

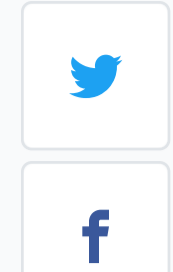
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Aug 29, 2018 **Issue #16: Talent Management is DOA? Not on my watch**

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**Elizabeth M. Lembke - Chief Talent Navigator (HR Consultant)**  
@elizabethlembke

"How you handle succession is how you run your business" Joseph Bower, Prof. of Bus. Administration, Harvard Business School.

Succession (used often interchangeably with Talent) Management has many different degrees of maturity. Some companies find themselves struggling along the continuum with *Replacement Planning* (role-by role as retirees go out) – *Succession Planning* (site-by-site for incumbents who could come next) – *Succession Management* (where do gaps exist in talent pools / how long will talent gaps take to fill). From these companies you hear statements like:

Talent Management is window-dressing - not business relevant.

*Pick-and-choose your Why's:* Stagnant talent pipelines, secret talent processes, more admin than results, not tied to the needs now, its an HR process, broad brushstroke programs only for goldfish, hardlined definitive 3-5-15 year plans, only the folks that a leader doesn't want to lose to his own business get served up, no one wants to move, no connection to current recruiting needs, there is no connection to long-range plans or people analytics, focus only Executive Leadership – not everyone wants to be a Plant Manager, only people who are mini-me copies of the current leaders have a chance, nebulous responsibility and accountability for actions and follow-up, our HRIS systems don't deliver what we need etc.

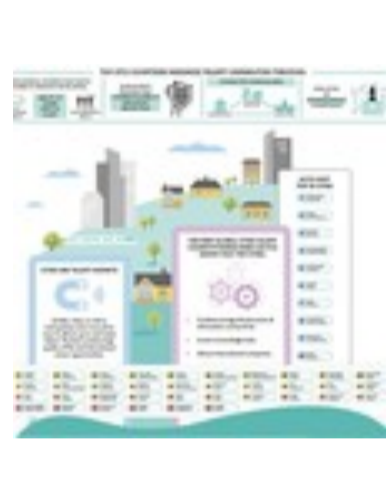
*Future of Work* discussions *thankfully* challenge the traditional Succession Management processes. Getting them to move away from secretive command-and-control processes to a more organic, enabling, and connecting processes integrated into delivering the talent needs, today and tomorrow. These changes are being led by Talent Management trends such as

- Clarity work around "why" and guiding principles to navigate Talent
- Understanding that Talent is everywhere (not only on your payroll)
- Talent Curving: integrated capability planning, Talent Acquisition, Inclusion, Development, Engagement and People Analytics
- HR Technology becoming more user-friendly and capable to deliver
- Democratization and transparency of Talent processes
- Broader focus on value: Expertise, social and leadership pipelines
- Individual talents being evaluated on "values fit and a culture add"
- Balanced focus on today's and future needs.
- Development is organic, tailored and meaningful
- Individual, personal experience of the Talents, who receive performance consultancy not management

How we as business leaders and HR, chose to respond to the trends will show the value in *Talent Futures* - and perspectives on "your career looks good here".

As a Talent Navigator, I say to Talent Crews around the world: "[Forward Ho](#)"!

**Develop talent, connect and shape the future of work: A call for responsible leaders | World Economic Forum**



"Responsive and responsible leaders in governments and businesses must act and collaborate to expedite change," writes Alain Dehaze.  
[www.weforum.org](http://www.weforum.org)

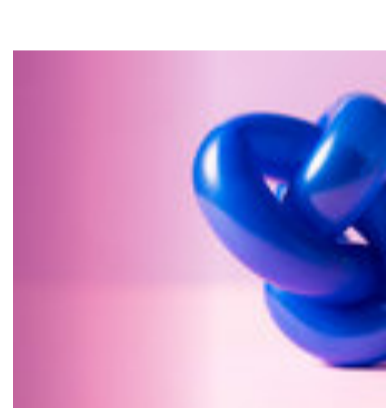
**8 Talent Management Trends for 2018 - Talent Management is changing**



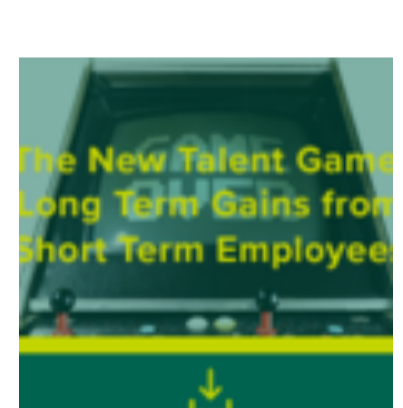
Talent management is changing. 8 new talent management trends for 2018, compiled by the trendwatchers of the HR Trend Institute.  
[hrtrendinstitute.com](http://hrtrendinstitute.com)

**New Paradigms around Talent Management**

**The New Rules of Talent Management**



Agile isn't just for tech anymore—it's transforming how organizations hire, develop, and manage their people. This package provides a guide to the transition.  
[hbr.org](http://hbr.org)



**Perspective: The New Talent Game**

What can you learn? As we look to shorter stints in organizations, intentional stints of highly flexible, challenging roles in teams, we also need to change the way we view those "short-term" players. KornFerry writes up a perspective builder as a game to help leaders think through the benefits, the

challenges and the opportunities. The new world of work is already through the door.  
[www.kornferry.com](http://www.kornferry.com)

**Why your talent-management strategy should link talent to value | McKinsey**

A successful talent-management strategy gets the best people into the most important roles, focusing on where the organization really creates value and how top talent contributes. Many succession planning sessions focus on the main leadership roles - plant manager and above - but often times neglect to look at the most critical in terms of positive impact to the business. One must pay attention to both - respectively per this article - to value.  
[www.mckinsey.com](http://www.mckinsey.com)

**Talent Management And The Customer Experience**



The most pressing issue in customer service and the customer experience today isn't chatbots or automation. It's talent management: the recruiting, selection, and nurturing of the employees who make the difference to the actual customers who pay a company's actual bills. Thinking of talents as important individuals shouldn't be novel - but this Forbes article helps drive the message home.  
[www.forbes.com](http://www.forbes.com)

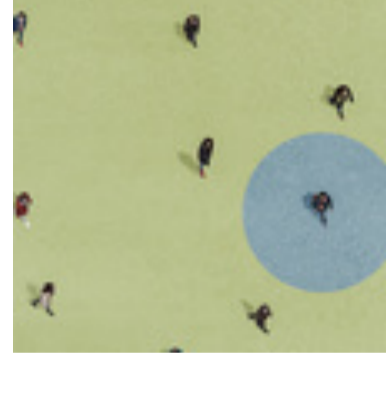


**Talent management: Eight golden rules to accelerate development | HRZone**

When you have great people, it's natural to want them to progress as quickly as possible - so what can HR do to help develop talent more quickly? Get outside of that comfort zone and into the magical learning zone. Hopefully these rules of development

are very familiar, but since the rule of 8 seems to be a common theme in this edition. *Here you go!*  
[www.hrzone.com](http://www.hrzone.com)

**Companies Can Address Talent Shortages by Partnering with Educators**



It's good for both businesses and future job seekers. As we move forward around looking at Talent capabilities needed locally, different routes for building up those capabilities are needed. This is a common trend that is getting traction: which is a win-win for all involved.  
[hbr.org](http://hbr.org)


**Question of the Week: How is Talent navigated in your organization?**

Looking forward to talking talent this week with my colleagues in now sunny Portugal! Hope you are all enjoying the final week of summer!

With that wishing you all smooth sailing and all my best regards,

Liz

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