Welcome To Your:
Do OD Talent Management Workshop

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Our aims for today

Our aim is:

- To rapidly take you through a journey using our joint knowledge and expertise to better understand the overarching principles and importance of Talent Management (TM)
- Share best practice and practical tools with you to take away and try out back within your organisations
- Give you the opportunity to participate in action research exploring TM at NHS system level

Check in:
Is there anything else you wanted out of today?
Reminder – “Give and Get” From Today

<table>
<thead>
<tr>
<th>Give to you…</th>
<th>Get from you…</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Explore what ‘talent management’ is and what it involves doing (individual, organisation and system level)</td>
<td>The workshop is as much exploratory as it is information giving. From the workshop, we aim to <strong>identify all of your burning questions around talent management in the NHS.</strong></td>
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<tr>
<td>▪ Explore the practical ways of ‘doing talent management’ including different component parts and how they link, tools for assessment etc.</td>
<td>As well as exploring the answers with you during the session, our ambition is to take these questions out to wider national consultation with NHS stakeholders in an <strong>exploratory and appreciative enquiry approach, to understand what the NHS’s view on these areas are.</strong> (An example could be; your group will start to form a view on what talent management means to the NHS. Your group may then recommend that this could be worthy of wider national consultation going forwards).</td>
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<tr>
<td>▪ Identify (and begin to answer) key questions to help us to demystify talent management in the NHS.</td>
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<tr>
<td>▪ Take an opportunity to share case studies (NHS and private sector) and best practice on talent management approaches, including sharing some useful tools and toolkits available to you.</td>
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<td>▪ Help us in shaping the national, regional and local work moving forward.</td>
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**What is my role as an OD professional in talent management?**
<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda</th>
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<tbody>
<tr>
<td>10.00am</td>
<td><strong>Intro/networking</strong> doing icebreaker</td>
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</table>
| 10.30am      | **Session overview:** Intro to talent management / exploratory session / role of the OD professional in doing TM  
                 **Output:** Joint group perspectives, including identifying gaps we need to demystify TM for the NHS/OD professionals |
| 12.15-1.00   | Lunch / Networking                                                     |
| 1.00pm       | **Session overview:** Presentation from Academy on national resources;  
                 Showcase wider resources available; Discussion on OD leads best practice they can share  
                 **Output:** Identify any gaps/tools / support /development needed, and identify any local good practice to share |
| 1.30pm       | **Session overview:** Explore in an action research style approach “how do we/could we do talent management from a systems perspective” mapped to CIPD definition of talent management (i.e. recruit, retain, develop, deploy....)  
                 **Output:** This will give us some tangible outputs on current situation, future possibilities, and gaps we (i.e. OD practitioners in the NHS) can work on from a systems perspective |
| 2.30pm       | Close                                                                  |
Session 1: Exploring and Learning

Intro to talent management / exploratory session / share common tools / role of the OD professional in doing TM

Output:

Joint group perspectives and learning, including identifying gaps we need to demystify TM for the NHS/OD professionals
A personal story on TM
Exercise: What are we talking about?

In Groups:

- How would you define ‘talent’?
- How do you define ‘talent management’?
- What does talent management involve doing?
- What is your role as an OD practitioner in talent management?
“Talent Management is an inclusive, systematic and cyclical process encompassing the Attraction, Identification, Development, Deployment, Performance and Retention of individuals and groups who are of specific value to an organisation to help it meet short and long term business goals”
“Managing our NHS Talent means supporting these individuals who can make a positive difference to organisational performance and drive improvements in patient care. Importantly, Talent Management is not a standalone concept but works as a ‘HR ecosystem’ to support organisational objectives and workforce strategy in an integrated and strategic way, and we need to improve its perception and adoption by all our staff”
Wikipedia says:

“Talent management refers to the anticipation of required human capital by an organisation and setting a plan to meet those needs. It is the science of using strategic HR to improve business value and make it possible for companies and organisations to reach their goals. Everything that is done to recruit, retain, develop, reward and make people perform is part of Talent Management as well as strategic workforce planning. A talent management strategy needs to be linked to the business strategy to make sense.”
Exercise: What is the impact/benefits?

Group Work:

What are the benefits and impact of talent management?

Consider the following stakeholders:

- Individual
- Manager
- Team
- Organisation / Service
- Patient
### Example benefits

<table>
<thead>
<tr>
<th>Process Advantages</th>
<th>Internal Benefits: Tangible</th>
<th>Internal benefits: Intangible</th>
<th>External Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Better tracking of organisational talent to fill critical roles</td>
<td>▪ Availability of talent to deliver business strategy</td>
<td>▪ Facilitates ‘a focus on strategic capabilities and strategic jobs as the focal point of workforce management’</td>
<td>▪ Improved corporate reputation</td>
</tr>
<tr>
<td>▪ Difference in the cost of talent management against cost of recruitment</td>
<td>▪ Increase success in achieving project outcomes</td>
<td>▪ Facilitates the answer to the question; ‘What are the key strategic positions in our organization, and how should they be managed?’</td>
<td>▪ Improved patient care</td>
</tr>
<tr>
<td>▪ Better alignment of individual resource allocation against organisational objectives and KPI’s</td>
<td>▪ Improvements in productivity</td>
<td>▪ Better succession management to senior positions</td>
<td>▪ Improved external stakeholder relations</td>
</tr>
<tr>
<td>▪ Segmentation into talent pools for more efficient management</td>
<td>▪ Return on Investment in Talent (ROIT)</td>
<td>▪ Increased creativity and innovation to solve organisational challenges</td>
<td>▪ External talent seeking out working at your organisation due to its culture</td>
</tr>
<tr>
<td>▪ Allows talent management to be measured &quot;more granularly&quot;</td>
<td>▪ Availability of talent to deliver business strategy</td>
<td>▪ Increased diversity of staff / leadership group</td>
<td></td>
</tr>
</tbody>
</table>

**Internal Benefits: Tangible**

- Better tracking of organisational talent to fill critical roles
- Difference in the cost of talent management against cost of recruitment
- Better alignment of individual resource allocation against organisational objectives and KPI’s
- Segmentation into talent pools for more efficient management
- Allows talent management to be measured "more granularly"

**Internal benefits: Intangible**

- Increased employee satisfaction
- Increased diversity of staff / leadership group
- Facilitates ‘a focus on strategic capabilities and strategic jobs as the focal point of workforce management’
- Facilitates the answer to the question; ‘What are the key strategic positions in our organization, and how should they be managed?’
- Better succession management to senior positions
- Increased creativity and innovation to solve organisational challenges

**External Benefits**

- Improved corporate reputation
- Improved patient care
- Improved external stakeholder relations
- External talent seeking out working at your organisation due to its culture
People connect at “stations”

>Stations link...so you recognise any?

This creates your approach to TM...Now, how can it be improved?
Group Discussion:

- Who are the key stakeholders for talent management in the NHS?
- How do they link?
- What is their role / contribution?

- Local?
- Regional?
- National?
- International?
**The Box Grid**

**Rating Performance**
Performance of staff can be linked easily to performance appraisal. Are staff:
- **Exceeding** their objectives
- **Meeting** their objectives
- **Underperforming** their objectives

**Remember:** There is no one-size fits-all approach to talent mapping. This is one approach but others are suggested in the tool box which may be a better fit for your organisation.

**Rating Professional Potential**
Performance alone is not the only measure of Talent; it’s not just how we do things, but the way we achieve them. Therefore, assessing staff against professional potential may involve individual assessment against behaviours mapped to the organisation’s values. 360 degree feedback is useful to achieve this and can also be integrated into the appraisal process.

**Remember:** This rating is more complex and may need detailed discussions to agree your own approach.

“**Potential**” (to do what...)

<table>
<thead>
<tr>
<th>Organisational Descriptor</th>
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<th>Organisational Descriptor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceeding</td>
<td>Meeting</td>
<td>Underperforming</td>
</tr>
<tr>
<td>Define</td>
<td>Define</td>
<td>Define</td>
</tr>
</tbody>
</table>
The Box Grid – Example Generic 9 Box

**Specialist in Field**
- High Performance, Low Potential
  - Very competent in own field, potentially reached ‘expert’ stage of their potential
  - Far exceeds performance expectations
  - Potentially capable of assuming a new role within their specialist field
  - Acts as role model for organizational behaviours and values

- Emerging Potential
  - High Performance, Medium Potential
    - Far exceeds performance expectations
    - Capable of growing into a more complex role
    - Could advance to the next level
    - Very competent and flexible
    - Acts as role model for organizational behaviours and values

- Role Model – Top Talent
  - High Performance, High Potential
    - Far exceeds performance
    - High potential to grow into a role with broader responsibility
    - Could advance one level within 2 years
    - Highly competent in current role
    - Acts as role model for organizational behaviours and values

**Emerging Specialist**
- Medium Performance, Low Potential
  - Reliably meets performance expectations
  - Behaves in line with organisational values
  - Capable of assuming positions at the same level of complexity, competent in current role and specialist area

- Valued Core Contributor
  - Medium Performance, Medium Potential
    - Reliably meets performance expectations
    - Capable of growing into a more complex role in time
    - Behaves in line with organisational values
    - Competent in current role, but flexible into others
    - Core to the business, consistent performance results

- High Potential
  - Medium Performance, High Potential
    - Reliably meets performance expectations
    - Potential to grow into a role with much broader responsibilities at least one level
    - Behaves in line with organisational values
    - Competent in role and can flex into others
    - Core to the business, consistent performance results

**Possible Role Mismatch**
- Low Performance, Low Potential
  - Below performance expectations
  - Lacks competence in current role and displays behaviour not congruent with organisational values
  - No improvement displayed, leaving the organization may be appropriate

- Developing Contributor
  - Low Performance, Medium Potential
    - Below performance expectations
    - Inconsistent performance and still aligning behaviour to values
    - Lacks competence in current role
    - May still be new to position, and need some time to develop
    - Improved performance is necessary

- New to Role
  - Low Performance, High Potential
    - Understanding/adapting to a new role
    - Too early to assess performance
    - Understanding behaviours expected
    - Could take on greater responsibilities
    - Possible successful results once this person matures in their new role

**Performance**

- Exceeds expectations
- Meeting expectations
- Not yet meeting expectations

**Potential**

- Fits current role well
- Potential to move roles 1-3 years
- Potential to move roles now

(to advance career)
Using Talent Data

Visual example of how to aggregate and interrogate talent data using a 9 box grid
Succession Planning

- Why are they useful to you as a talent (service) manager?
- How would you begin populating them?

<table>
<thead>
<tr>
<th>Role</th>
<th>Person in Role</th>
<th>Emergency Cover</th>
<th>Ready Now (0-1 years)</th>
<th>Ready Soon (1-2 years)</th>
<th>Ready Later (2+ years)</th>
<th>Risk</th>
<th>Skills, Expertise, Culture person brings</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive</td>
<td>Name</td>
<td>Name, Name</td>
<td>Name</td>
<td>Name</td>
<td>Name, Name</td>
<td>Green</td>
<td>Person in role is high potential &amp; likely to move in 6 months – succession cover strong</td>
<td>Developing successors</td>
</tr>
<tr>
<td>Medical Director</td>
<td>Name</td>
<td>GAP</td>
<td>GAP</td>
<td>GAP</td>
<td>Name, Name</td>
<td>Red</td>
<td>Person in role likely to leave an no short-term succession cover</td>
<td>Considering external recruitment</td>
</tr>
<tr>
<td>Ward Manager (Area A)</td>
<td>Name</td>
<td>Name</td>
<td>Name</td>
<td>GAP</td>
<td>Name, Name, Name</td>
<td>Amber</td>
<td>Succession cover light, but person in role is not likely to leave in short-medium term</td>
<td>Developing successors</td>
</tr>
</tbody>
</table>
Exercise: Using Talent Data

Group Work:

Review the talent map for the team and try and build the succession plan for the key posts identified

- What does the talent data tell you?
- How does it inform your succession plan?
- What are the risks you identify and how do you mitigate?
- ......If you applied this in your organisation / team, how could it help you as an OD professional?
Review of Learning

- What are your **key learning points**?
- What are your **unanswered questions**?
- What could the **DoOD partnership help with next** in terms of talent management in the NHS?
Session 2: Existing Tools and Support

Presentation from Academy on national resources;
Showcase wider resources available;
Discussion on OD leads best practice they can share

Output:
Identify any gaps/tools/support/development needed, and identify any local good practice to share
Talent Management – Central to our business

NHS Leadership Academy Talent Management

- Attracting
- Developing
- Identifying
- Evolving in partnership
- Deploying

NHS Executive Search

Regional partners – LDP’s
Working in partnership to support effective TM across the NHS
Academy’s remit for TM

The Academy to be a national TM resource, working in partnership with our regional LDP’s and local organisations learning from and sharing good practice to evolve and enable effective implementation of TM across the NHS.

We are launching an online NHS Talent Management Hub which will include:

- A central ‘go to’ resource for NHS TM
- ‘What good looks like’ Talent & Potential Conversation guides
- TM evidence and research
- Learning from NHS organisations who have piloted our tools, case studies & videos
- Effective conversation videos to use locally (train the trainer)
- Effective conversations App!
- Links to talent management LDP leads regionally
- Talent Management community of learning
- Plus much more as the NHS evolves the Hub with us
NHS Leadership Academy TM Event

When: 15th July  9.30am – 4.00pm

Where: Academy Building Leeds

Purpose: The event will inspire and engage with those who have a responsibility to implement TM processes.

• Launch of the NHS TM Hub and App
• Talent & Maximising Potential Conversation Guides
• Key notes speaker from industry expert; Prof Paul Turner, Lubna Haq (Hay Group), Martin Jefkins, Head of talent and resourcing from Tesco.
• Range of informative workshops
• Opportunity to network and share existing TM practice & experiences

Book your place via:
http://nhstalentmanagementevent.eventbrite.co.uk
For further information contact:

Michelle Fitzgerald – Programme Lead Talent Management

Email: michelle.fitzgerald@leadershipacademy.nhs.uk

Tel: 07810 182152

Twitter: @Mfitzgerald_
Wider Existing Tools
Session 3: Action Research in System TM

Explore in an action research style approach:

“How do we (vs) could we do talent management in the NHS from across a systems perspective”

Mapped to CIPD definition of talent management (i.e. recruit, retain, develop, deploy....)

Output:

This will give us some tangible outputs on current situation, future possibilities, and gaps we (i.e. OD practitioners in the NHS) can work on from a systems perspective
"How do we (vs) could we do talent management in the NHS from across a systems perspective”

CIPD: “Talent Management is an inclusive, systematic and cyclical process encompassing the:

- Attraction
- Identification
- Development
- Deployment
- Performance
- Retention

...of individuals and groups who are of specific value to an organisation to help it meet short and long term business goals”

1: What does TM look like NOW across the NHS system, as a 1.3million workforce (15 min)

2: What could TM look like across the NHS system in the future if it was operating the best it could? (15 min)

3: The GAP - our challenge (10 min)