

The BMC approach to Talent Management



- ▷ **Grow future leaders from within the business**
- ▷ **Attract high calibre staff**
- ▷ **Identify and train successors for key posts**

A systematic and integrated approach to attracting and retaining talent



Boulden Management Consultants
trainingbydesign





Introduction to Talent Management

Since McKinsey published its article 'War for Talent' in 1998 and their follow up book three years later talent management has been a key topic in business.

Effective talent management It is more than just leadership development and succession planning. It is a systematic and joined up approach to: attracting; retaining and developing talent in a business to help it achieve its strategic goals.

There are a number of steps involved in designing and implementing a talent management process and we can help in either all or some of them depending on the level of your current expertise or availability of resources.

We ensure that whatever you implement is 'joined up' with any other processes that you have in your business and that you achieve a business benefit from your actions.

At BMC we use a seven step process for planning and checking our talent management assignments. The seven steps are:

- ▷ Clarify objectives
- ▷ Review current processes and practices
- ▷ Agree principles
- ▷ Design stage
- ▷ Delivery and skills training
- ▷ Talent development
- ▷ Evaluation



Boulden Management Consultants
trainingbydesign

Talent management

Clarify objectives

The first stage is to work with you to clarify the objectives of talent management in your organization. Do you want to:

- ▷ Attract top quality people
- ▷ Identify high potential staff
- ▷ Implement leadership development strategies
- ▷ Have more internal promotions
- ▷ Introduce robust succession planning
- ▷ Conduct a risk assessment of the potential problems caused by over reliance on a few key people

Review current processes and practices

The next stage is to conduct an inquiry around what is currently happening and identify other processes that need to be incorporated into a comprehensive talent management system while highlighting any gaps in the existing procedures.

Agree principles

It is our belief that before we start we agree some core principles for the process. We have a series of questions we take you through to help develop these.

Design stage

Within this stage, we can help you to design:

- ▷ A 'Talent Definition' for your organisation
- ▷ Identification process - people and roles (succession planning)
- ▷ Deployment and development of talent processes
- ▷ Review and action planning stages
- ▷ Data capturing forms
- ▷ Meeting agendas and scripts for feedback
- ▷ Communication plans so that all employees are aware of the process

Delivery and skills training

As well as designing a great process, we have found that the best way to ensure successful talent management is to train in the capability needed to implement it. We can help design and deliver training for both the HR and line manager communities.

Talent development

We have a range of management development modules, including a coaching course, that can be used to build a development framework for identified talent. We also have a number of coaches who can provide one to one coaching.

Evaluation

It is important to us that the work we do is successful. We can therefore work with you to create KPI's that can be evaluated.



Boulden Management Consultants
training by design

Example assignment

Designing and implementing a talent management system capable of identifying and retaining good quality employees

A major international accountancy firm had unsuccessfully attempted, in its many UK offices, to identify and manage talent. The impact of this was that good people were leaving after building up a reservoir of experience and taking their valuable skills with them. In addition internal candidates were filling only a small number of the most senior vacancies.

We were asked to work with them to help put in place a process that worked.

The first thing we did was to review the existing processes and definitions. We then engaged with some of the key stakeholders to identify the issues and gain an understanding of what a successful process would look like. From this, we developed a consistent definition of talent for the whole Firm and a clear process for identification and review of talent that fitted in with existing processes and timeframes.

The next challenge was to ensure a successful implementation. To help with this, we designed and ran workshops for the HR team to enhance their capability in this area and ensure they had the skills and knowledge needed to support the line with the process. Next, we ran workshops for the line managers to give them the knowledge to be able to accurately and consistently rate their people and a chance to use the tools before they went live. We also built in the opportunity to practice challenging each other's ratings and having evidence based discussions.

The process has now gone live and the first review is to take place at the end of the year.

The next step

If you would like to know more about how we can help you use Talent Management please contact us

- ▷ email: bmc@Boulden.net
- ▷ telephone: +44 (0)1788 565 760
- ▷ website: www.Boulden.net



Boulden Management Consultants
trainingbydesign