

Talent Management Realities: Practical Responses for H.R. Professionals

The shifting agenda for H.R. professionals

- The positioning and role of the H.R. function in support of talent and succession management
- How H.R. is seen by its stakeholders: opportunities and risks
- H.R.: is it “stuck in the middle ground”?
- Making a strategic impact to shape the business agenda
- The tactics of implementation: the details of “superb execution”
- Skill sets and operating styles: the change in emphasis

Succession Realities for the H.R. function

- Who wants and doesn't want succession; a stakeholder analysis
- Clarifying the role that succession plays within the organisation: different models
- A force-field analysis; what's moving your function forward and what's holding it back
- Escaping the “middle ground”: the future of H.R.

The problem of “best practice”

- Why “all that glitters is not gold”
- The transfer and implementation of “best practice”: the issues
- Where to look and not look for ideas that will work for your organisation
- Creating a “mind set of excellence”; the conversations that matter

H.R. and its strategic impact in talent management

- What do other professions do to shape strategy; the learning for H.R.
- What a strategic approach to succession might look like for H.R.
- A coherent story to integrate H.R. policy and practice
- Coordinating information flows to inform planning and decision making
- Big picture thinking: roles and responsibilities

H.R. and the tactics of implementation

- “Sweating the small stuff” and getting the important details right
- Turning assessment data into business intelligence
- Facilitating high impact talent reviews: the preparation process
- Equipping professionals and managers in their role as talent managers
- Development programmes that make a difference

H.R. and communication processes

- The talent management “story”; the message for different audiences to manage expectations
- Communication tactics to create a shared understanding
- Managing critical relationships: within H.R., with the top team, with the work force, with the external community and suppliers

Conclusion

- Continuity of purpose and disciplined effort
- The “tipping point of succession”; how small things can make a big impact
- Final observations and messages