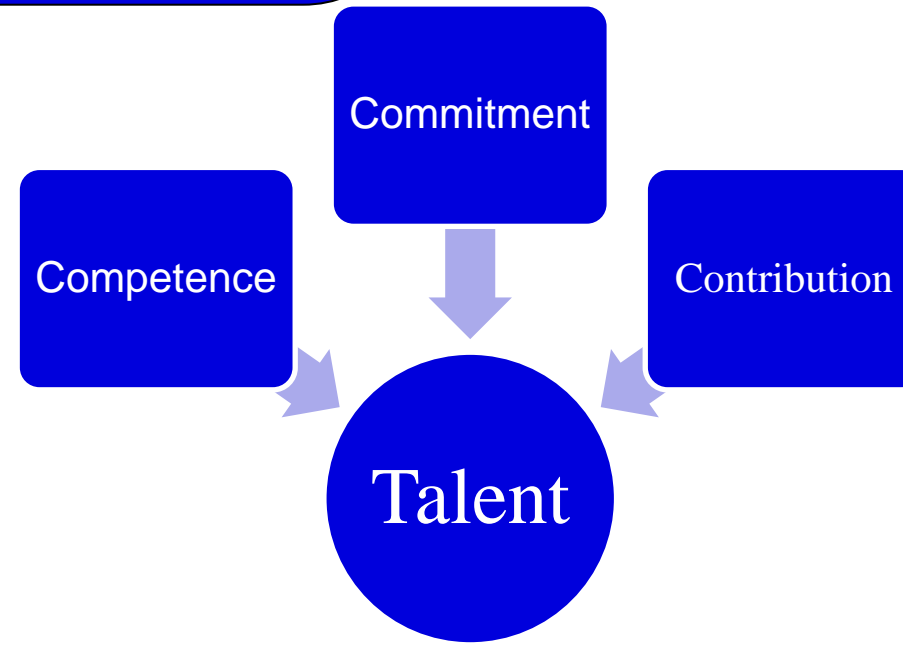
A hand is shown pointing towards a digital interface. The interface features several glowing blue gears of various sizes. Inside some of the gears are icons: three business people, a magnifying glass over a document, a group of three people, and a checkmark. The background is dark with some light bokeh effects.

What is
TALENT
MANAGEMENT

TALENT MANAGEMENT

Talent Management is a the constant process that involves **attracting and retaining high quality employees**, developing **their skills**, and continuously **motivating** them to improve their **performance**.

The **primary** purpose of Talent management is to create a **a motivated workforce** who will stay with your company **in the long run**. It requires a strategic approach that aligns the organization's **human capital** with its **overall business strategy**.



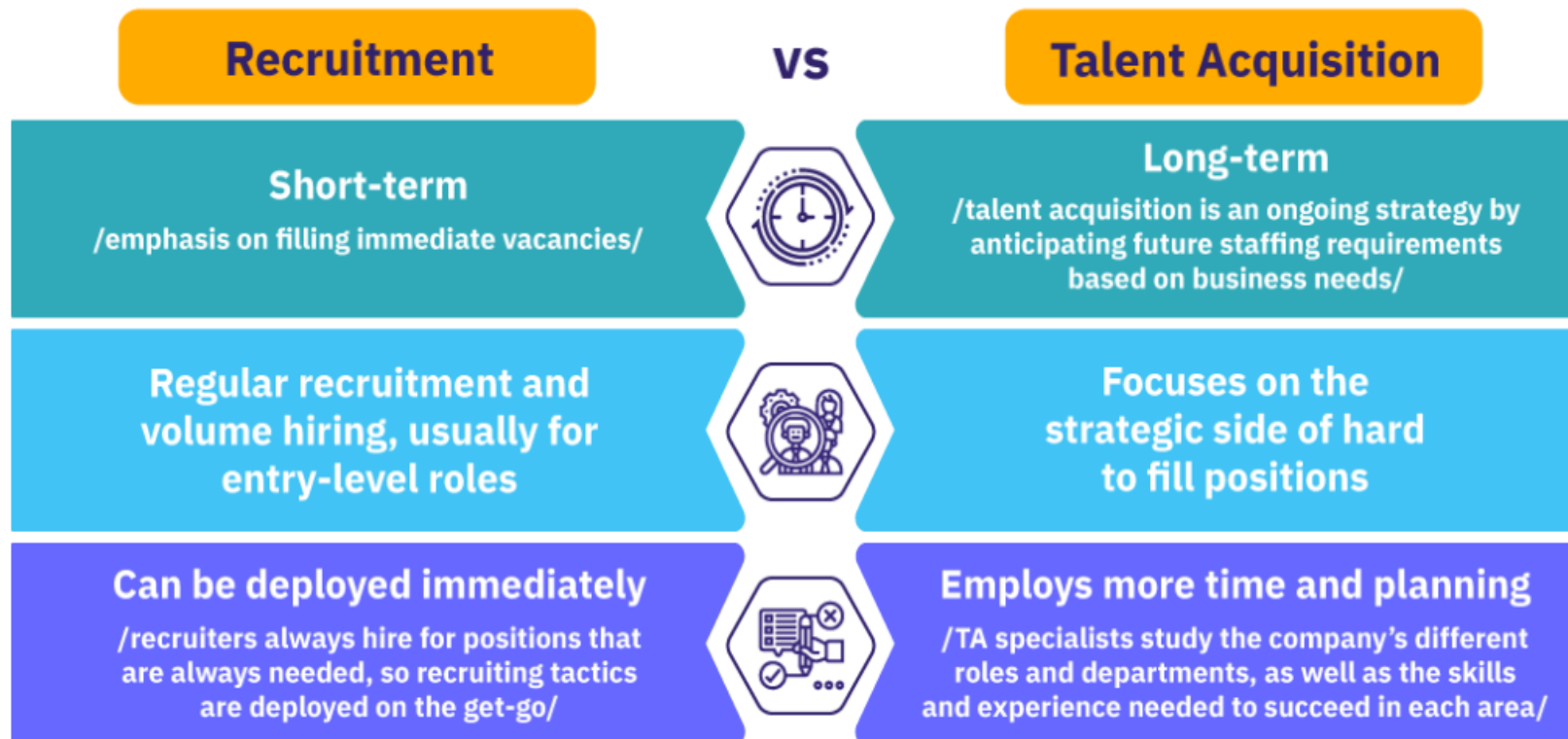
According to a survey by Deloitte, 84% of organizations believe that talent management is critical to their success, yet only 22% feel that they are effective at it. **Metrics can help bridge this gap** by providing organizations with a way to measure their performance in critical areas such as recruitment, training and development, performance management, employee engagement, and retention. (chrmp:2022)



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IMPORTANT DIFFERENTIATION

Talent Acquisition vs Recruitment The Differences

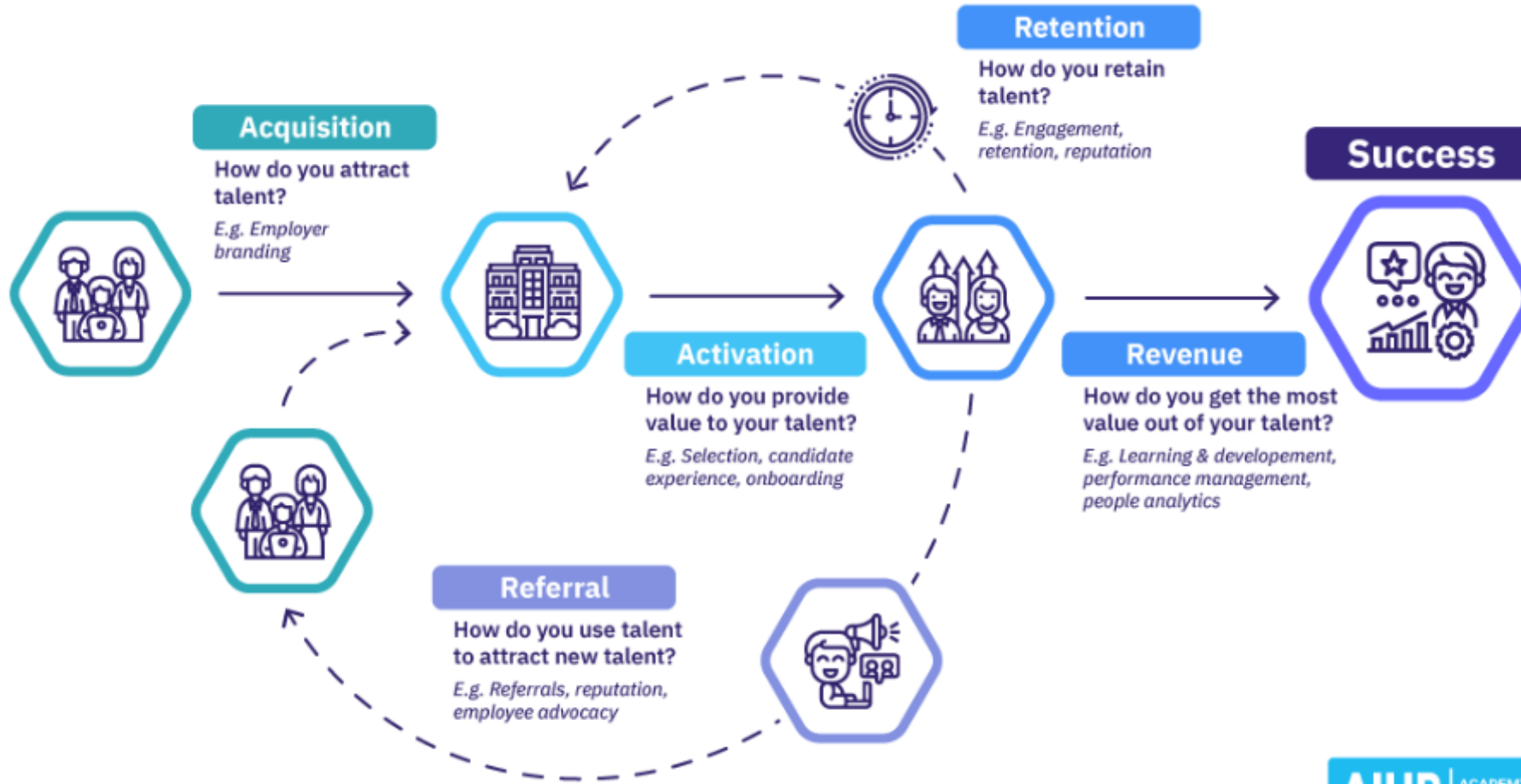


TALENT MANAGEMENT IS A STRATEGIC IMPERATIVE

Talent management is crucial for organizations as it involves attracting, developing, and retaining skilled employees to meet current and future business needs. Several reasons highlight the importance of talent management:

- **Competitive Advantage:** Retaining top talent to stay ahead of competitors.
- **Innovation & Creativity:** Talented teams drive innovation.
- **Increased Productivity:** Skilled employees lead to higher efficiency.
- **Succession Planning:** Ensures smooth leadership transitions.
- **Employee Engagement:** Boosts morale and job satisfaction.
- **Cost Savings:** Reduces turnover and hiring expenses.
- **Adaptability to Change:** Prepares employees for evolving business needs.
- **Employer Brand:** Attracts top talent with a strong reputation.
- **Employee Retention:** Keeps valuable employees long-term.
- **Alignment with Goals:** Links talent development with business strategy.
- **Global Expansion:** Supports international growth with the right talent.

HR Talent Management Model



A hand is shown pointing towards a digital interface. The interface features several glowing blue gears of various sizes. The largest gear in the center contains the text "TALENT MANAGEMENT" in blue and "PROCESS" in white. Other gears contain icons: a target with three people, a group of three people, a person with a checkmark, and a person with a gear. The background is dark with some light streaks.

**TALENT
MANAGEMENT
PROCESS**

Talent Management Process



TALENT MANAGEMENT PROCESS

1. Workforce Planning: Future-Proofing Talent

Anticipating future staffing needs and ensuring the right talent is available.
e.g Plan the recruitment process as soon as a position becomes vacant.

2. Recruiting:

- Attracting, screening, and hiring candidates with the right skills and cultural fit.

e.g Use various channels (LinkedIn, job portals, referrals) to attract the right candidates.

3. Onboarding: Integrating new employees into the company and equipping them to succeed.

e.g Welcome new hires through a structured onboarding process, now often automated.

5. Training and Development: Personalized Learning Platforms

- Providing learning opportunities to enhance employees' skills and growth.

6. Performance Management:

Regularly evaluate employee performance and provide feedback.

TALENT MANAGEMENT PROCESS

7. Talent Retention

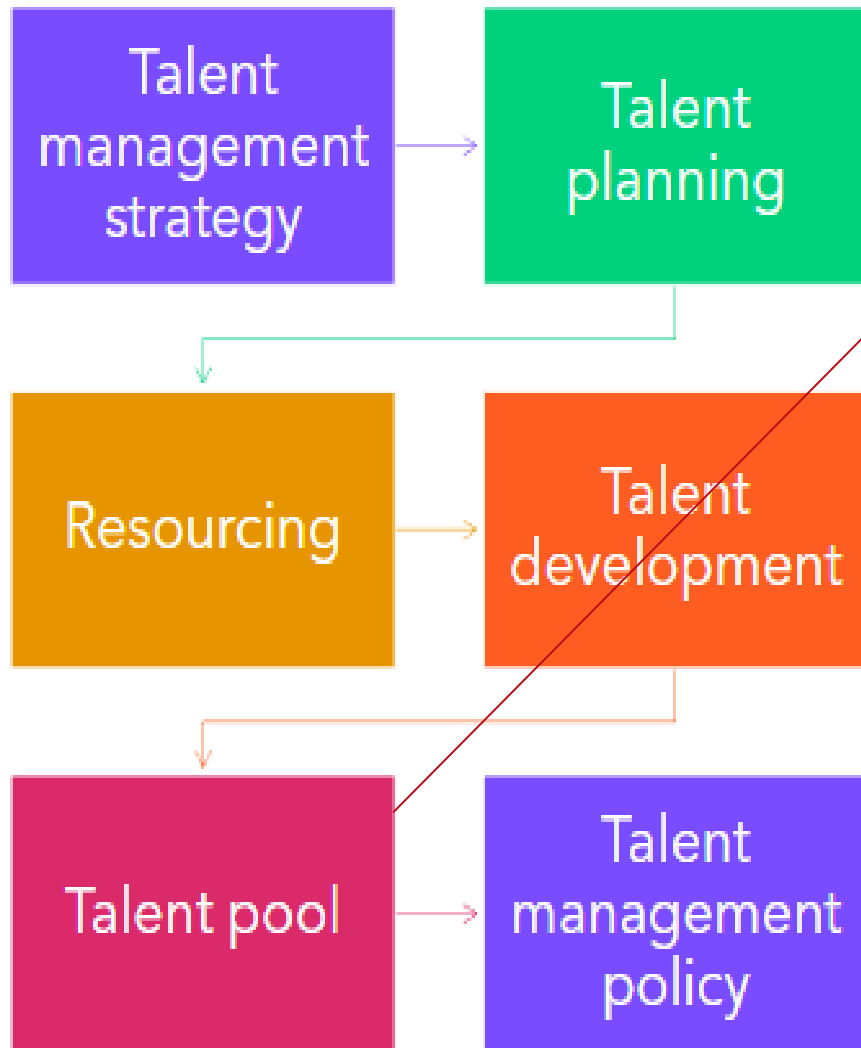
- Retain talent by offering attractive benefits and promoting engagement.
- offers wellness programs and career development to retain key medical staff.

<https://www.facebook.com/share/r/Gqsvb9WopYAoxkbD/>

8. Succession Planning:

- Plan for future leadership by promoting high-performing employees.
- Preparing internal candidates to fill key roles in the future

Talent Pool



Talent pool - The resources of talent available to an organization.

External talent pools:

- “Traditional Recruiting” consists of groups of people outside
- Include past employees or talent who approach organizations and land in a talent pool instead of consideration for a specific role.
- Helpful reference for your recruiters
- They still retain a high cost and more risk than internal talent pools.



Internal talent pools:

- Current employees who align with company culture
- Succession planning for critical roles supported in these pools
- Smaller than external pools/ limited

Global Considerations Talent Management

Kim and Mclean (2012) argue that global talent management is necessary for three principal reasons:

- **increasingly either operating across borders**
- **global deficiency of talent because of demographic changes**
- **there remains intense competition for talent on a global scale.**

What are organisations doing :

1. Balancing centralized and decentralized strategies

2. Developing global competencies



4 KEY ROLES

3 .Creating structured global talent development

4. Conducting global teambuilding



TALENT
MANAGEMENT

Measurement

Talent Behaviors

FIND YOUR JOURNEY

Tim Cook Then ...

<https://www.youtube.com/watch?v=a6g8y3EDHkw>

FIND YOUR JOURNEY

Tim Cook Today.....34.45 – 36.50

https://www.youtube.com/watch?v=JXQYO8poXC8&ab_channel=BBCSounds



TALENT & CAREER
MANAGEMENT

Important behaviours and attitudes

- **Adaptability:** Embrace change and new skills—critical for staying relevant in dynamic workplaces.
- **Initiative:** Proactively take on challenges—drives innovation and problem-solving.
- **Resilience:** Bounce back from setbacks—ensures steady performance in difficult times.
- **Self-motivation:** Intrinsic drive to achieve—sustains long-term productivity.
- **Teamwork:** Collaborate and adapt—essential for organizational success.
- **Continuous Learning:** Seek growth opportunities—stay competitive in changing industries.
- **Professionalism:** Demonstrate integrity and ethics—build trust.
- **Problem-Solving:** Tackle challenges resourcefully—contributes to innovation.
- **Networking:** Build relationships—facilitates career growth and collaboration.

A photograph of Michael Jordan in his Chicago Bulls uniform, number 23, dribbling a basketball. The image is dark and serves as a background for the text.

Talent wins games,
but teamwork and intelligence
wins championships.

— *Michael Jordan* —

<https://www.youtube.com/watch?v=5HIROqdik0>

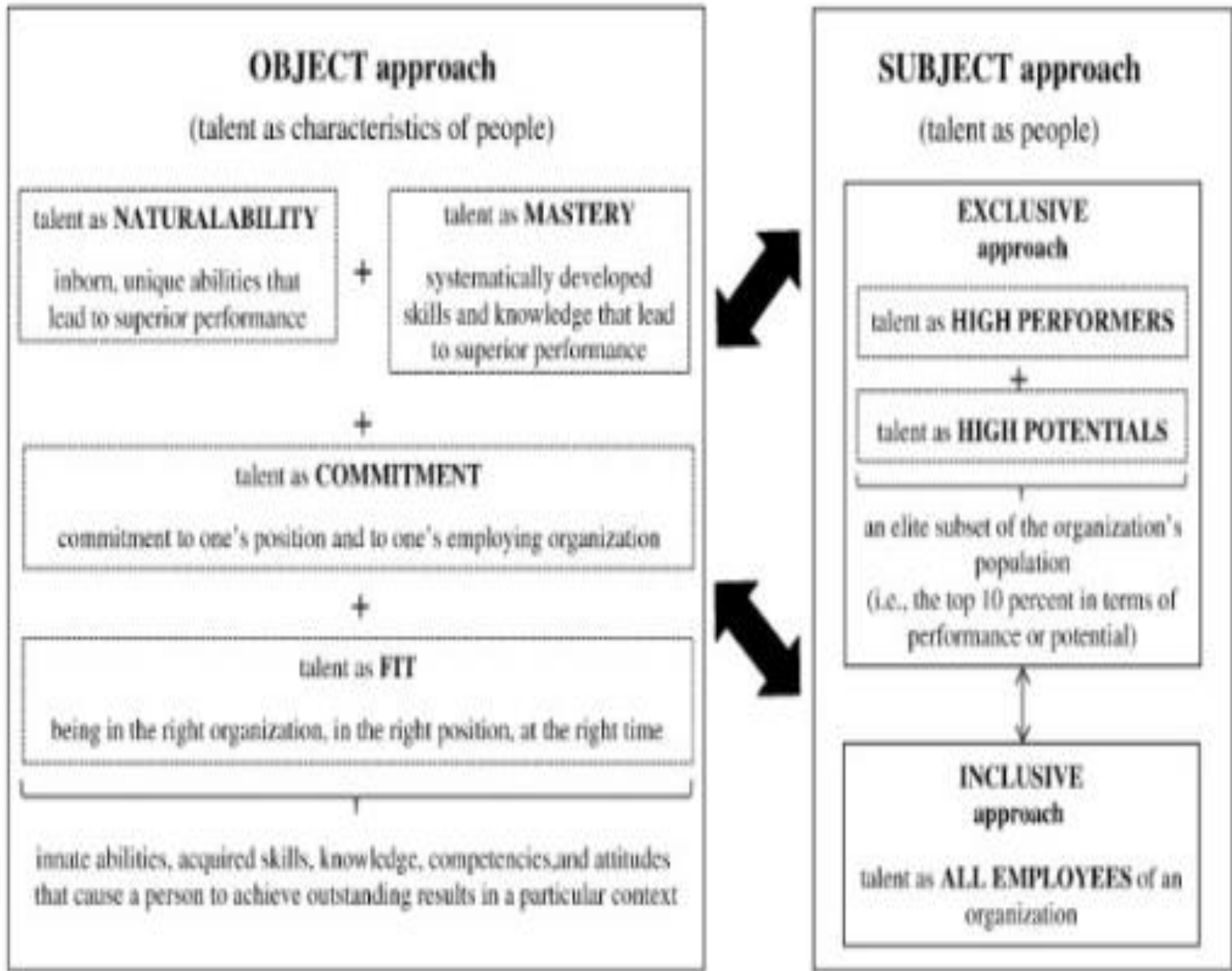
slido

Please download and install the Slido  on all o



write your characteristics or traits

① Start presenting to display the poll results on this slide.



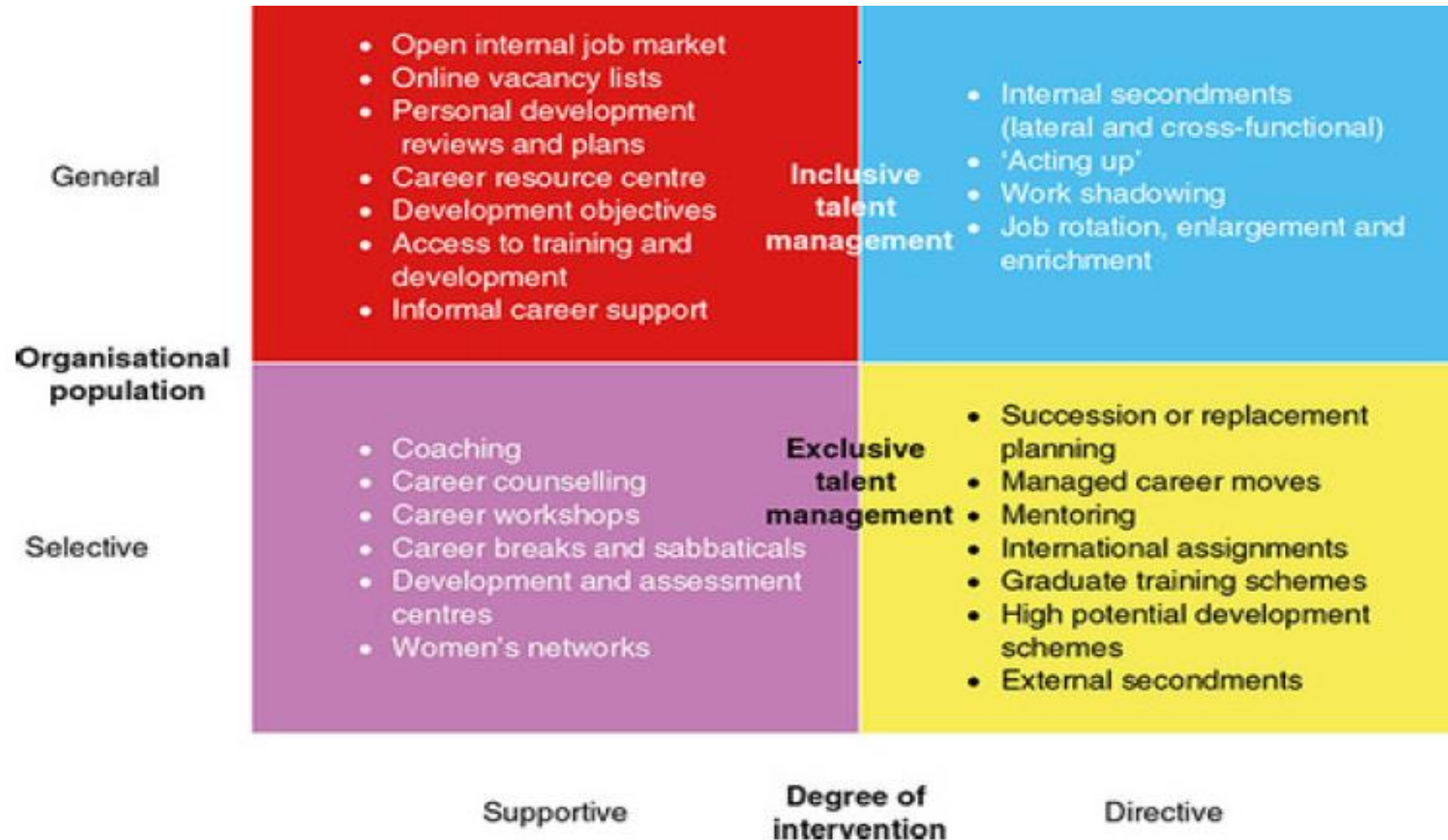
Exclusive: Very specific to individuals and/or groups that are deemed to present core talent.

TALENT

Inclusive: Identifying and developing talent throughout the organization through various formal and informal means.

CAREER MANAGEMENT INTERVENTIONS

Career intervention denotes the science and practice of counseling and related activities to promote career planning, occupational exploration, career decision-making, vocational choice, job entry, work adjustment, and retirement (Spokane, 1991)



TALENT METRICS



- **Performance Evaluations:**

A manager reviews an employee's performance based on project completion rates and teamwork.

- **Skills Assessments:**

A software developer takes a coding test to measure their programming abilities.

- **Behavioral Assessments:**

A 360-degree evaluation where peers and supervisors provide feedback on their communication and leadership skills.

- **Potential Assessments:**

A junior manager is assessed for future leadership potential based on adaptability and problem-solving in challenging projects.

- **Succession Planning:**

HR identifies a high-performing employee as a potential successor for a senior management role.

- **Diversity & Inclusion Metrics:**

A company tracks gender and ethnicity diversity in leadership roles and adjusts policies to improve representation.

DEFINITIONS

Career

- A career is the lifelong pursuit of personal, professional, and financial goals.
- It includes one's employment, education, and life experiences.
- A career often involves multiple jobs, positions, or occupations.
- It reflects the overall progression of someone's working life.

Career Management

- Career management is a proactive, ongoing process for making informed career decisions.
- It helps individuals take control of their professional development.
- Enables adaptation to changing circumstances.
- Focuses on pursuing meaningful and fulfilling work.

Career Pathway

- Long-term plan with steps to reach a desired role.
- Collaborative effort between employees, employers, and stakeholders.
- Structured path involving education, training, and job opportunities in a specific field.

OLD VERSUS NEW CAREER

Generation Z

Digital natives

- Born after 2000.
- Technology is intuitive.

Millennials

Work anytime, anywhere

- Thrives on visual stimulation and high-paced activity.
- Informality & group activities.
- Thirst for technology.

Generation X

Flexibility & balance

- Adapts well to mobile settings and diverse work styles.
- Less formal group settings.
- Work/life balance is important.

Baby boomers

Work, work, work

- Benefits from new collaborative settings.
- Some openness to new technology.
- Likes acoustic privacy.

Traditionalists

Work hard, be grateful

- Collaborative in offices and conference rooms only.
- Likes hierarchy and structure.

New careers

- Evolutionary
- Technological Advancements
- Fluid Job market
- Diverse skill sets, adaptability
- Continuous learning.
- (Psychological Contract)



Old Career

- Life long
- Single Employee
- Stability
- Linear
- Tenure importance



CAREER MANAGEMENT IMPORTANCE

"x"

For Companies:

- Reduces loss of skills and identifies gaps.
- Prepares for expected and unexpected changes.
- Provides insights into current and future skills.
- Enhances career opportunities and attracts skilled employees.
- Maximizes the effectiveness of training budgets.

For Employees:

- Increases self-awareness and uncovers potential.
- Supports professional growth and personal goal setting.
- Encourages skills development and future career planning.

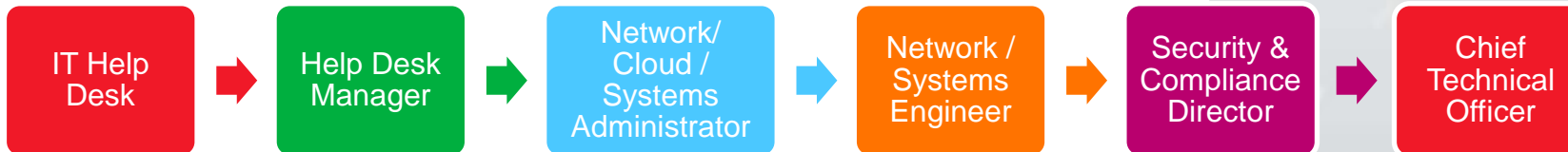


CAREER PATHWAYS

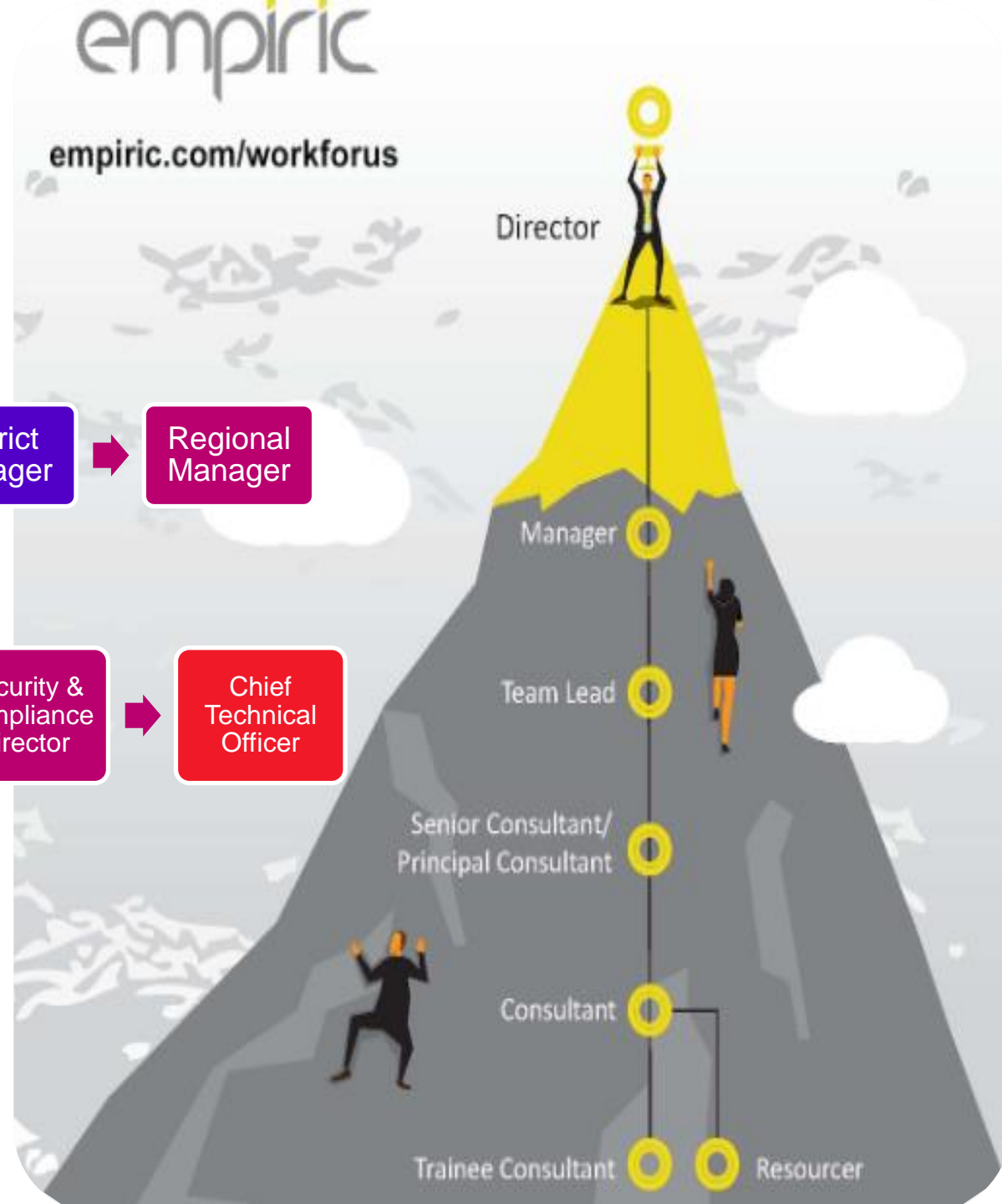
Retail:



Information Technology:



Example for HR?



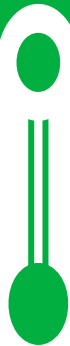
ADAPTING CAREER CHANGES



Optimizing the situation



Career planning



Personal development



Striking a balance



- Creating opportunities for advancement
- Setting broad career objectives
- Develop agility
- Establish a network of professionals

- Continuously reviewing skills
- Future learning needs
- Set goals and collaborate to attain

- Lifelong learning
- Opportunities for development
- Self-awareness

- A good balance between professional responsibilities and personal life activities.

EFFECTIVE CAREER MANAGEMENT

Pro-activity

Maintaining current & future capabilities by anticipating the future direction of the organisation

Consistency

Stakeholders present a coherent & consistent picture of the organisation's career strategy.

03

02

04

01



Collaboration

Strong partnership between the employer and the employee

Dynamism

Flexible enough to respond to changing organisational and individual circumstances & needs

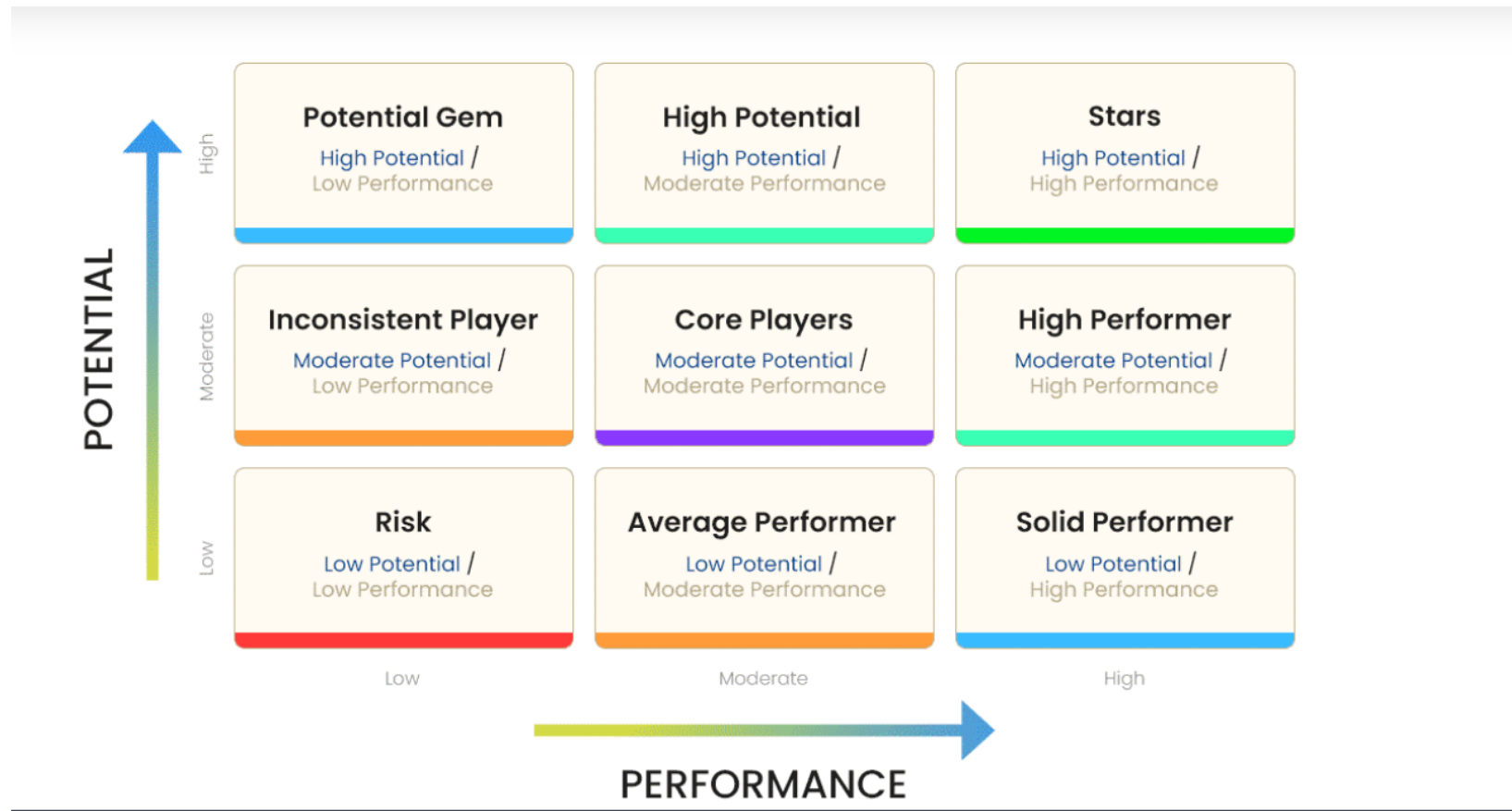
Nine Grid of Talent Management

The Nine Box Grid was developed by McKinsey & Company in collaboration with General Electric (GE) during the 1970s to assess and manage talent within the company.

Created as a tool for evaluating business units, it was adapted to assess employee performance and potential, helping organizations prioritize investments in their workforce.

Fortune 500 companies, including industry leaders Microsoft, PepsiCo, and Johnson & Johnson, use the Nine Box Grid.

These companies rely on the grid for succession planning, talent development, and aligning performance with organizational goals.



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Seminar Exercise

- **Case Study Nine Grid of Talent Management**