



Transparent Talent Mobility Workshop

In the past, most organisations viewed succession management as the preparation of successors for executive/critical positions. However, various factors encouraged organisations to take a much broader view and build dynamic internal processes for moving talent from role to role at leadership, professional and operational levels. Josh Bersin from Bersin and Associates states in his blog on 26 March 2009 that today, and on into the future, an organization’s ultimate success is dependent on two things.

- First, how well do you hire, train, and align your people to execute on your strategy. Talent Management, as we define it, addresses this complex set of needs.
- The second, equally important problem, is the one of change. How well do people move from role to role (both up into leadership and across the organization) as business needs change? What happens when you go through a massive business downturn, restructuring, or migration into a new business? When you have a new business initiative, how do you really know who should move into the newly created positions? When you have a layoff, how do you decide who to let go? When a new leadership opportunity opens up, which of your leadership potentials should take the new role?

The talent mobility referred to in the second problem includes lateral movement, upward movement within a role, movement into leadership, movement into international or global assignments, movement into functional specialties, movement into developmental or exploratory assignments, and often movement from part-time to full-time or vice-versa.

High performing companies, what is called “enduring organisations,” have a complex and powerful set of processes which facilitate and enable such mobility to take place rapidly and effectively. This issue of “Talent Mobility” goes far beyond succession management: it speaks to your organization’s true “adapability,” represented by its ability to move people when business conditions change” (Josh Bersin’s blogpost, 26 March, 2009).

“Ultimately the whole topic of talent mobility plays a fundamental role in all aspects of talent management. It drives the way high potential leaders and technical specialists are managed, it drives the use of internal career management in the organization, and it sets the foundation for many of the conversations which take place about “how I get ahead” within the organization” (Josh Bersin’s blog, 20 January 2010).

Objective of workshop

The aim of this workshop is to provide delegates with information that could assist them in creating/improving transparent talent mobility within their organizations. Research by Bersin and Associates showed that talent mobility is influenced by a wide variety of important talent programmes, processes, strategies, and cultures. These include succession management, talent reviews, career ladders, career portals, developmental assignments, rotational assignments, stretch assignments, workforce planning, talent planning, talent segmentation, capability analysis, and even employee alumni programs. This workshop will focus on six main themes, namely:

- Background to Talent Mobility
- The pillars of Transparent Talent Mobility
- Leadership development initiatives that encourage transparent talent mobility
- Career development initiatives that encourage transparent talent mobility
- The need for transparency and how to achieve it in your talent management processes

Workshop Outline

Theme 1: Background to talent mobility

In this section of the workshop the following aspects will be discussed:

- The definition and components of talent mobility
- The environmental drivers for talent mobility
- Research with regards to talent mobility
- Talent segmentation and its importance for talent mobility
- Modern-day succession management
- Succession management versus talent mobility
- The role of technology in facilitating talent mobility
- Critical success factors in moving toward transparent talent mobility

Theme 2: The pillars of transparent talent mobility

In this section the following aspects will be discussed:

- Integrated Talent Management
- Uniform language about work
- Uniform language about work
- Talent and career conversations
- Organisation design

Theme 3: Leadership development initiatives that encourage transparent talent mobility

Talent mobility within the leadership segment depends heavily on development planning and its execution. “Without development plans in place, and capable leaders ready and able to execute those plans, the succession management process is only a list of names. Leadership development enables the development of leaders in order to be successful in their current roles, but also to fulfill the company’s succession plan” (Kim Lamoureux, Bersin and Associates, 2009). In this section the following aspects of leadership development will be discussed:

- Managing risks to leadership performance
- Creating a leadership development strategy
- An integrated approach to leadership development
- Crucible roles
- Rotation programmes

Theme 4: Career development initiatives that encourage transparent talent mobility

“The end of “normal” career paths and work patterns is upon us. Today a career is no longer a straight climb up the corporate ladder, but rather an undulating journey of climbs and lateral moves. The proverbial corporate ladder is evolving, right before our eyes, into a corporate lattice. In contrast to the more limited options provided by the corporate ladder, the corporate lattice makes it possible for employees to customize careers—to the benefit of both the individual and the company. The result is an adaptive model of career progression that offers employees career-long options for keeping their work and personal lives in sync and employers the long-term loyalty of their best and brightest talent” (www.deloitte.com).

In this section the following aspects will be discussed:

- The factors impacting career development in organizations today
- Alternative career development approaches
- Facilitated career planning

Theme 5: The need for transparency and how to achieve it in your talent management processes

The term “transparent” in the whole concept of talent mobility raises various questions, such as “what does transparency mean in this context?” and “what degree of transparency can our organisation deal with? Organisations are integrating a number of different approaches to transparency in human capital management. According to Merriam-Webster's dictionary, "transparency" denotes an individual or system that is "free from pretense or deceit and readily understood," And research from SUNY New Paltz (as communicated through the

ASTD Benchmarking Forum), found that "business areas, including accounting, ethics, and negotiations, further define transparency as the access to information regarding decision-making," and "the existence of policies and processes that are open and visible."

In this session the following aspects of transparency will be discussed:

- Different approaches to transparency in talent management
- Successor and high-potential communication
- The advantages and disadvantages of the various approaches to transparency
- How transparent should mobility be?

The concept of transparent talent mobility requires a new way of thinking about and managing talent. It requires managers to become more fluent and transparent when speaking about talent and it requires employees to become more actively engaged and candid about their career aspirations and development goals. Attendance of this workshop will provide delegates with some background on the concepts involved in facilitating transparent talent mobility in their organisations.

Who should attend?

Human Resources Managers
Human Resources Practitioners
Workforce Planners
Workforce Analysts
Talent Managers
Talent Management Professionals and Specialists
Succession Planners
Employee and leadership development professionals
Organisation Development Professionals
HR Business Partners
Leadership Development, Employee Engagement

Contact details

If you would like more information on this workshop, please contact Lydia Cillié- Schmidt at 0829906327 (lydiacs@yebo.co.za) or Elize van Wyk at 0829906328