Developing skills and talent in a recession

Janet Hale
Director, Pilkington-Hale Partnership
Associate, CIH consultancy
Talent Management: a series of questions

 Why bother?
 How does it help?
 How is it done well?
 What are some of the pitfalls?
 Who’s doing it?
 What are they doing?

and finally…
 Good practice examples
Talent Management: why bother?

- Competing priorities

- Myths: people are grateful to have a job / won’t leave a secure job

- Colleagues are experiencing:
  - Longer hours
  - Work / life imbalance
  - Stress
  - Change fatigue
Talent Management: why bother?

If you lose talent *during* the recession, you’ll face strong competition to engage talent when the recession *ends*.
Talent Management: how does it help?

Keeps colleagues positive and motivated at a time of:
- Low (or no) pay increases
- Recruitment freeze
- Tightened budgets – including learning and development

During a recession, more than ever:
- Non-financial rewards matter
- Coaching and mentoring develops into career planning
- Honest conversations take place
Talent Management: how is it done well?
Talent Management: how is it done well?

- Robust and transparent criteria
- Aligned to business needs
- Builds on the brand
- Focused on the individual’s:
  - Current performance
  - Potential
  - Personal motivation
Talent Management: what are some of the pitfalls?

- Owned by HR rather than by all managers at all levels
- High achievers only: “the chosen few” and the “de-motivated many”
- One size fits all
- Not evaluated
- Lack of honest conversations about future roles
Talent Management: who’s doing it?

- Apple, Google, Microsoft
- BUPA (Personnel Today Talent Management Award winners 2011)
- KPMG (Personnel Today Talent Management Award winners 2010)
- Housing organisations:
  - Calico
  - L & Q
  - One Vision Housing
  - Shepherds Bush Housing Group
The activities aren’t “new” – alignment / co-ordination can be:

- In-house development programmes
- Coaching / mentoring / buddying
- Apprenticeships / internships / work experience / graduate traineeships
- Assessment centres / 360-degree job review
- Job rotation / shadowing / internal secondments
- External courses / professional qualifications / MBAs
- Succession planning
- Action-learning sets
- External secondments
Talent Management: good practice examples

**Cross Keys Homes**
- Structured, transparent approach to enable scrutiny and review
- Chief Executive is the Talent Management Champion
- Strong branding (Personnel Today Employer Branding Award winner 2007)
- Apprenticeships replacing graduate traineeships to reflect current situation

**New Charter Housing Trust Group**
- Most managers are also trained coaches
- Glass Forward mentoring for senior staff from under-represented groups
- Learning centre for work / life interests (eg languages, yoga)
- GREAT Opportunities Programme / Skills2Build
Talent Management: a final thought…

“MANY PEOPLE THINK TALENT MANAGEMENT IS A HR INITIATIVE, THE JOB OF THE HR DEPARTMENT. BUT IT IS MORE THAN THAT; IT’S A BUSINESS IMPERATIVE.”