AC TALENT MANAGEMENT

'Managing talent within the business, attracting and retaining them, are critical issues that an organisation must contend with to ensure its legacy and growth.'

Critical Perspectives

Talent Management refers to the set-up of a separate but related scheme of HR policies to identify, attract, manage and retain people who are deemed as critical to the success and growth of the organisation.

It reflects a sophisticated approach to the management of HR within an organisation. And is a step up to the usual HR practices within an organisation. Consequently, such schemes face inter-related issues and challenges from a design, implementation and sustenance standpoint.

The basic assumption for Talent schemes to operate successfully is that the underlying HR systems like leadership development, performance management, and compensation & development are sufficiently robust and in operations.

Talent Management covers the following critical dimensions:

1. **Attract** : Having the right employment proposition and brand to attract talent from the external marketplace.

2. **Identify** : Being clear on the kinds of people and capability that will create Value or deliver a competitive advantage for your organization now and in the future.

3. **Develop** : Building the skills and capabilities of your people in order to meet current and future demands.

4. **Deploy** : Placing the right people in the right jobs at the right time.

5. **Engage** : Ensuring the right environment for individuals to deliver their best and remain committed to the organization.

The implications for organisations to have robust talent management systems are clear – the longevity and long-term sustainable business growth are dependent on these systems.

In addition, the senior management team needs to sponsor and drive the talent management system to ensure its viability and success. That implies clearly defined talent description within the organisation and critical support to the Human Resource function to sustain this system.
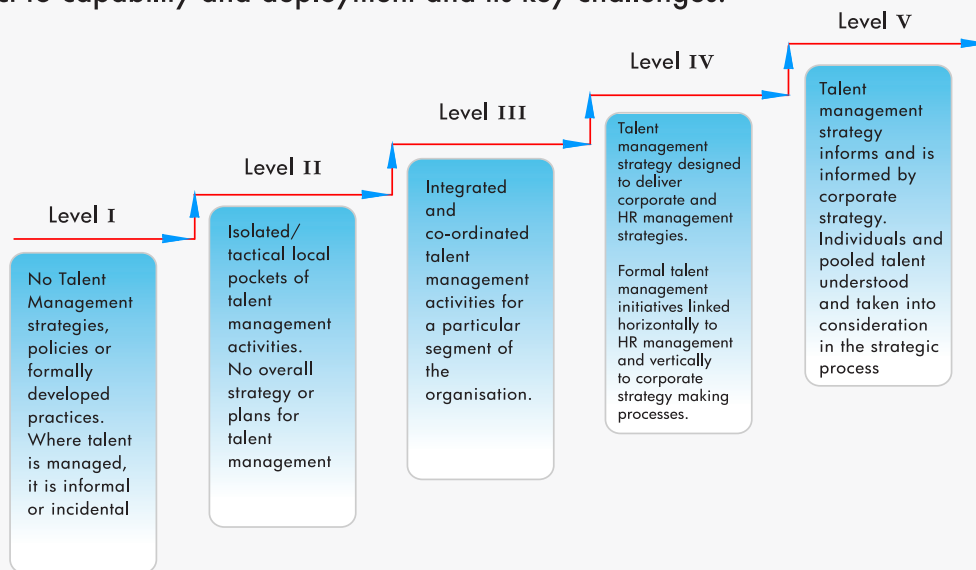
Achieving Value, Creating Opportunities

Talent Management Program

A Talent Management Program for organisations consists of three different stages:
1. Talent Audit
2. Development of a Talent Roadmap
3. Implementation and Measurement of the Talent Roadmap and its impact

Talent Audit
The Audit is designed to assess the existing Talent Maturity Level (TMM) of the organisation with respect to capability and deployment and its key challenges.

Level I

No Talent Management strategies, policies or formally developed practices. Where talent is managed, it is informal or incidental

Level II

Isolated/ tactical local pockets of talent management activities. No overall strategy or plans for talent management

Level III

Integrated and co-ordinated talent management activities for a particular segment of the organisation.

Level IV

Talent management strategy designed to deliver corporate and HR management strategies.

Formal talent management initiatives linked horizontally to HR management and vertically to corporate strategy making processes.

Level V

Talent management strategy informs and is informed by corporate strategy. Individuals and pooled talent understood and taken into consideration in the strategic process

Development of Talent Roadmap
After the Talent Audit, a comprehensive Talent Roadmap will be developed aimed at raising the maturity level of talent management within the organisation.

The Roadmap will include:
1. Talent Management Audit Findings. Existing State of Talent Management covering the following elements:
   a. Definition of Talents
   b. Scope of Talent Management Deployment
   c. Key Practices governing Talent Development
   d. Existing TMM Level Assessment

2. Key Challenges facing Talent Management Implementation
3. Critical Success Factors
4. Key Recommendations

Implementation and Measurement of the Talent Roadmap and its impact
In partnership with HR and the Management team of the client organisation, AC will implement the Talent Roadmap based on detailed plan deliverables, milestones and measurements.

In the implementation AC will apply Change Management principles, which includes effective communications, enablement and ownership creation.

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