Talent Management workshop

Outline for today

- What is talent and talent management?

- Why manage talent?

- Elements of the toolkit

- The talent management process

- Inclusive talent management

- Holding a talent conversation

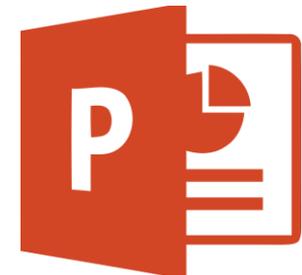- Feedback and the TGROW coaching model

Health Education England

60 Ways to Learn and Develop

FAQ

Hosting a Talent Management Conversation

A Guide for Interviewers

Hosting a Talent Management Conversation

A Guide for Interviewees

Health Education England

Recognising Talent: a resource for librarians and information professionals in healthcare settings

This grid provides a framework to enable managers and professional leads to distinguish between talent and those consistently doing a great job day-to-day.

Competency	Novice	Professional	World Class
1. Commitment to the library and information profession	Clear about their role and keeps professional membership up to date.	Takes CPD opportunities in their own and other organisation and applies these to their own service.	Uses professional development as an opportunity to consider the future vision and develops plans to meet this. Is visible and pro-active across the regional network.
2. A resilient thinker demonstrating resilient behaviours	Accepts the norm and views the library as a support service for staff to access.	Understands the role the library service plays to local priorities and looks for opportunities to develop the service across the internal organisation.	Has the courage to challenge beyond their remit even when there is considerable personal risk Maintains high performance through difficult circumstances and acts as a positive role model across professional networks.
3. Flexible and agile	Meets the needs on stakeholders on request	Is able to adapt to differing approaches, needs and agendas	Works across services, seeking out and offering individual interventions to different stakeholders and partners
4. Recognises self and organisation as part of a wider system	Recognises how the service fits with other teams and departments Understands organisational structures and how to make things happen through them.	Builds relationships across the organisation to develop the service. Anticipates how decisions for the service impact across the organisation.	Builds strategic relationships across systems. Works effectively in complexity. Anticipates how decisions impact across systems.
5. Demonstrates engaging leadership behaviours	Leads the team and develops processes that encourage colleagues to develop the service.	Develops a positive team culture, networks across internal stakeholders and communicates the local vision to colleagues.	Communicates a compelling and credible vision which inspires and motivates others. Shows confidence and integrity under criticism. Create a shared purpose which others are excited to deliver. Demonstrate to others how they are valued and integral in the workplace. Demonstrates an inclusive approach.
6. Holds career ambition	Works to PDP and achieves annual objectives. Accesses career opportunities through traditional pathways e.g. NHS jobs	Reflects on own career periodically and accesses development opportunities that support these.	Has clear career plan, uses reflective practice and regional support e.g. coaching/mentoring to help meet career goals. Seeks career opportunities by actively developing personal and professional network s.

Being talented

- Think of someone you consider to be talented in their field (sport, arts, music, librarianship…)

- Discuss with at least two other people what it is that makes them talented
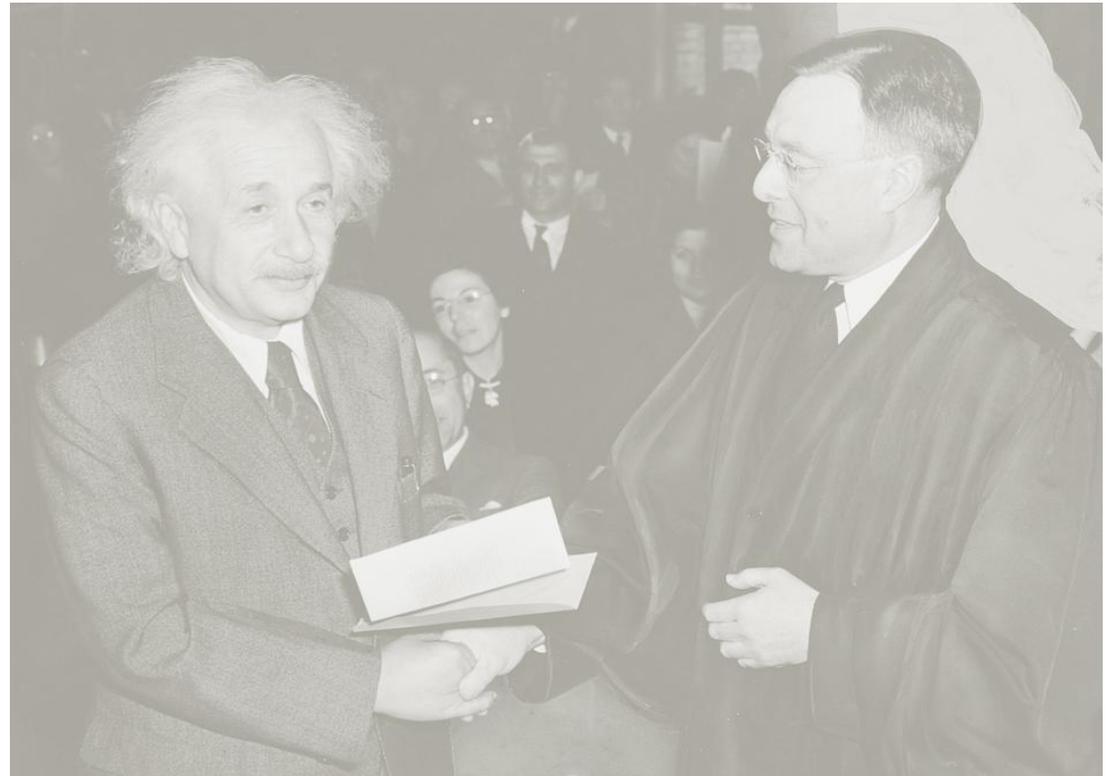
What do we mean by 'talent'?

NHS Leadership Academy	Chartered Institute of Personnel Development (CIPD)
• Right people in the right roles with the right values • With access to the right opportunities, exposure, stretch and development to reach their potential • Whether this be in their current role or for a future role.	• Individuals who are of particular value to an organisation either in view of their 'high potential' for the future or because they are fulfilling business/operation critical roles.

So what is talent management?

Ensuring organisations maximise their talent, whether that be through ***recruiting*** the right people into the right roles, ***developing*** existing employees to enable them to ***realise their potential*** or making sure individuals who *are **identified*** as having talent are ***motivated*** to stay with an organisation, a sector or a profession in the longer term.

Why do we want to manage talent?

- To deliver Knowledge for Healthcare
- To enable us to respond to an evolving landscape
- For effective workforce planning
  - Ageing workforce
  - Shortage of professionals to fill specialist roles
  - Changing nature of skills required to make an impact
- To be inclusive
- To make sure we have the right people in the right roles at the right time

Why is talent management important?

- Discuss in pairs and write key points, one per Post-It note
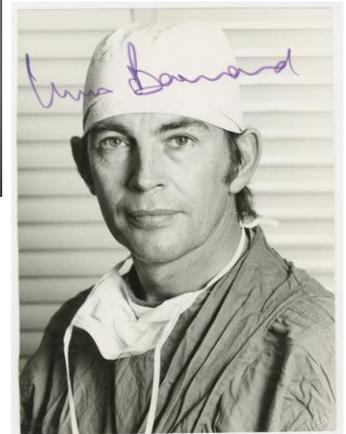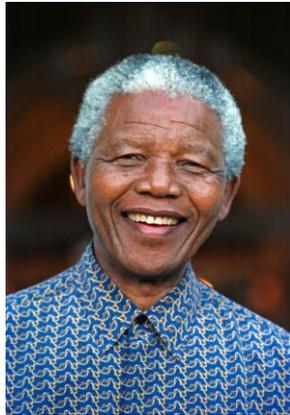- Bring to the front

Knowledge for Healthcare

'For library and information professionals working in the NHS, talent management may extend beyond organisational boundaries into our professional structures both within the health sector and beyond'.

The talent management process

Recognising Talent

Recognising Talent: a resource for librarians and information professionals in healthcare settings

This grid provides a framework to enable managers and professional leads to distinguish between talent and those consistently doing a great job day-to-day.

Competency	Novice	Professional	World Class
1. Commitment to the library and information profession	Clear about their role and keeps professional membership up to date.	Takes CPD opportunities in their own and other organisation and applies these to their own service.	Uses professional development as an opportunity to consider the future vision and develops plans to meet this. Is visible and pro-active across the regional network.
2. A resilient thinker demonstrating resilient behaviours			
3. Flexible and agile			
4. Recognises self and organisation as part of a wider system			
5. Demonstrates engaging leadership behaviours			
6. Holds career ambition			

Recognising Talent: a resource for librarians and information professionals in healthcare settings

This grid provides a framework to enable managers and professional leads to distinguish between talent and those consistently doing a great job day-to-day.

Competency	Novice	Professional	World Class
1. Commitment to the library and information profession	Clear about their role and keeps professional membership up to date.	Takes CPD opportunities in their own and other organisation and applies these to their own service.	Uses professional development as an opportunity to consider the future vision and develops plans to meet this. Is visible and pro-active across the regional network.
2. A resilient thinker demonstrating resilient behaviours	Accepts the norm and views the library as a support service for staff to access.	Understands the role the library service plays to local priorities and looks for opportunities to develop the service across the internal organisation.	Has the courage to challenge beyond their remit even when there is considerable personal risk Maintains high performance through difficult circumstances and acts as a positive role model across professional networks.
3. Flexible and agile	Meets the needs of stakeholders on request	Is able to adapt to differing approaches, needs and agendas	Works across services, seeking out and offering individual interventions to different stakeholders and partners
4. Recognises self and organisation as part of a wider system	Recognises how the service fits with other teams and departments	Builds relationships across the organisation to develop the service. Anticipates how decisions for the service impact across the organisation.	Builds strategic relationships across systems. Works effectively in complexity. Anticipates how decisions impact across systems.
5. Demonstrates engaging leadership behaviours	Leads the team and develops processes that encourage colleagues to develop the service.	Develops a positive team culture, networks across internal stakeholders and communicates the local vision to colleagues.	Communicates a compelling and credible vision which inspires and motivates others. Shows confidence and integrity under criticism. Create a shared purpose which others are excited to deliver. Demonstrate to others how they are valued and integral in the workplace. Demonstrates an inclusive approach.
6. Holds career ambition	Works to PDP and achieves annual objectives. Accesses career opportunities through traditional pathways e.g. NHS jobs	Reflects on own career periodically and accesses development opportunities that support these.	Has clear career plan, uses reflective practice and regional support e.g. coaching/mentoring to help meet career goals. Seeks career opportunities by actively developing personal and professional networks.

Things to consider

Experience
- e.g. description of past responsibilities and roles

Profile
- e.g. traits, commitment (personality profiling / psychometric)

Qualifications
- ie. academic and professional. Skills and willingness to learn

Expertise
- ie. personal strengths/knowledge such as leadership, literacy, problem solving

Potential
- ie. level of responsibility candidate has potential to reach

(Unconscious) Bias and assumptions
- e.g. gender bias, age bais, assuming certain leadership qualities are most effective for particular roles

Unconscious bias

Implicit or **unconscious bias** happens by our brains making incredibly quick judgments and assessments of people and situations without us realising. Our **biases** are influenced by our background, cultural environment and personal experiences

- **Stereotypes**
  - To make assumptions about a person on the basis of their age, sex, race, nationality, sexuality etc.

- **Prejudice**
  - Favouring or disfavouring an individual because of pre-conceived ideas relating to their age, sex, race, nationality, sexuality and so on

Inclusive talent management

Inclusive talent management

- Inclusion is absolutely integral to talent management – why?

- Does your organisation get it right?

- What are the implications of getting it wrong?

- What could you do better?

The talent conversation

The right environment

Effective preparation

A coaching approach

Agree objectives

Close the meeting effectively

Preparing for the conversation

Interviewee	Interviewer
• Consider the venue and how you will get there. • Ensure you have allowed sufficient time for a meaningful conversation. • Be clear what you want to discuss. • Research possible development opportunities. • Read through documentation and prepare for the discussion. • Bring any additional competency or behavioural frameworks. • Act as a positive role-model.	• Give sufficient notice for both parties to have enough time to plan the meeting and reflect on their performance. • Find a mutually convenient venue that is private and without the possibility of being interrupted. • Consider the time of day when you will have the discussion. • Plan enough time for the discussion. • Read through documentation and prepare for the discussion. • Bring any additional competency or behavioural frameworks helpful for the individual.

Holding the talent conversation

https://www.youtube.com/watch?v=DyLSROIwZOg

A framework for the conversation
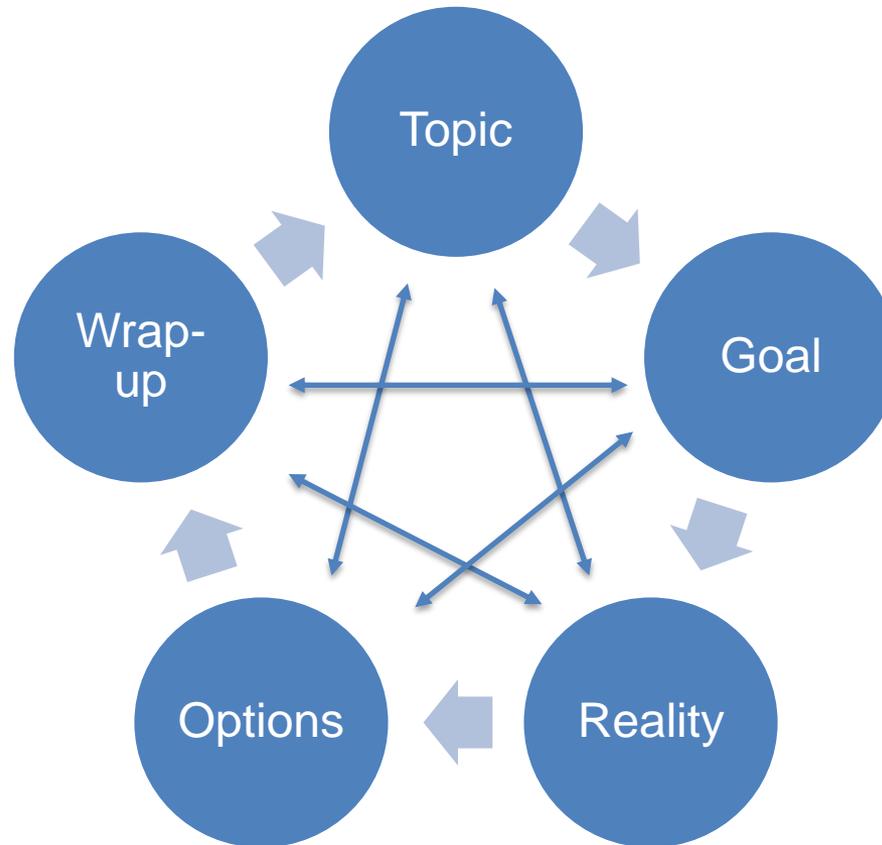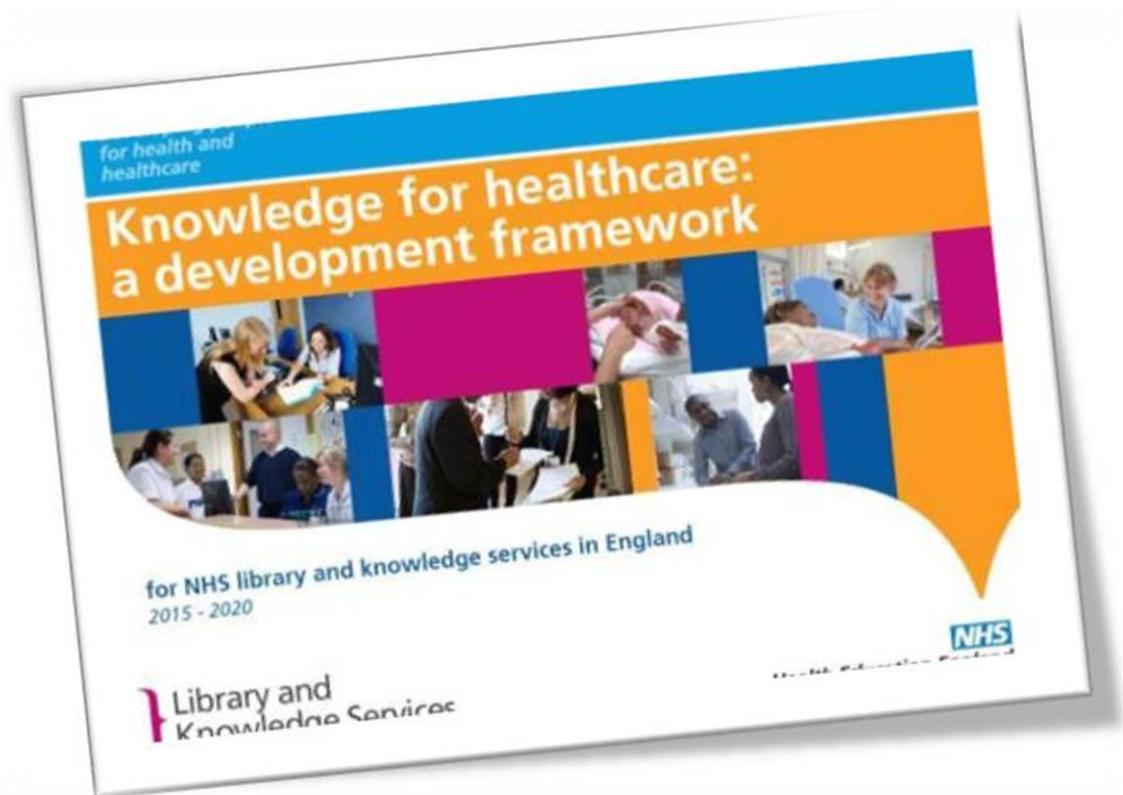
Top tips for giving feedback

- Focus on behaviours, not what's personal

- Be clear what you want to communicate

- Be specific

- Make clear and concrete suggestions for improvement

- Own your feedback – use 'I' rather than 'you'

- Be timely in your feedback

Conclusion

- Talent management is about the systematic attraction, identification, development, engagement, retention and deployment of talented individuals who are of particular value to an organisation and professional practice

- It takes place at a strategic and individual level

- To be successful, planning is essential

- Talent management provides individuals with access to the right opportunities, exposure, stretch and development to reach their potential, whether this be in their current role or for a future role.

Next steps….?

Thank you.