

TALENT STRATEGY

what you need (and need to avoid)

IT'S NOT ABOUT WINNING

IT'S ABOUT PERFORMANCE

The Maverick

The righteous high achiever with no political sense or desire to fit

The Strategy Prince

The talent that is not willing to be involved in operations

The Bed Blocker

Someone who is not adding value in a role and who must move to allow other talent to be promoted

The Jerk

Real talent but that is difficult or dangerous

The Uncooperative Line Manager

Line managers who feel left out and block progress

BEWARE THE THREATS

KEEP PUSHING

It's all about the aggregation of marginal gains

GET THE CULTURE RIGHT

Purpose Driven, Performance oriented, Principles-led

COMMUNICATE EXCELLENCE EVERYWHERE

Leadership starts at the point of entry

MANAGE EXPECTATIONS AND DEMAND DELIVERY

ATTRACT

GET THE BALANCE RIGHT

Should be around 80% internal, 20% external

RESOURCE WITH THE BEST

If you want the best you have to pay for it

HAVE A DEAL FOR TALENT

You provide the opportunity to perform – they must be willing to

Get a reputation for good treatment

Talent is attracted to orgs they believe in

ADDRESS RETENTION EARLY

Engage and address it early

IDENTIFY

KNOW WHAT YOU NEED AND WHY

Different talent for different things

Specify scientifically - Use metrics and track performance

BE EXCLUSIVE

And identify early

ARE THEY REAL TALENT?

Do they pay the price of admission?

Do they go the extra mile? Do they deliver?

KNOW YOUR TALENT

Are they ready? Timing is key to confidence.

DEVELOP

SUPPORT THE WHOLE PERSON

with time, value and skills

LET TALENT LEARN FROM EACH OTHER

star players must be balanced with interchangeable talent

MIND THE GAP

Don't push talent too early, they need to be mentally prepared

Need to bridge the gap for new recruits

DON'T CHANGE LEADERS TOO OFTEN

Talent plays the way that suits the leader.

Inspiration but also continuity is key.