



## Talent Management

Talent Management is a broad term that encompasses much Human Resources activity including the attraction, identification, engagement, development and retention of talent. It is a strategic approach to build a high performance workforce. Many organisations consider it to be a key priority. Talent management can also include succession planning performance management and workforce planning.

Talent is usually defined as those individuals who can make a difference to the performance of an organisation through their current contribution or future potential. Some organisations take a narrow approach to the definition of talent (identifying and focusing on a small group of high performing individuals or those performing business critical roles). Others take a wider approach, considering everyone who works for them to have talent – this is known as the ‘whole workforce’ approach. In practice, there is often a blended approach; everyone will be considered to be talent but there might be dedicated programmes to support some key roles.

A talent management strategy should link to the overall organisational strategy and goals, and to be effective must align with all people related processes and activities across the organisation.

There are four main areas to talent management:

**Attracting talent.** This includes having effective recruitment selection methods that can attract high quality applicants. It will also include employer branding – how the organisation is positioned externally to those who may be interested in working for it.

**Developing talent:** This is about how staff learn and develop within the organisation for both current and future roles. It includes formal and informal learning and effective performance management and career conversations. Often also includes initiatives such as coaching and mentoring.

**Managing talent:** Encompassing management and leadership of talent and succession planning to identify and prepare future leaders. Many organisations will include leadership and management development in this area to ensure that leadership is as effective as possible.

**Tracking and evaluating talent:** Using qualitative and quantitative data to monitor talent (such as employee retention) or the return on investment in talent management activities. It also includes monitoring performance and potential of individuals.

Talent management is closely linked to employee engagement as effective attraction, development and management of talent, will be contributing factors to overall levels of employee engagement and the experience of working at a particular organisation.

### **The Role of the Manager in Talent Management**

Managers will be naturally involved in many aspects of talent management including recruitment, performance review, supporting learning and development and coaching and managing their teams. Whilst HR typically design and own the activities and processes around talent management, managers will be implementing them from day to day.