

Leadership & Talent Institute

## Talent Management: Preparing for the future of work

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## Agenda

- Talent matters
- Even big firms struggle
- Thinking strategically about talent
- What talent want

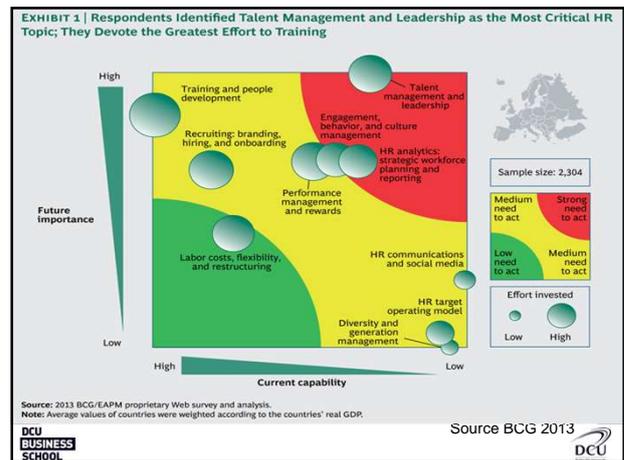
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## TM in Ireland

- 72% CEOs perceive availability of talent & skills as key threat to growth prospects
- Talent retention top priority (40% of HR leaders)
- 43% of org had formal and developed TM programme in place- significant increase (ROI?)
- Ability to manage talent one of top skills gap for HR function (29%)

PWC, Pulse Surveys, 2014-2016

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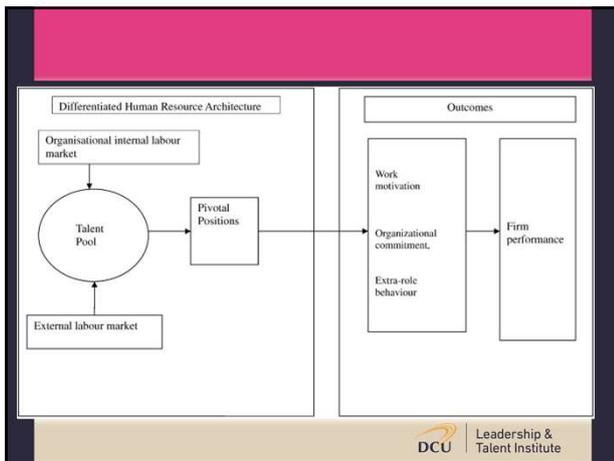


## HRM in SMEs in Ireland

- Informal
- Close relationships between managers and employees
- Expert Group on Future Skills Needs – "Distinctive weakness in sphere of HR"
- NCPP
  - Limited team working & employee development
  - More likely to have employee involvement

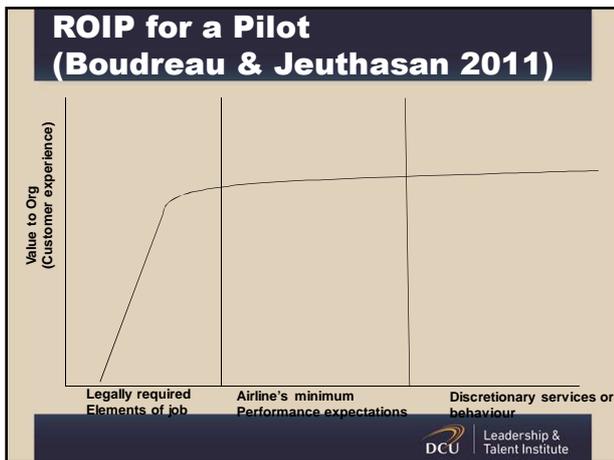
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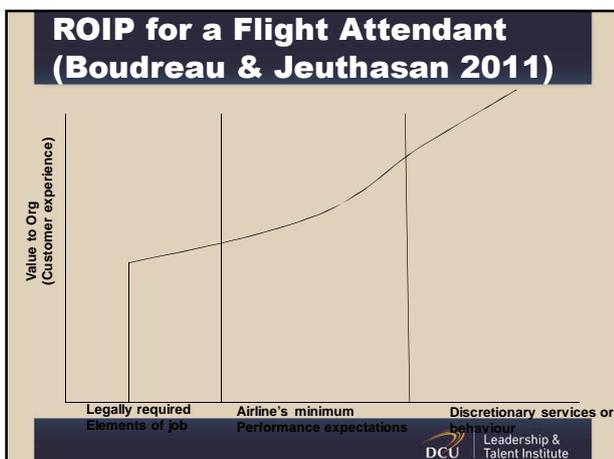
### Pivotal Talent Positions

- “disproportionate importance to a company’s ability to execute parts of its strategy &...the wide variability in the quality of work deployed by ees in these positions” (Huselid et al)
- Fundamental shift
  - Jobs traditionally differentiated in terms of inputs
  - New focus on potential outputs



### Extra role behaviour in practice

- [Rapping flight attendant](#)



### Developing a talent pool

- High potential and high performing incumbents which the org can draw upon to fill pivotal talent positions
- 2 key objectives
  - Leadership development & succession
  - Future skills needs
- Potential mismatch between ees and skills
  - Qualitative- skills required
  - Quantitative- too many- redundancies, too few inability to execute strategy

### Looking 3/5 years into the future

- How will your organisation look?
  - Scale
  - Products
  - Markets
- What are the implications for talent
  - KSAs, quantity, location?
  - Make or buy

### A differentiated HR architecture

- You don't 'need' a HR function to do HR
- Employer value proposition
  - Value based organisations
- Be ahead of the curve
- Importance of line managers
- Flexibility of smallness

### A sense of purpose



### Take aways

- HR matters
- There is no best way
- Key is having a strategy
- Understanding where value is added
- Target HR appropriately