

# Talent Management



*Keys to Staff Development*



# Learning Objectives

- Identify and manage the talent in your organization
- Develop and apply strategies for developing your staff
- Identify and develop high potential / high performance staff
- Develop effective succession plans



# Overview

- A Glimpse at the Future
- Talent Management
- Talent Inventory
  - Competencies
- Succession Planning
- Development Planning
  - Development Plans
  - Leadership Development
  - Performance Management



# Getting Started....

- Share your name, your role and your organization.
- What are some staff development challenges you're facing?
- Do you currently have a succession plan in place?
- What would you like to take away from today's session?



# Future of Non-profit Leadership

- 75% of EDs leaving in 4-5 years
- 1 in 3 EDs fired
- 29% of EDs have a succession plan
- 12 of 15 in NPF study had no plan



# NPF Study Recommendations

- Welcome succession planning as opportunity for strategic development
- Initiate emergency succession planning
- Develop staff



# Components to Talent Management

- Strategic Plan
- Competencies Required
- Talent Inventory
- Succession Plan
- Recruitment Plan
- Development Plan

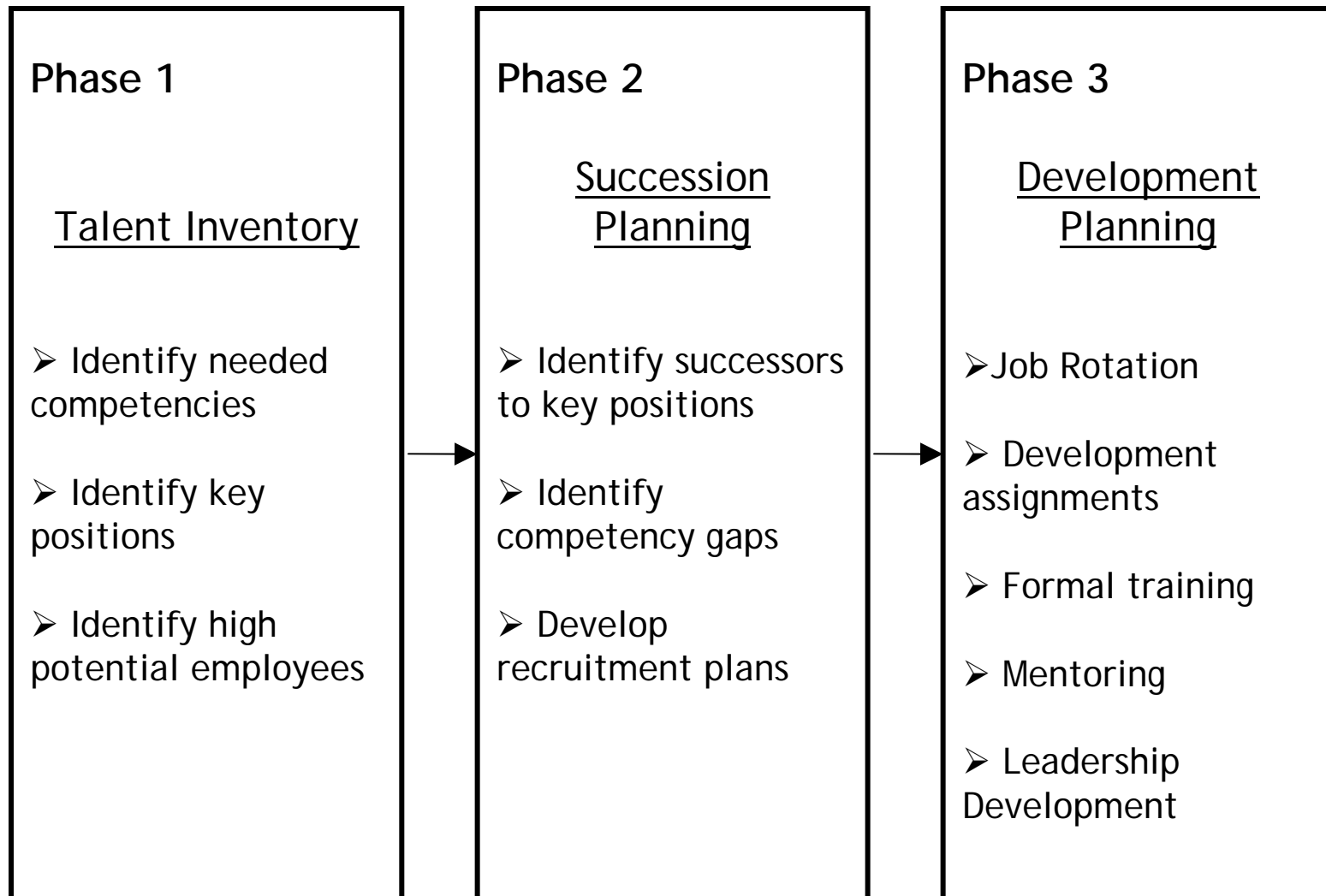


# Successful Talent Management

- Senior management's support
- Readiness
- Ability to link people and processes
  - Understandable
  - Value-added
- Evaluation and review



# Talent Management





# Talent Inventory

## *Competencies*

- Knowledge, skills, abilities, attitudes and attributes
- Role-specific competencies
- Core competencies
- Linked to strategic goals
- Gaps = development opportunities



# Competencies

## *Accountant*

Core Competencies	Role-Specific Competencies
<ul style="list-style-type: none"><li>• Adaptability</li><li>• Client Focus</li><li>• Written and Verbal Communication</li><li>• Organizational Awareness</li><li>• Problem Solving and Judgment</li><li>• Results Orientation</li><li>• Teamwork</li></ul>	<ul style="list-style-type: none"><li>• Knowledge of Generally Accepted Accounting Principles</li><li>• Attention to Detail</li><li>• Analytical Thinking</li><li>• Deductive Reasoning</li><li>• Exceptional Mathematical Skills</li><li>• Experience with XYZ Accounting Software</li></ul>



# Competencies

Strategic Goals	Related Competency
➤ Increase fundraising abilities.	<ul style="list-style-type: none"><li>• Experience managing financial resources</li><li>• Experience managing capital campaigns</li><li>• Grant-writing</li><li>• Public speaking</li><li>• Ability to persuade others</li><li>• Innovation</li></ul>
➤ Build alliances with other organizations.	<ul style="list-style-type: none"><li>• Build and maintain relationships</li><li>• Exceptional communication skills</li><li>• Active Listening</li><li>• Initiative</li></ul>



## Trio Exercise

- Discuss the top two strategic goals of your organization. Identify the core competencies necessary to accomplish those goals.
- Identify and discuss the role-specific competencies associated with your job.



# Talent Inventory

## *Key Positions*

- Critical Role
- Specialized Skills
- Future Projects
- Influence



## Pair Exercise

- With a partner, identify the key positions in your organization? Discuss why are they are considered “key?”
- Complete the Key Position Assessment form for one of the positions you identified as “key” for your organization.



# Talent Inventory

## *Individual Talent Assessment*

- High Performing Employees
- High Potential Employees



# Talent Inventory

## *Individual Talent Assessment*

- Work history
- Special Contributions /Major Accomplishments
- Key Attributes / Strengths / Special Skills
- Aspirations
- Motivators / De-motivators
- Development



# Individual Exercise

- Identify a high potential employee in your organization.
- Complete the Employee Talent Assessment form for that employee.

# Succession Planning

- Identifies key positions
- Identifies possible successors
  - High potential employees
  - High performers
- Development plans
  - Needed competencies
  - Development experiences
- 3 to 5 year outlook
- Recruitment strategies



# Emergency Succession Planning

- Sudden departure
  - Unplanned leave
  - Exit from organization
- Interim management

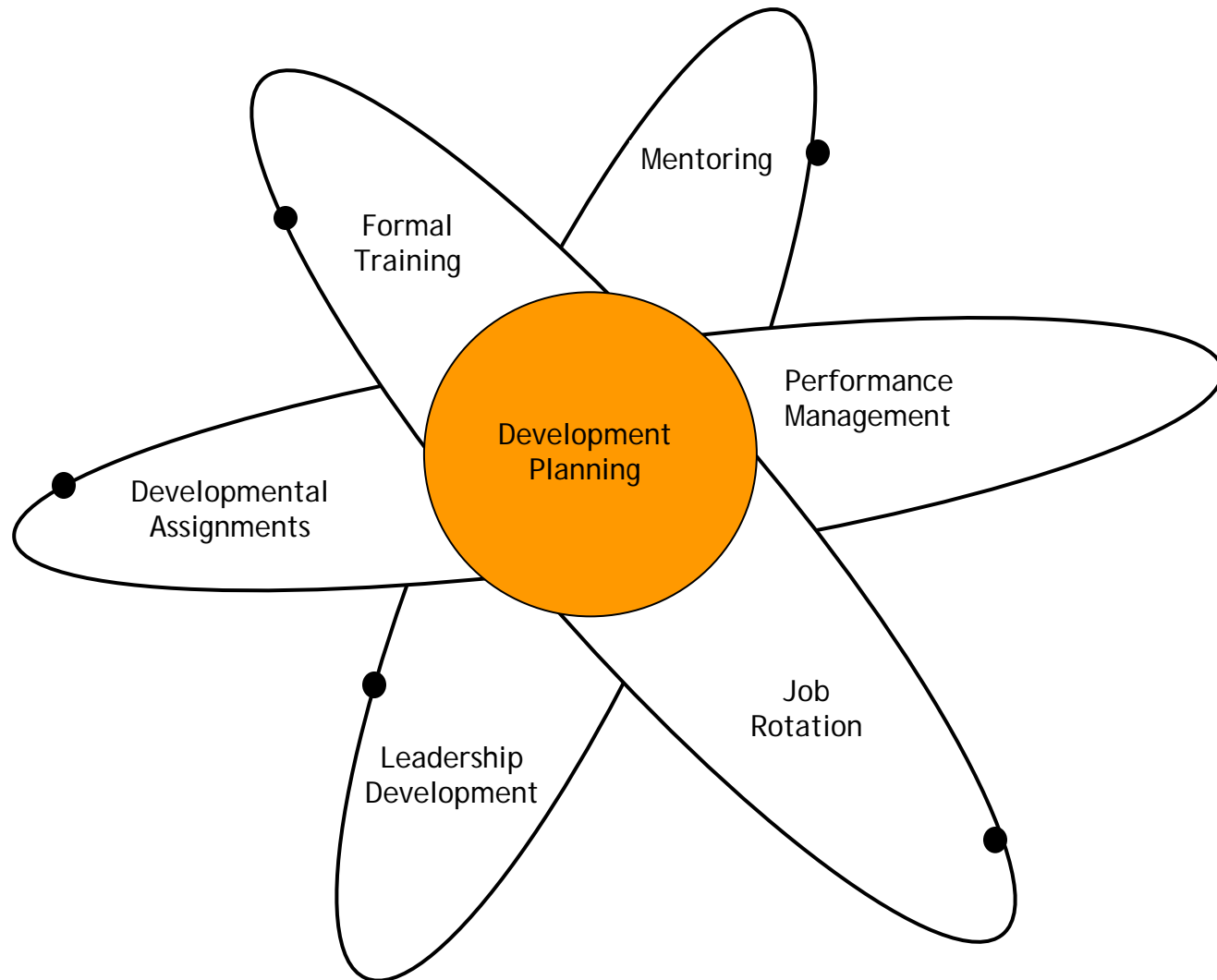




# Individual Exercise

- Choose one of the key positions you identified on the Key Position Assessment form.
- Add that position to the Succession Planning form. Complete all sections, including “Possible Successors” for the position.

# Development Planning





# Effective Development

- 70% Jobs and Assignments
- 20% Feedback
- 10% Formal Training / Independent Study



# Development Plans

- Development goals
- Competencies
- Talent inventory
- Organization goals
- Succession plan
- Performance management



# Employee's Role

- Collaborate with manager
- Assess own competencies and development needs
- Set development goals that will also benefit organization
- Evaluate progress; communicate with manager



# Manager's Role

- Collaborate with employee
- Identify competencies needed to fulfill the organization's mission
- Ensure goals are clear
- Advocate for employee
- Provide development opportunities



# Development Experiences

- Development Assignments
- Job rotation
- Formal Training
- Mentoring



# Individual Exercise

- Refer to the Employee Talent Assessment form you created earlier.
- Create a development plan using the Development Plan form.



# Leadership Development

- Perspective broadening experiences
- Self-directed learning alternatives
- Various on-the-job opportunities for leadership
- Education/training events



# Performance Appraisals

- Provides feedback and coaching
- Competencies necessary to meet organizational goals and objectives
- Identifies strengths
- Identifies areas for development
- Determines approach for enhancing future performance
- Establishes performance objectives



# 360 Degree Feedback

- Based on behavior others can see
- Multi-rater feedback
  - Peers, reporting staff, coworkers, supervisor
- Competencies necessary to meet organizational goals and objectives
- Enhances staff development program



# Group Discussion

What now....?

# Questions / Comments

