



*Talent Management* – what does this mean to you? If you equate it with succession planning you are limiting the potential benefits. If, however, *Talent Management* is defined as the process of ensuring your most critical activities are addressed by your most capable people, then a lot more can be achieved.

*Talent Management* requires a clear understanding of what capabilities an individual possesses and what drives them emotionally and materially.

This three circle model is an excellent framework for these discussions which can start with three simple questions about talent, passion and reward:

- “what am I good at?” (talents)
- “what do I believe?” (passions)
- “what do I need?” (rewards)

These questions can also be mirrored from an organisational perspective:

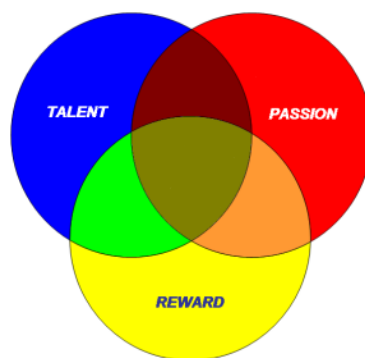
- “what talents do we need?”
- “what passions will be useful?”
- “what rewards can we offer?”

This differs from traditional succession planning in that it works with a dual focus on what the organisation needs and what its people need.

Individuals in roles which allow them to regularly exercise and develop their talents, in pursuit of a goal they are passionate about, in an environment which offers the right rewards, will always perform better than those for whom parts of this picture are missing.

Organisations can’t cater for all of an individual’s talents, passions or reward requirements, but the closer they get, the more exceptional the results.

*Talent management* is primarily about building organisations around people with the required capabilities. It is not about fitting pegs into holes; it’s more about building holes around pegs so that they are well supported!



The best way to establish, develop and maintain a successful *Talent Management* programme is to enlist the help of its participants and their sponsors. In other words, *Talent Management* is best done by helping the talent to manage itself. So, what does this mean?

- Organisations need to be clear about the talents and passions that are important for success, and what rewards they can offer
- Individuals need to be clear about their talents, passions, and the rewards they are seeking
- All stakeholders need to be committed to maintaining the right environment for success to flourish

The actions that can be taken to address each of these, enabling your *talent management* to become largely self-managing, should include:

Organisational Actions:

- Work out what your best people do which makes them exceptional, and why they work for you
- Analyse the key talents you rely upon and who has those talents

Individual Actions:

- Analyse what motivates you
- Actively seek out roles with the right mix of talents, passions and rewards for you

Stakeholder (environmental) Actions:

- Create helpful structures and processes
- Involve your talent in finding solutions to your talent issues
- Reward appropriately, for valuable contributions to success
- Provide light, essential support
- Stop leadership erecting barriers

With its wealth of talent management experience and its own coaching and development talents and passions, *PeakDepths* can help you benefit from establishing new talent frameworks.

*PeakDepths* can also help embed these new frameworks across as much of your organisation as possible, so that your talented people can be discovered, nurtured and supported at all levels (from the bottom to the top) and not just in the traditional middle layers.