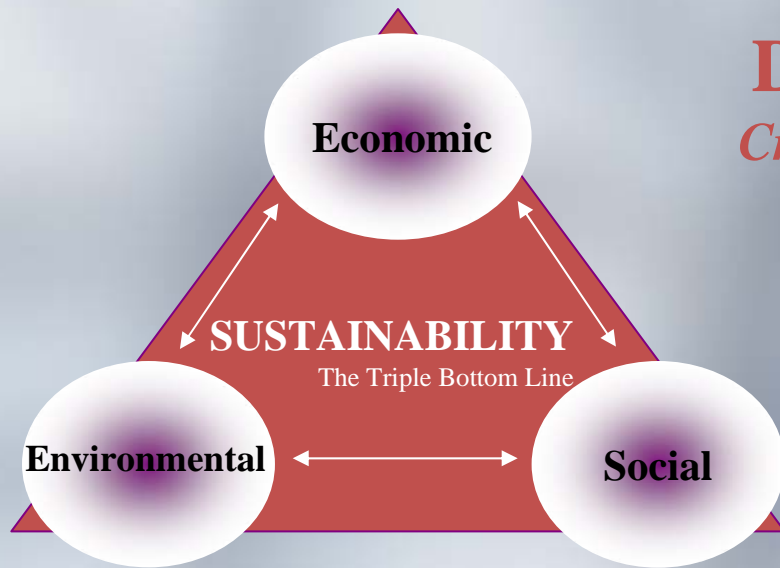


Developing Your Talent Strategy

Presented by Cindee Dresen and Dave Barrett
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Doing More With Less

Creating a Sustainable Workforce



Introduction

- Session Purpose
- What you will learn:
 - Define what a talent strategy is
 - Explain how talent planning fits into an organizations long-term business strategy
 - Describe the importance of assessing your needs & analyzing current talent practices
 - Gain practical insight in bringing your talent management vision to life
- Agenda

What is Talent Planning?

- Aligns an organization's human capital with its business strategy
- Provides organizations with a roadmap to determine the appropriate talent management strategies and tactics that best support its business goals and objectives

Basic Principles of Talent Planning

1. Uncertainty reduction
2. Predictive process
3. Measurable outcomes

Why should Talent Planning link to Your Business Strategy?

- Businesses are understanding that:
 - the people (talent) component of their business strategy is where some of the risks lie
 - steps should be taken to identify and prioritize competitive advantages and their talent applications
 - an organization should be thinking about how to “right-size” its business

Before Linking the Plans

Three Questions to Ask:

1. What are business goals of the organization?

2. What does the business plan require of your people?

3. What do employees expect from the organization?

How to link: Business Plan & Talent Plan

- Align vision and strategic intent with talent needed to support the vision and business strategy
- Annual updates to the talent plan with the business plan
- Talent planning as part of the budgeting process

- Periodic review of the budget and the

Integrating with Other Talent Management Functions



Why Bother during a Recession?

- Talent Planning Helps Businesses:
 - Reduce the desire to focus too near-term.
 - Identify where the talent gaps are going to be.
 - Understand what roles are critical to the organization
 - Focus on the development of top talent.
 - Improve and stabilize their workforce.
 - Flex with the market by proactively managing talent-related costs and expectations.
 - Deal with and adapt more readily to unexpected challenges that affect profitability.
 - Enable themselves to **implement** plans to retain, build, or adjust resources while minimizing the impact on the business.

How to Develop a Talent Plan

- Critical Questions to Ask:
 - Where do your people and strategy meet?
 - What are the risks to achieving your business goals?
 - Do you know what critical skills will be needed and how to find them?
 - Do you have a plan to address future talent needs?
 - Are there significant differences in the ways you must recruit, manage, and engage younger workers, older workers, mid-career professionals, men/women, races, etc?

Five Steps to Build the Talent Plan

1. Determine future talent needs based on the business strategy
2. Evaluate the current talent base (and practices)
3. Identify gaps (in talent base and practices)
4. Design and implement solutions to address the gaps
5. Evaluate

Concepts & Tools to Help Shape the Talent Plan

- External & Internal Business Scan
- Talent Capability Analysis
- Talent Life Cycle “as-is” Analysis

External & Internal Business Scan

	Structural Capital	Relational Capital	Human Capital
External Forces:			
Labor Supply			
Economy			
Globalization			
Regulations			
New Technology			
Competition			
Internal Factors:			
Vision			
Brand			
Culture			
Capabilities			
Leadership			
Finances			

Talent Capability Analysis

- Involves the identification of capabilities that are:
 - Mission Critical
 - Unique
 - Important
 - Moveable

Talent Life Cycle Analysis™

Life Cycle Component	Life Cycle As-Is Activities	Relevant Planning Alignment Questions to Ask
Planning	<ul style="list-style-type: none"> • General Business Planning • Management Meetings 	To what degree is the organization attracting the talent necessary to align with the organization's strategic direction?
Competency Management		What and how much skills and knowledge are needed to support the strategic direction of the organization?
Recruiting		To what degree is the organization attracting the talent/people necessary to align with the organization's strategic direction?
Learning & Development		How can we best develop and deploy the skills we have to support the strategic direction of the organization?



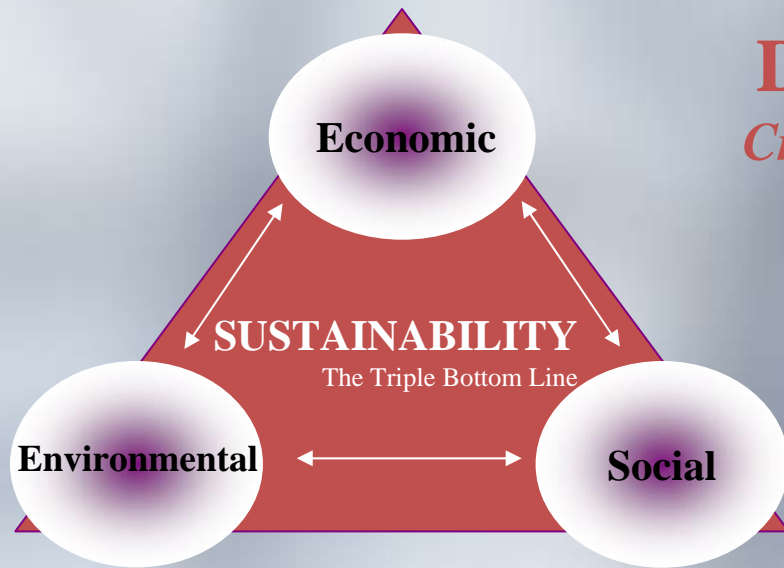
Talent Planning Activity

- Review and answer the following 4 questions by listing your top 1 or 2 needs or challenges.
 1. What needs or challenges are you experiencing in recruiting employees?
 2. What needs or challenges are you experiencing in retaining employees?
 3. What needs or challenges are you experiencing in developing and deploying talent?
 4. What changes are occurring in your business that will impact your talent management and development decisions and practices?
- Share your top 1 or 2 responses to questions 1-4 with your neighbor, reflecting on commonalities/differences.

Debrief with the Consultants

Opportunity to:

- Reflect holistically on the content covered during the day and ask questions



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Next Steps

- Upcoming Activities
- TalentConcierge www.talentconcierge.org
- Evaluation
- Contact:
 - Corporation for a Skilled Workforce
 - Cindee Dresen, Kysha Frazier, Gary Yakimov,
 - www.skilledwork.org
 - Cascade Engineering –Quest Sustainable Solutions
 - Dave Barrett, Kelley Losey
 - www.questsustainablesolutions.com

Resources

- Talent Management Life Cycle™, *Small Business Resource Guide: Recruiting and Retaining Employees in a Shifting Economy*, Corporation for a Skilled Workforce (CSW), 2008, <http://findtalent-keptalent.wikispaces.com/>
- Talent Life Cycle Analysis™, Corporation for a Skilled Workforce (CSW), 2007
- Dr. Jac Fitz-enz, CEO of Human Capital Source, *Whose Job Is That?* White paper, Human Capital Institute, 2008
- *Mind the Gap, Please: How to Create a Cohesive Workforce Plan* White Paper, 2008, Human Capital Institute