



# Strategic Talent Management

September 2017

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# Introduction

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- ❖ Activities and Processes that involve the systematic **identification of key-positions** which contribute to the organizations sustainable competitive advantage
- ❖ The development of a **talent pool of high potential and high performing** incumbents to fill these roles
- ❖ Development of an **HR-architecture** to facilitate filling these positions with **competent incumbents** and to ensure their **continued commitment** to the organization

After David Collins & Kamel Mellahi, Strategic Talent Management

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# Introduction

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**In other words:**

- ❖ **Identifying, recruiting, retaining and developing of people who have (potentially) the right Knowledge, Skills and Competencies and the Ambition to fill those positions**

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# Who is Responsible?

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- ❖ If and when the sustainable success of the organization is for a large part dependent on the availability of people with the right knowledge, skills and competencies, it should be a major part of the tasks and responsibilities of (senior) management.
  - ❖ Recent studies show that CEO's are increasingly involved in the talent management process. The majority spending over 20% of their time (up-to 50%)
- ❖ Human Resources Management is there to facilitate

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# Key-Positions

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- ❖ Talent Management focusses on **Key-Positions**
- ❖ Too often defined as **(Senior) Management** roles only,
- ❖ However in a **knowledge driven** organization, more and more **professional** roles are key
  - ❖ It is not about **seniority**, but about **importance/necessity** for the succes of the company
  - ❖ Sometimes **Scarcity** of potential job-holders can be a reason to include those roles too.

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# Knowledge, Skills, Competencies and Ambition

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- ❖ Knowledge: What you know
- ❖ Skills: What you can do
- ❖ Competencies: How (well) you do it (the ability do something successfully or efficiently)
- ❖ Ambition: How eager you are to do it

Often the difference between skills and competencies is defined as technical/vocational versus personal(ity)

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# Elements of a Plan

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❖ What are our Key positions?

❖ Board-members

❖ Senior Management

❖ Key professionals

❖ How do we fill those positions?

❖ (temporary) contractors

❖ own staff

❖ recruit

❖ develop

❖ retain



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# How to identify Key Positions

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- ❖ Top down process: throughout the hierarchy, from top to bottom ask what the **key roles** in their department are.
- ❖ Use (internal) customers as sounding board to challenge the input of departmental heads.
- ❖ HR should be instrumental in running and administering the process and **challenging** management.

**It is about the role, not the incumbent!**

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# What makes one successful in a role

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*What knowledge, skills and competencies can we link to the Key Positions*

- ❖ Knowledge & Skills (**Technical/Vocational/Functional**)
- ❖ Competencies:
  - ❖ What **general competencies** make the **company successful**?
  - ❖ What **sub-set** makes one **successful in a separate role**?
  - ❖ What **specific competencies** make one successful in a separate role?
  - ❖ Again, HR should be instrumental in defining and leading the process, but the content is the responsibility of (general) management

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# Filling the Key Positions

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- ❖ Important Considerations:
  - ❖ What percentage of **contractors** do we see as desirable?
  - ❖ What percentage of external fresh blood do we see as healthy for the organization, hence want to **recruit**?
    - ❖ Do we want contractors on key positions?
    - ❖ Contractors and external recruits can bring new thoughts!
  - ❖ How big and diverse is our talent pool? (relative to key-positions)
  - ❖ How big is the number / percentage of regretted losses?

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# Recruiting

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- ❖ How professional is our recruiting process, in particular in assessing applicants against the required Knowledge, Skills and Competencies (K/S&C's and Ambition)?
- ❖ Do we recruit for a specific role or for a career?
- ❖ Do we offer the right work environment?
- ❖ Are our Terms & Conditions relevant for new recruits?

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# Talent Pool

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- ❖ Do we know who our talented people are?
  - ❖ Have we assessed them against the necessary K/S&C's and ambition?
  - ❖ Do give them the opportunities to develop themselves?
  - ❖ Do we offer them the right work-experience / challenges?
- ❖ Do they know that we recognize them as such?
- ❖ Do we reward them accordingly?

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# Instruments to spot Talent

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- ❖ Against the right K,S&C's and Ambition
  - ❖ Appraisal Proces
  - ❖ 360 degree employee feedback
  - ❖ Potential inventory through management
  - ❖ Career development discussions

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# Development of Talent

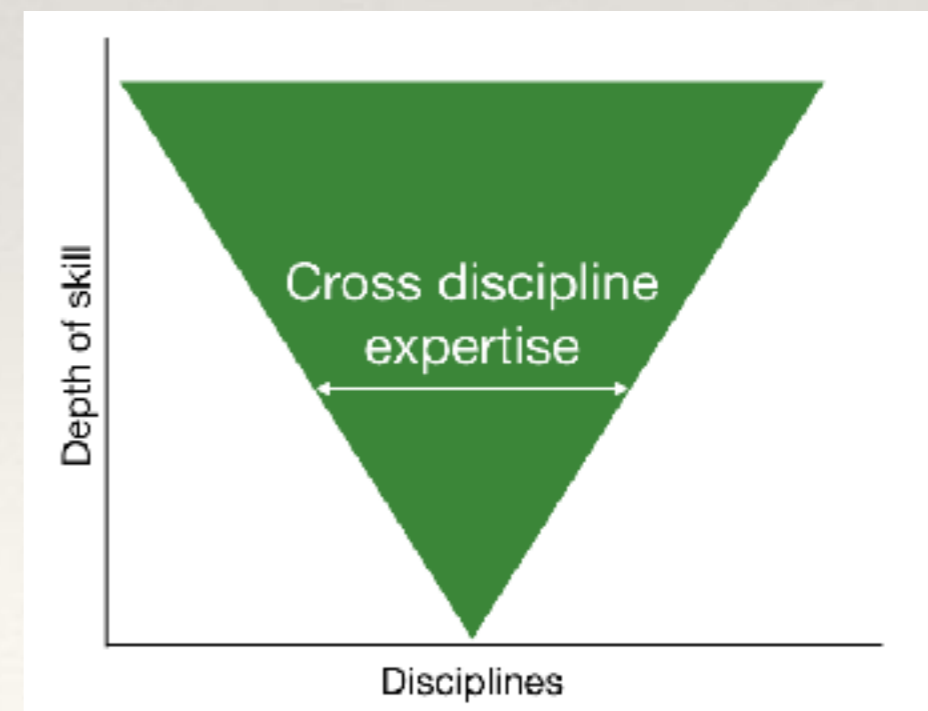
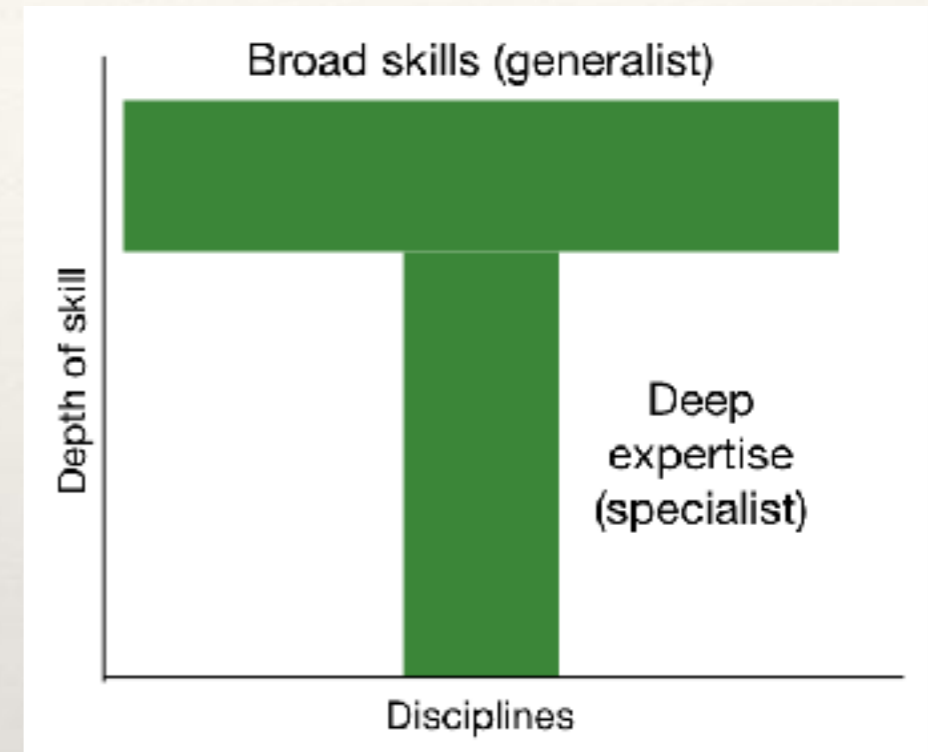
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- ❖ Against required K,S&C's
  - ❖ 90% of all effective learning is based on experience
    - ❖ Give potentials the right challenges
      - ❖ professional and general(management) development
      - ❖ in functions and projects
    - ❖ Education and training counts for less than 10% of effective development
  - ❖ Professional development is key task of management, with HR facilitating. Management and Leadership development is key task of top management with HR in a guiding and facilitating role

# Management & Leadership Development

- ❖ Do we want our leaders to be Professional experts, or more General Managers
  - ❖ T-shaped development: People with deep K,S&C in a single functional field (e.g HR or Finance)
    - ❖ a relatively long career in one function with more general experience later and already relatively high in the hierarchy
  - ❖ V shaped versatelist\*: People with more general K,S&C's in a broader range of functions already early in their career

\*Gartner: The IT Professional Outlook (2005)





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# Retain Talent

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- ❖ Do we challenge them enough?
- ❖ Do they know that we value them and see them as talent?
- ❖ Do we give them feedback
- ❖ Do we reward them accordingly?
- ❖ What can we do to retain Contractors for the duration of the assignment?
- ❖ Do we use (the output of) exit interviews?