

Aha Moments in Talent Management

Mark Allen, Ph.D.

Aha Moments in Talent Management

- What is Talent Management
- What are the functions of Talent Management
- The true meaning of the word “Talent”
- What is the true nature of the job of manager
- How do you create accountabilities for talent management
- How to avoid the single biggest mistake in talent management (and I’ll bet your organization is guilty of it).

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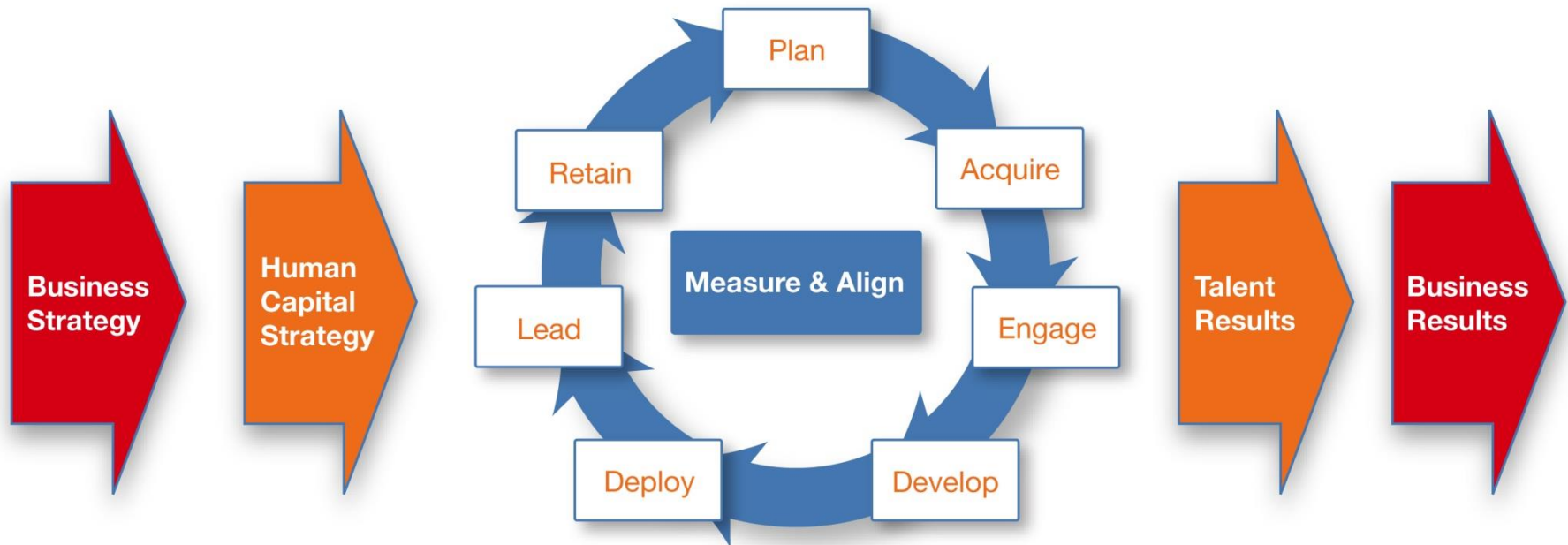


What is Talent Management?

Talent management is *“an integrated set of processes, programs, and cultural norms in an organization designed and implemented to attract, develop, deploy, and retain talent to achieve strategic objectives and meet future business needs”*.

Silzer & Dowell (2010)

The Elements of Talent Management



My Definition of Talent Management

“Talent Management is a series of processes managers use to maximize the value of an organization’s most valuable asset—talented people.”

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(2014), p. iv.

A Word on the Word “Talent”

- The word “talent” is not synonymous with the word “people”
- Talent refers to the skills and abilities of people
- Your organization has:
 - People who are extremely talented
 - People who are somewhat talented
 - Other people

The Job of the Manager

- According to the Human Capital Institute (and many high performing organizations), the job of the manager is to hire, develop, engage, and retain talented people.
- Does your organization tell its managers that these talent functions are part of the job of manager?
- To what extent does your organization hold managers accountable for these functions?
- Why is there such a disconnect?

The Importance of the Manager

- Does your organization depict managers higher up on the org chart than contributors?
- Does your organization pay managers more than normal people?
- Does your organization have “working managers?”
- If management is so important, why do we relegate it to a part-time job?

So How Do We Get Managers to Focus on Talent Management

- Hold them accountable for talent management functions (not just the other stuff)!
- In order to hold them accountable, we need to figure out how to measure hire, develop, engage, and retain
- They are really hard to measure
- They are NOT impossible to measure

The Single Biggest (and Most Common) Mistake in Talent Management

- Promoting top performers into management roles
- I used to think this was a mistake, but now I realize I was wrong—it's TWO mistakes
 1. Creating a manager out of someone who may lack the skills and aptitude (and perhaps desire)
 2. Subtracting your top performers from the role they excelled at

The Big Mistake

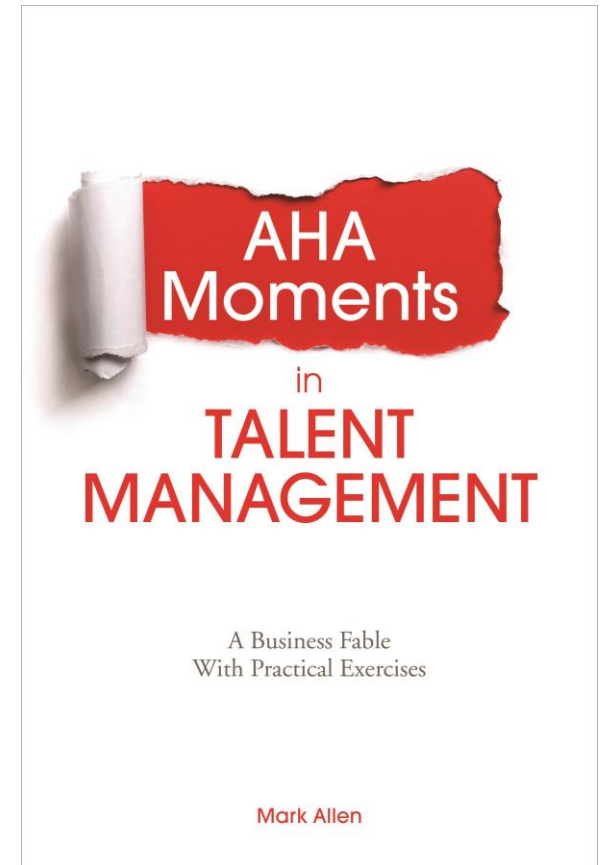
- Would you ever hire an engineer who had no training, experience, or skill in engineering?
- Would you ever hire an accountant who had no training, experience, or skill in accounting?
- Would you ever hire a nurse who had no training, experience, or skill in nursing?
- Would you ever hire a manager who had no training, experience, or skill in managing?
- Wanna know my top-secret, highly advanced method for avoiding this mistake?

How to Avoid the Big Mistake

- STOP DOING IT!
- If we don't promote the top performers, then whom should we promote? (Hint: the answer is more obvious than you think).
- If we don't promote the top performers, then what should we do with them?
- The three dimensions of employee calibration (27 box?): Performance, potential, aspiration.
- Are you transparent with your high potentials?

Talent Management Principle #4

The job of the manager requires specific skills and abilities. Promotion should be based on the ability to do the next job, not performance in the current job. Good performance should be rewarded appropriately, but promotion should not be a reward for past performance.



Conclusion

- Questions?
- Comments?
- Disagreements?
- Praise?

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