WS 1: Talent Planning in Support of Sustainable Human Capital Strategies

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Talent Planning in support of sustainable human capital strategies

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CIPD
The world of work

- Volatile
- Uncertain
- Complex
- Ambiguous
Talent planning – critical concepts, principles and evidence-based outcomes.

Latest initiatives to enhance human capital strategies:

- Session 1 – Workforce planning
- Session 2 – Succession planning
- Session 3 – Talent management
Resourcing & Talent planning

- Right People with the Right skills
- Right roles at the Right time
- Right cost
Workforce segmentation
Workforce planning
Structured approach?
Crystal ball gazing?
Confusion of labels

- Workforce planning – whole workforce
- Succession planning – business critical roles
- Talent management & development – identify talent pools and opportunities for development
Workforce planning process

- Understand the organisation and its environment
- Monitor and evaluate actions
- Analyse the current and potential workforce
- Actions to address shortages, surpluses or skill mismatches
- Identify workforce gaps against future needs
- Determine future workforce needs
Understand the organisation and the environment
Analyse your current and potential workforce

- Segmentation:
- Skills
- Generations
- Roles
- Behaviour patterns
- Turnover / exits
- New hires
Determine your future workforce needs

- Capabilities, competencies and technology
- Past data sets
- Current needs
- Future needs
Identify workforce gaps against future needs

1. Need higher than available people
2. Negative gap
3. Skill gaps
Address shortages, surpluses and skills mismatches

• Build

• Buy

• Borrow
Monitor and evaluate actions
Group activity

• Identify 2 Corporate Strategic Aims
• What are the People Implications?
• What data or evidence can you rely on to predict what change is required?
Succession planning
Succession management planning

- Identify business critical positions
- Define capabilities
- Identify possible successors
- Provide focused development
- Regularly review
Talent management

Exclusive

Inclusive
Who would describe their TM strategy as progressive?
What does a progressive TM strategy mean to you?
TM - Evolve, Refresh, Disrupt?
Define talent as critical segments that will drive competitive advantage

Enterprise approach to building depth of talent

Have a hybrid process of self and leader nomination against future capabilities for internal talent identification

Combine talent and D&I processes into an integrated whole, which is driven from the point of view of ‘person fit’

Anchor career plans to individual ambition

Define talent as the disruptors, innovators and game changers

Sector wide approach to building depth of talent against critical skills in short supply

Blend the organisation to suit great talent, rather than bending the person to the job

Link engagement to the realisation of individual purpose, connecting seamlessly with the D&I and well-being agenda

Talk career not development
### TM - Evolve, Refresh, Disrupt?

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<thead>
<tr>
<th>REFRESH</th>
<th>DISRUPT</th>
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<td>Have boards that demand to know whether the top team understand the capabilities needed for the future</td>
<td>Have boards focused on whether the organisation has enough people with the right capabilities for the future, rather than on replacement-based succession</td>
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<td>Conduct talent reviews on an annual or biennial basis</td>
<td>Conduct talent reviews when triggered by the needs of the business</td>
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<td>Holds leaders accountable for building succession depth and measure them accordingly</td>
<td>Hold leaders completely accountable for their succession with their own progression being impacted if not successor is agreed</td>
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<td>Encourage everyone to wear two hats, one specialism related and one related to the business or line</td>
<td>Deploy agile teams to enable scaling up or down to suit the needs of the business</td>
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Reimagining TM, Korn Ferry
TM – gearing up for the transformation

Step 1: Create your strategy and road map
Step 2: Involve your stakeholders in the design of your approach
Step 3: Use a robust structure to drive transformation
Good luck