



What is Talent Management and why is it important to Not-For- Profit Organizations?

Participant Guide and Resource Manual

Talent Management

Defined: Talent management (TM) is much more than the administrative practice of Human Resources - our definition of TM is,

"an integrated set of processes, programs, and cultural norms in an organization designed and implemented to attract, engage, develop, and retain the right talent for the right job at the right time."
(Sizner & Dowell)

Today's Business Leaders' Biggest Internal Concerns:

#1:

#2

#3:

What % of U.S. organization's have a formal, strategic, talent management plan?

Most organization's have a bunch of disparate HR activities
 That are outdated
 Mostly compliance focused

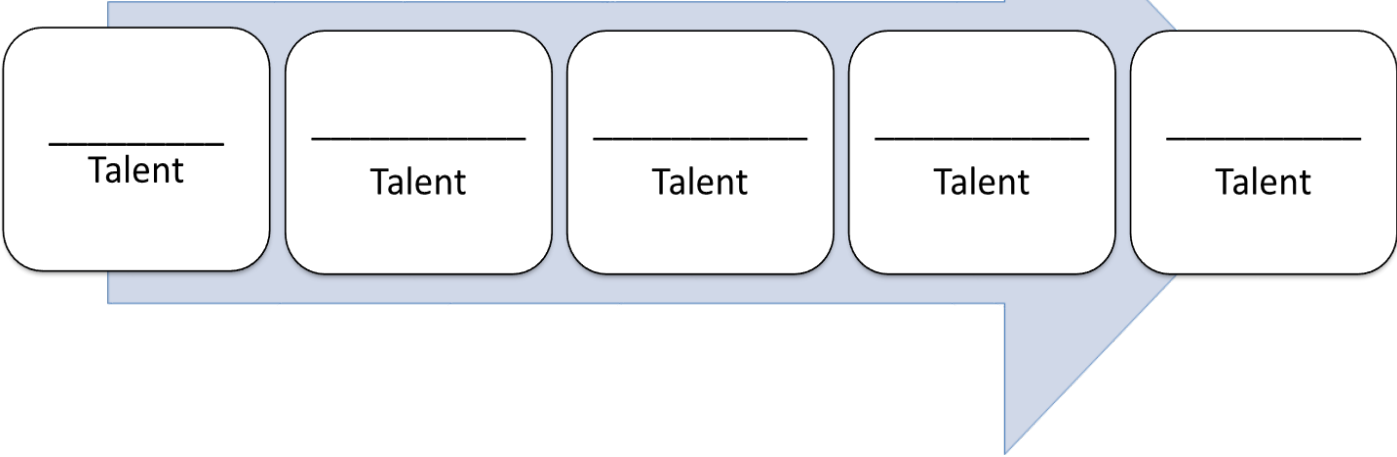
Reality: "Yesterday's talent practices won't hold up in tomorrow's business environment"
 (KornFerry, 2018)

Executives spend more time on managing people and making people decisions than on anything else – and they should. No other decisions are so long lasting in their consequences or so difficult to unmake. And yet, by and large, executives make poor promotion and staffing decisions. By all accounts their batting average is no better than .333: at most one-third of such decisions turn out right; one third are minimally effective; and one third are outright failures.

In no other area of management would we put up with such miserable performance.

Peter Drucker, HBR, July-August, 1985

A Talent Management Model



How Talent Management Drives Your Firm's Financial Performance

How Talent Management Becomes Strategic



Employee Value Proposition:

An employee value proposition (EVP) is what is offered by an employer in exchange for the productivity and performance of an employee. It includes the entire employee “experience” from their rewards and benefits, to the opportunity for career development and also the more intrinsic elements of management style, work environment and culture. Branding the EVP means how you interpret all these elements into an identity that links your employment brand to the corporate brand.

(Towers Watson, 2010)

FACTS

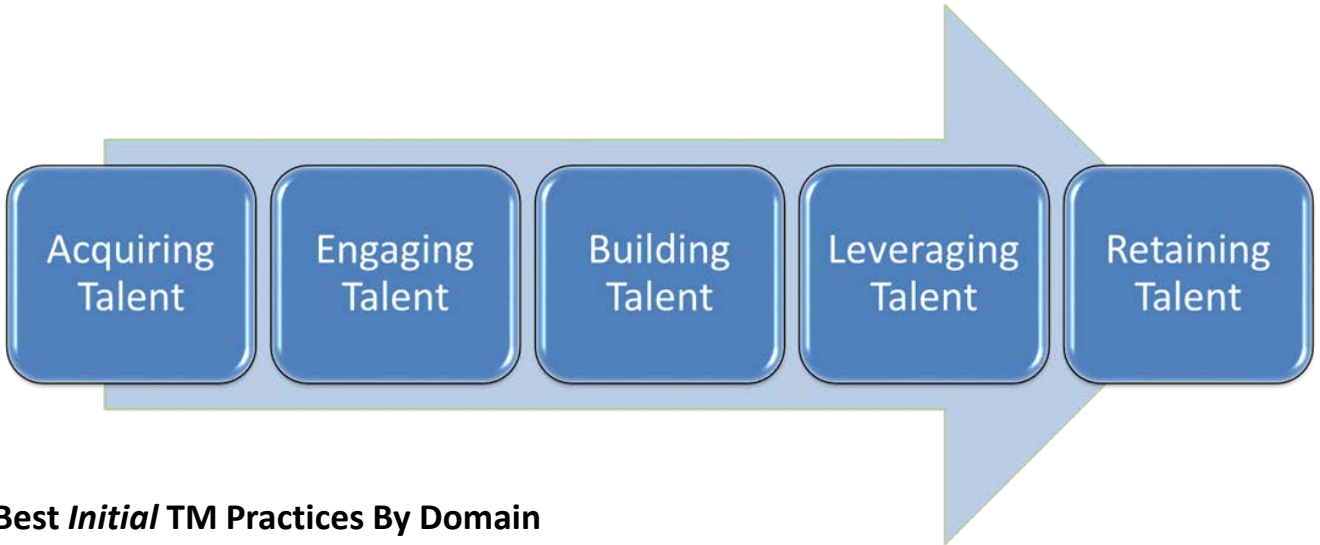
Employers recognize the importance of base pay, challenging work and career advancement opportunities in attracting employees to their firm.

Employers have not made the connection between employee well-being (e.g., flexible scheduling, time off) and an employee’s decision to join an organization.

Creating an employee value proposition – What is the value that your firm offers to potential and current employees and how does this value exceed the value proposition of others?

Process to use at your firm:

1. Data gathering - conduct an employee engagement survey and/or conduct employee focus groups to get an idea of the current sentiment and perception of your firm
2. Have a strategic discussion with executive leaders regarding the future state of the firm
3. Create EVP draft
4. Test drafted EVP with current staff and potential staff
5. Tweak and finalize EVP
6. Synthesize EVP with talent management plan



Best *Initial* TM Practices By Domain

Hire for talent and culture fit	Teach your managers to be leaders	Take your employees through a self-improvement process	Conduct an annual talent pipeline analysis	Conduct a talent management audit of your firm
ID your organization's selection pie	Identify the diversity of talent that exists within your business	Have all employees take a validated talent assessment	Bring in your own leadership development program	Conduct an annual employee engagement survey
Create talent job models	Conduct effective team building sessions	Provide everyone with expert feedback regarding their talents		Give the gift of feedback to all people leaders via a 360
Utilize talent-based job postings		Have all employees create an IDP		Conduct stay interviews
Select for talent and culture fit				

People who are a 'fit' between their motivational needs and the motivational tendencies of the job are 13 TIMES more engaged and willing to work harder (KornFerry, 2018)

ABOUT JEREMY WORTMAN, Ph.D.

jwortman@hrdinitiatives.com
www.hrdinitiatives.com
402.730.4569



Jeremy is a consultant, speaker and trainer with HRD Initiatives, a consulting firm since 2004.

Jeremy's expertise is within talent management and organizational development where he helps firms build and execute strategic plans regarding the people side of their business.

Prior to his work with the Accounting Profession, Jeremy worked at TD Ameritrade for 8 years as their Director of Organizational Development and Effectiveness and Business Psychologist.

His consulting expertise and services include key offerings such as:

- Talent management strategy planning
- Behavioral/talent/personality assessments
- Team building
- 360 Assessments
- Creating competency models
- Creating and facilitating leadership development programs
- Helping firms update their Mission statement
- Helping firms update, or identify, their core values
- Executive coaching
- Employee engagement surveys
- Identifying career paths for their employees
- Enhancing, or building, performance management/feedback systems
- Conflict management and resolution
- Reward and recognition strategies and programs
- Executive and employee on-boarding programs

He is a member of the American Psychological Association, the Society for Industrial and Organizational Psychology, and taught at the University of Nebraska from 1999 to 2016 as an adjunct professor.