



Talent Management

GLOBAL COURSEWARE

Getting Started

Talent Management is an **investment**.

With Talent Management you are developing a more skilled workforce and attracting a higher caliber of new employees.

Workshop Objectives



- Define talent and talent management
- Understand the benefits of talent management
- Identify employee engagement
- Create assessments and training programs



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A really great talent finds its happiness in execution.

Goethe

MODULE TWO

Defining Talent

Employees who have the specific skill sets that the company requires are profitable and help drive the business forward.



What Is Talent Management?

Assess

Recruit

Develop

Coordinate

Types of Talent

- Innovator
- Visionary
- Practical
- Relationship Expert



Skills and Knowledge Defined

Knowledge comes from education, and skills come with experience and training.



Practical Illustration



- What Is Talent Management?
- Types of Talent
- Skills and Knowledge Defined

Module Two: Review Questions

1. What is the main reason a company develops employees?

A. Coordinate goals

B. Retain talent long-term

C. Determine needs

D. Find new talent

Module Two: Review Questions

2. How does assessing affect recruiting and hiring?

A. Coordinate goals

B. Retain talent long-term

C. Determines skills needed in positions

D. Find new talent

Module Two: Review Questions

3. Which type of employee communicates effectively?

A. Innovator

B. Visionary

C. Practical

D. Relationship Expert

Module Two: Review Questions

4. Which type of employee focuses on the future?

A. Innovator

B. Visionary

C. Practical

D. Relationship Expert

Module Two: Review Questions

5. It is necessary for companies to train its employees on which of the following?

A. Policies and procedures

B. Computer programs

C. Company goals

D. Succession planning

Module Two: Review Questions

6. Which of the following is not a skill?

A. Speaking

B. Typing

C. Legal knowledge

D. Math

Module Two: Review Questions

7. All talent is not _____.

A. Artistic

B. Skilled

C. Necessary

D. Learned

Module Two: Review Questions

8. Employees who have the specific skill sets that the company requires are _____.

A. Talented

B. Profitable

C. Required

D. None of the above

Module Two: Review Questions

9. Employees should already have a certain amount of knowledge and skills when they are hired.

A. True

B. False

Module Two: Review Questions

10. Knowledge comes from experience and training.

A. True

B. False



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Motivation will almost always beat mere talent.

Anonymous

MODULE THREE

Understanding Talent Management

The goal of talent management is to have a skilled workforce and a complete succession plan without any destructive gaps that would cost the company if an employee were lost.

Guidelines

Employee training development



Incentives



Compensation



Review success of retention strategies



Importance & Benefits

- Identifies candidates for promotion
- Reduces turnover
- Increases productivity
- Increases profitability



Challenges

- Support from executives
- Competition with other companies
- Few opportunities for advancement



Key Elements to Developing a Winning Strategy

There are essential elements that need to be included in every talent management strategy.



Practical Illustration



- Guidelines
- Importance & Benefits
- Challenges
- Key Elements to Developing a Winning Strategy

Module Three: Review Questions

1. Which of the following is a retention strategy?

A. Incentives

B. Social Networks

C. Pipelines

D. Determine responsibilities

Module Three: Review Questions

2. Which of the following is a recruitment strategy?

A. Compensation

B. Employee training

C. Job descriptions

D. Work / life balance

Module Three: Review Questions

3. Which of the following is not a benefit of talent management?

A. Productivity

B. Profitability

C. Reduced stress

D. Competition

Module Three: Review Questions

4. Talent management benefits _____.

A. The company

B. Management, employees, and
the company

C. Customers

D. Management and employee

Module Three: Review Questions

5. Job descriptions must appeal to whom?

A. Established talent

B. Three generations of workers

C. New Talent

D. Two generations of workers

Module Three: Review Questions

6. What is NOT a challenge for talent management?

A. Executive support

B. Opportunities for advancement

C. Reduced turnover

D. Competition

Module Three: Review Questions

7. Who needs to be involved in a talent management program?

A. Employees

B. Customers

C. Vendors

D. The Board of Directors

Module Three: Review Questions

8. What do talent management programs need to communicate?

A. Expectations

B. Feedback

C. Policies

D. Expectations and feedback

Module Three: Review Questions

9. The goal of talent management is to _____.

A. Have a skilled workforce

B. Have a complete succession plan

C. Have no gaps in employment

D. All of the above

Module Three: Review Questions

10. Where might a company recruit new employees?

A. Social networks

B. Job fairs

C. Colleges

D. All of the above



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Management is nothing more than motivating other people.

Lee Iacocca

MODULE FOUR

Performance Management

Performance management is essential to any talent management program.

A photograph of a business report spread on a desk. The report features several data visualizations: a pie chart on the left with segments labeled 21% and 39%; a donut chart in the upper center with segments labeled 34%, 28%, and 38%; a line graph in the middle showing an upward trend; a bar chart at the bottom with multiple bars in blue, red, green, and purple; and a partially visible bar chart on the right labeled 'Asia' with values up to 16,000. A silver pen lies diagonally across the charts.

Performance Management Defined

Mission

Process

Critical Performance

Individual Performance

Benefits

- Looks at the big picture to determine actions.
- Aligns actions to company goals.





How to Keep Your Employees Motivated

- Inform: Let employees know how they are making a difference in the organization.
- Celebrate: Observe achievements and celebrate with workers.

Practical Illustration



- Performance Management Defined
- Benefits
- How to Keep Your Employees Motivated

Module Four: Review Questions

1. What is a series of steps taken to reach a goal?

A. Mission

B. Process

C. Critical Performance

D. Individual Performance

Module Four: Review Questions

2. Each position requires which of the following?

A. Performance appraisals

B. Critical performance

C. Strategic performance standards

D. Tasks

Module Four: Review Questions

3. Performance management aligns actions to what?

A. Company goals

B. Profitability

C. Reduced stress

D. Competition

Module Four: Review Questions

4. Performance management focuses on _____.

A. Attitude

B. Management, employees, and
the company

C. Customers

D. Results

Module Four: Review Questions

5. How can managers motivate employees?

A. By yelling

B. By example

C. With threats

D. High turnover

Module Four: Review Questions

6. Managers need to motivate _____.

A. Teams

B. Groups

C. Individuals

D. Organizations

Module Four: Review Questions

7. Performance management goes hand in hand with _____.

A. Number of employees

B. Talent

C. Recruitment

D. None of the above

Module Four: Review Questions

8. How does performance management help employees meet their goals?

A. Provides tools

B. Provides direction

C. Determines skill set

D. Lays out the plan

Module Four: Review Questions

9. Employee performance management demands _____.

A. Structure

B. Goals

C. Communication

D. None of the above

Module Four: Review Questions

10. Granting responsibility to employees and allow them to perform tasks without interference, is considered which of the following?

A. Delegating

B. Celebrating

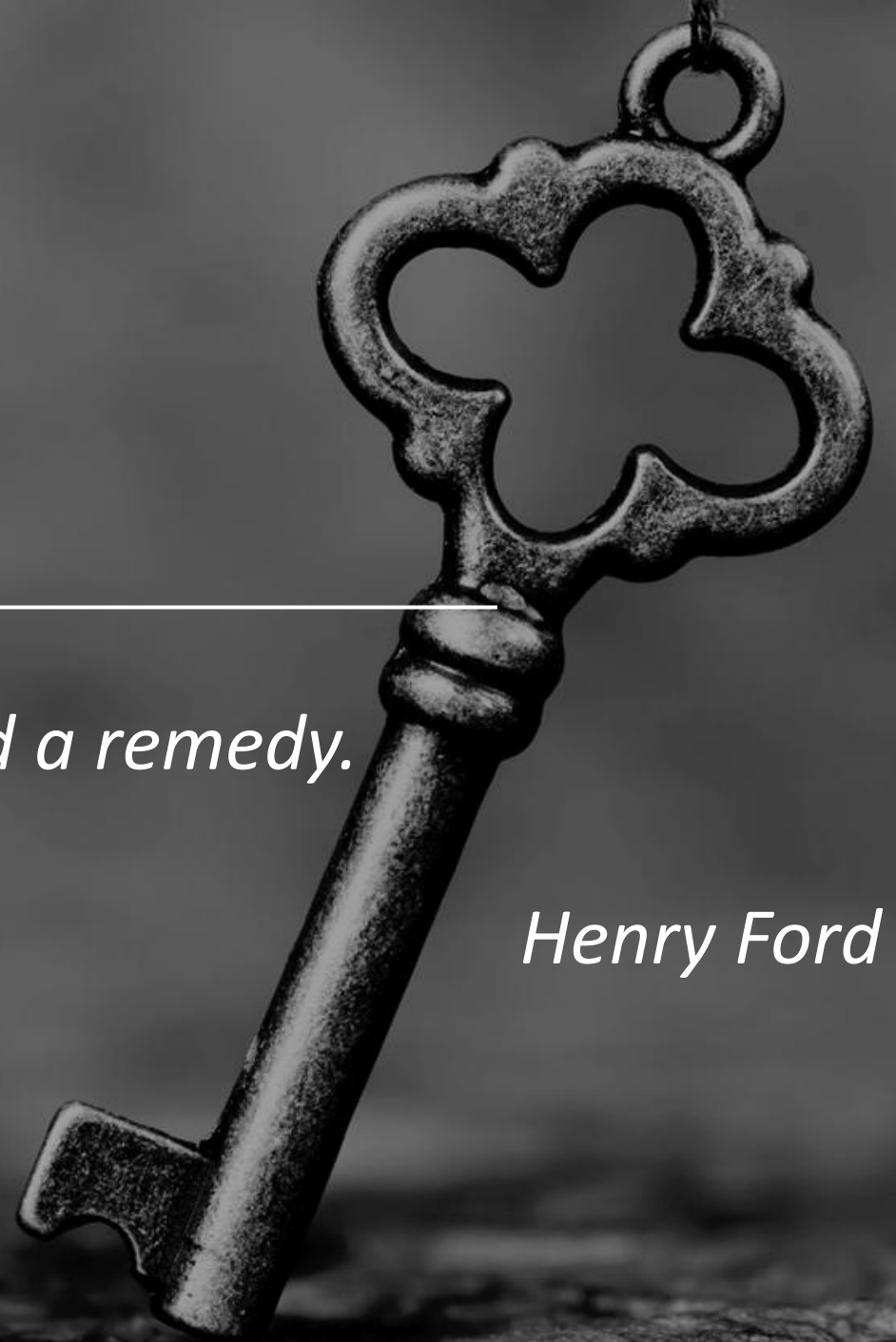
C. Informing

D. All of the above

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Don't find fault, find a remedy.

Henry Ford



Talents Reviews

It is not enough to point out mistakes every few months; talent reviews need to develop employees and teach them to make strengths out of weaknesses.

360 Degree Feedback

The evaluations are typically done on a scale of 1 to 10, and there is a place for comments.



Talent Calibration

- Hard skills
- Soft skills
- Experience



Maintaining an Effective Workforce



Looking to the Future

- Decreased turnover
- Close talent gaps
- Engage employees



Practical Illustration



- 360 Degree Feedback
- Talent Calibration
- Maintaining an Effective Workforce
- Looking to the Future

Module Five: Review Questions

1. Direct reports are included in _____ talent reviews?

A. Manager

B. Employee

C. CEO

D. All

Module Five: Review Questions

2. How is feedback from different sources scored?

A. Motivation

B. Rated by managers

C. Averaged

D. By the employee

Module Five: Review Questions

3. What is an example of a requirement?

A. Adaptability

B. Experience

C. Self-motivation

D. Competency

Module Five: Review Questions

4. What is an example of an attribute?

A. Experience

B. Hard skills

C. Soft skills

D. Self-motivation

Module Five: Review Questions

5. What must be encouraged to maintain an effective workforce?

A. Policies

B. Procedures

C. Safety

D. Risks

Module Five: Review Questions

6. Companies need to invest in _____.

A. New talent

B. Outside hires

C. Training and development

D. Productivity

Module Five: Review Questions

7. What will a talent review not improve?

A. Safety

B. Turnover

C. Talent gaps

D. Productivity

Module Five: Review Questions

8. What will talent reviews help companies create to improve the future of the organization?

A. Dialogue

B. Talent gaps

C. Investments

D. Succession plans

Module Five: Review Questions

9. _____ is/are essential to the success of any talent management program.

A. Communication

B. Change

C. Reviews

D. Policies

Module Five: Review Questions

10. What type of feedback offers employees anonymous feedback from supervisors and peers?

A. 20-20 feedback

B. 50-50 feedback

C. 360 feedback

D. None of the above



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A company is only as good as the people it keeps.

Mary Kay Ash

MODULE SIX

Succession & Career Planning

Knowing that there is opportunity for advancement will improve loyalty and make transitions in the company easier.



What is Succession Planning?

Identify long-term goals and objectives

Understand the needs of the company

Recognize trends in the workforce

Developing a Plan

- Profits
- Customer service
- Employee loyalty
- Inventory control



Executing the Plan

- Self-motivation
- A history of completing projects
- Appropriate hard skills and soft skills
- Communicate well



Overcoming Roadblocks

Once roadblocks are identified, choose alternatives to the obstacles.



Practical Illustration



- What is Succession Planning?
- Developing a Plan
- Executing the Plan
- Overcoming Roadblocks

Module Six: Review Questions

1. What does a succession plan relate to?

A. Short-term goals

B. Safety training

C. Long-term goals

D. Personal goals

Module Six: Review Questions

2. What determines changes in positions and responsibilities?

A. Company needs

B. Trends

C. Talent pool

D. Strategic employees

Module Six: Review Questions

3. What is essential to developing a succession plan?

A. Personal goals

B. Goals and priorities

C. Talent pool

D. Trends

Module Six: Review Questions

4. The priorities for each organization will be_____.

A. The same

B. Similar

C. Difficult to find

D. Unique

Module Six: Review Questions

5. Whose support does a succession plan require?

A. Customers

B. Senior leadership

C. Vendors

D. Investors

Module Six: Review Questions

6. What is not necessarily a trait needed for leadership?

A. Self-motivation

B. Strong work history

C. Aggressiveness

D. Communication

Module Six: Review Questions

7. What must goals be for a succession plan work?

A. Aggressive

B. Established

C. Achievable

D. General

Module Six: Review Questions

8. What will improve succession plans?

A. Moving forward when things do not work

B. Implementing it with another plan

C. Keeping them the same

D. Altering them

Module Six: Review Questions

9. Knowing that there is/are _____ will improve loyalty.

A. Current trends

B. Personal goals

C. Opportunities for advancement

D. Good communication

Module Six: Review Questions

10. Once roadblocks are identified, _____.

A. Choose alternatives

B. Ignore them

C. A and B

D. Neither A nor B



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The vision is really about empowering workers.

Bill Gates

MODULE SEVEN

Engagement

Employee engagement is an important part of talent management.



Employee Engagement

- Know what their job requires
- Have the tools and supplies they need
- Are recognized for their accomplishments

Generating Engagement

It is not possible for every employee to be engaged, but there are ways that managers can improve engagement.





Influences

Taking the steps to help engage employees will improve the talent pool and identify potential leaders.

Practical Illustration



- Employee Engagement
- Generating Engagement
- Influences

Module Seven: Review Questions

1. Who must be engaged in order for employee engagement to be successful?

A. HR

B. New hires

C. Everyone

D. Leaders

Module Seven: Review Questions

2. What is not a trait of an engaged employee?

A. Is developed

B. Has opportunities for promotion

C. Dreads going to work

D. Know what their jobs require

Module Seven: Review Questions

3. Treating employees with respect is a way to accomplish what?

A. Motivating them

B. Directing them

C. Developing them

D. Guiding them

Module Seven: Review Questions

4. What, besides clear expectations, will help direct employees?

A. Train employees

B. Provide tools

C. Reward employees

D. Internal promotions

Module Seven: Review Questions

5. What will employee engagement help identify?

A. Future leaders

B. Productivity problems

C. Profitability problems

D. Creative problems

Module Seven: Review Questions

6. Engaged employee's influence _____.

A. Turnover

B. Safety

C. Company culture

D. Health

Module Seven: Review Questions

7. An engaged employee feels like part of the company's _____.

A. Management

B. HR

C. CEO

D. Culture

Module Seven: Review Questions

8. Disengaged employees do not feel _____.

A. Respected

B. Encouraged

C. Connected

D. Threatened

Module Seven: Review Questions

9. Employee engagement actually has little influence in an organization.

A. True

B. False

Module Seven: Review Questions

10. Which of the following are suggested as tips for promoting employee engagement?

A. Motivate them

B. Direct them

C. Develop them

D. All of the above



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Never ascribe to malice that which can be adequately explained by incompetence.

Napoleon Bonaparte

Competency Assessments

Competency assessments are useful tools that allow you to monitor performance and compare it with the needs and goals of the organization.

Competency Assessment Defined



Excellent

Meets
expectations

Not applicable

Implementation

Implementing a competency assessment requires work.





Final Destination

The final destination of each company depends on the goals and needs of the company.

Practical Illustration



- Competency Assessment Defined
- Implementation
- Final Destination

Module Eight: Review Questions

1. When should competencies be established?

A. After the first assessment

B. After hiring

C. Before hiring

D. Before the first assessment

Module Eight: Review Questions

2. Who assesses competencies besides HR?

A. Peers

B. Self

C. Customers

D. Supervisor

Module Eight: Review Questions

3. What should assessment be included in to be effective?

A. Action plans

B. Company goals

C. Core competencies

D. Reviews

Module Eight: Review Questions

4. Assessment should focus on _____.

A. Personality

B. Targets

C. Likability

D. Profitability

Module Eight: Review Questions

5. Goals and _____ are required to reach the final destination?

A. Future leaders

B. Productivity problems

C. Competencies

D. Creative problems

Module Eight: Review Questions

6. What is a talent pool of trained professionals?

A. New hires

B. Competency

C. Company culture

D. Final destination

Module Eight: Review Questions

7. How often did the manager perform competency assessments?

A. Monthly

B. Yearly

C. Quarterly

D. Biannually

Module Eight: Review Questions

8. How did the department scores improve?

A. One level

B. Two levels

C. Three levels

D. Four levels

Module Eight: Review Questions

9. It is essential to _____ performance.

A. Maintain

B. Monitor

C. Manage

D. Move

Module Eight: Review Questions

10. Create a method of assessment that is _____.

A. Strict

B. Monitored

C. Fair

D. Simple



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Leadership and learning are indispensable to each other.

John F. Kennedy

MODULE NINE

Coaching, Training & Development

Coaching, training, and developing employees are essential to effective talent management.



Setting Goals

Specific

Measurable

Attainable

Relevant

Timely

Developing Options

It is important to determine which option will work best for your employees.





Providing Feedback

Whether it is positive or negative, it is important to communicate with employees about their performance.

Wrapping Up

With individuals, bring up ways the information can be incorporated into their action plans.



Practical Illustration



- Setting Goals
- Developing Options
- Providing Feedback
- Wrapping Up

Module Nine: Review Questions

1. What is a measurable goal?

A. Increase profits 5 percent

B. Improve profitability

C. Decrease turnover

D. Improve communication skills

Module Nine: Review Questions

2. What is a relevant goal for employees in production?

A. Increase sales 5 percent

B. Increase volume of production 5 percent

C. Decrease turnover 10 percent

D. Decrease communication problems

Module Nine: Review Questions

3. What is an example of internal training?

A. Professional associations

B. Events

C. Meetings

D. Continuing education

Module Nine: Review Questions

4. What is an example of external training?

A. Online training

B. Employee training

C. Meetings

D. Continuing education

Module Nine: Review Questions

5. When should you provide feedback?

A. Immediately

B. Never

C. Every week

D. Every month

Module Nine: Review Questions

6. Feedback must be _____.

A. Positive

B. Negative

C. Respectful

D. Long

Module Nine: Review Questions

7. Group training sessions should end in _____.

A. Questions

B. Activities

C. Answers

D. Understanding

Module Nine: Review Questions

8. Combining feedback and action plans is the way to wrap up _____.

A. External training

B. Internal training

C. Group meetings

D. Individual feedback

Module Nine: Review Questions

9. Which of the following is considered essential to effective talent management?

A. Coaching

B. Training

C. Developing

D. All of the above

Module Nine: Review Questions

10. Impossible goals discourage people. Make sure that goals are reasonable and _____.

A. Responsible

B. Internal

C. Group-focused

D. Attainable



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A business that makes nothing but money is a poor kind of business.

Henry Ford

MODULE TEN

Dos and Don'ts

Identify the proper way to practice talent management and communicate with your employees effectively.



Dos and Don'ts

There are a few basic dos and don'ts to remember when implementing a talent management plan.

Tips for Talent Management

- Monitor performance consistently.
- Adjust goals and competencies as needed.



Practical Illustration



- Dos and Don'ts
- Tips for Talent Management

Module Ten: Review Questions

1. Spending too much time with low performing employees, is considered _____.

A. A Do

B. A tip

C. A Don't

D. Engaging

Module Ten: Review Questions

2. What is a *Do*?

A. Creating aggressive goals

B. Threatening people

C. Check in on high performing employees

D. Completely focusing on poor performance

Module Ten: Review Questions

3. Who should be informed of changes?

A. HR

B. Everyone

C. Management

D. Senior staff

Module Ten: Review Questions

4. When should a talent management program be implemented?

A. When necessary

B. At the first sign of a problem

C. When the company is losing money

D. Before there is a problem

Module Ten: Review Questions

5. It is important to practice the proper _____.

A. Talent management techniques

B. Customers service

C. High performance techniques

D. None of the above

Module Ten: Review Questions

6. According to this section, there are/is _____ to every business plan.

A. Roadblocks

B. Negligence

C. Levels

D. Dos and Don'ts

Module Ten: Review Questions

7. Improving the company culture is considered ____.

A. A Don't

B. A Do

C. Not necessary

D. Inevitable

Module Ten: Review Questions

8. Ignoring feedback from employees will strengthen their resolve.

A. True

B. False

Module Ten: Review Questions

9. Monitoring employee performance consistently will demonstrate a lack of trust.

A. True

B. False

Module Ten: Review Questions

10. Motivation on a personal level, is not as important as motivation on a professional level.

A. True

B. False



Retention is the key to economic success.

Jeffrey Pfeffer



MODULE ELEVEN

Employee Retention

Setting SMART goals will help motivate employees, improve morale, and keep employees in the organization.



Goals and Motivation

- Determine what motivates employees.
- Create company goals that align with employee goals.
- Create SMART goals that still challenge people.

The Expectancy Theory

The expectancy theory describes human behavior and decision-making.





Object Oriented Theory

The object-oriented theory is also known as the carrot and stick approach.

Practical Illustration



- Goals and Motivation
- The Expectancy Theory
- Object Oriented Theory

Module Eleven: Review Questions

1. Who should help develop goals?

A. HR

B. Management

C. CEO

D. The employees

Module Eleven: Review Questions

2. What must be done after establishing goals?

A. Ask for feedback

B. Communicate reasons

C. Monitor progress

D. Decrease communication

Module Eleven: Review Questions

3. What is the value perceived in performing a task?

A. Expectancy

B. Valence

C. Object

D. Instrumentation

Module Eleven: Review Questions

4. According to the Expectancy Theory, how do people make decisions?

A. Based on expected outcomes

B. Based on promised outcomes

C. Logically

D. Emotionally

Module Eleven: Review Questions

5. The stick and carrot is another name for _____.

A. Object-oriented theory

B. Expectancy theory

C. Instrumentation

D. Valence

Module Eleven: Review Questions

6. The object-oriented theory uses _____.

A. Intrinsic motivation

B. Valence

C. Extrinsic motivation

D. Goal

Module Eleven: Review Questions

7. What is one goal of talent management?

A. Increasing sales

B. Employee retention

C. Weeding out the untalented

D. All of the above

Module Eleven: Review Questions

8. Goals and _____ are linked.

A. Salary

B. Motivation

C. A and B

D. Neither A nor B

Module Eleven: Review Questions

9. Your job is to set goals for your employees.

A. True

B. False

Module Eleven: Review Questions

10. The _____ theory describes human behavior and decision-making.

A. Expectancy

B. Expecting

C. Expert

D. Expectorant

Wrapping Up

Although this workshop is coming to a close, we hope that your journey to improve your Talent Management skills is just beginning.



Words From the Wise

If you pick the right people and give them the opportunity to spread their wings—and put compensation as a carrier behind it—you almost don't have to manage them.

- Jack Welch

Hire people who are better than you are, then leave them to get on with it . . . Look for people who will aim for the remarkable, who will not settle for the routine.

- David Ogilvy

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

- John Quincy Adams