

IDENTIFYING AND ATTRACTING TALENT



CONTENTS

CONTENTS.....	2
LEARNING OBJECTIVES.....	3
FEATURED VIDEOS	3
FILM 1 – DEFINING TALENT.....	4
FILM 2 – ATTRACTING TALENT.....	5
FILM 3 - SELECTING TALENT.....	7
FILM 4 - ONBOARDING TALENT.....	8
GROUP EXERCISE.....	6

LEARNING OBJECTIVES

Talent management is about having the right people with the right skills at the right time and in the right place and is a core part of a manager's job. Getting this right ensures you have a highly engaged, motivated team, who will remain loyal and perform better. Focusing on talent management will also help you to retain staff for longer and reduce your reliance on recruitment.

You can't have one single approach for developing talent – you can't treat everyone the same when it comes to talent management. You must give people a tailored experience depending on where they are in their career journey.

When you don't develop people, you tend to lose your best talent because they have the choice and ability to find other opportunities that will happen. And with high employment and a scarce talent pool, it's easy for people to go elsewhere. If you don't do this, you'll lose them.

In this first part of our Talent Management course, the group will learn how to define, attract, select and onboard the best talent for your team.

LOOK – watch the videos and reflect on the content and message

THINK – activities and questions linking the videos to their own experience and workplace

REMEMBER – a summary of the key learning points

Each section relating to the videos will last around 15 minutes

PRACTISE – At the end of the series of videos there is a practical exercise which will bring the learnings together. Delegates should be encouraged to record any personal development actions on their Personal Action Plan sheet.

FEATURED VIDEOS

- Defining talent
- Attracting talent
- Selecting talent
- Onboarding talent

FILM 1 – DEFINING TALENT

LOOK (play video, 6 minutes)

Give the group some background before you show the film. Karin: Karin is the Office Manager and the Queen Bee. She is forever worried about attracting and retaining the team. Andy is her colleague and is a high performer who is critical to the smooth running of the team. Jane provides HR support and wise counsel to Karin. We are about to join them as news of a departing colleague breaks.

THINK (10 minutes discussion)

Ask the group to discuss the common mistakes that managers make and what can be done to fix them. Answers should include the following.

1. Not defining the role and researching the pay and benefits available in the market and losing potential candidates who often see this as a deciding factor between offers. A job description can help to define clearly what is needed from the role now and what will be needed in a few years' time.
2. Not spending enough time to decide what kind of applicants you want in terms of skill, experience, qualifications, and personality. Take your time and consider all aspects of the role carefully.
3. Going straight to an external talent search, rather than looking at the internal talent pool first. These risks demoralising and losing people as current employees will feel there aren't opportunities for progression. It also costs more money!
4. Unconscious bias – not paying enough attention to diversity when recruiting, hiring people based on what the previous person was like, or what you're like etc. Remember that the process of defining talent should embrace diversity, equality, and inclusion.
5. Not being more open minded, if necessary, when shortlisting. Consider unqualified candidates for junior roles and take experience at university into account. Consider more senior candidates who are looking for a better work/life balance. Consider someone in the business who has transferable skills but less direct experience.

REMEMBER

Remind the group that the key to defining the best talent is ensuring both a competency and cultural fit to the role and your organisation. When a vacancy occurs for an existing role or a new role has been defined, the search should ideally start with reviewing your internal talent pool, before looking externally. Think about how you might progress your current team members and develop their skills first. If that's not possible, don't forget the potential of former employees or being more open minded if needs be when shortlisting in a competitive market. The process should embrace diversity, equality, and inclusion.

- Always begin with an internal talent review to identify any transferrable skills; external recruitment should be the final option.
- Define the scope of the role you're recruiting for, both now and how it might develop in the future and compare the salary and benefits you're offering against the rest of the market.
- Be open minded about the potential to accommodate different generations in the workplace and use the selection process as an opportunity to review how diverse and inclusive your organisation currently is.

FILM 2 – ATTRACTING TALENT

LOOK (play video, 5 minutes)

Set the scene for the team before showing the video. Attracting talent is central to the role of a modern manager and not a job they can just delegate to HR or a recruitment agency/platform. Karin's approach needs some work!

THINK (10 minutes discussion)

Explain that in the recruitment market, the power is often now with the jobseeker – there's more choice, and the competition for talent is higher than ever. In addition, people are changing roles more frequently. People are leaving jobs because they've had a chance to reflect on what they really enjoy doing and want to do. Increased time at home and indoors has also made people reflect more on their lifestyle/work-life balance. Therefore, influencing where people choose to go comes down to how you choose to act in attracting new talent as a potential new boss. Common mistakes that managers make include:

1. Having a weak online presence.
2. Relying too heavily on HR or recruitment teams to attract talent.

Ask the group to think about the consequences of these mistakes and what can be done to fix them. Answers should cover these points.

Online presence

Hiring managers with a weak presence on platforms like LinkedIn and Twitter restrict how many potential candidates they are exposed to, particularly with younger demographics. A lack of online presence may put candidates off accepting the role when faced with other more proactive managers. Managers should use their social media presence as a way of selling their company and themselves. Connecting with potential candidates online is a highly effective recruitment method and a great way to build talent pools for future roles.

Relying on others

The best hiring managers will view attracting talent as a critical part of their role, not HR's role. Managers should be involved in making sure the job description is correct and the job advert is correct. If they are slow to react to responses from candidates or display a lack of company knowledge and ability to sell a narrative about what the company stands for and what it does, they can lose a candidate's interest.

Close the discussion by suggesting that hiring managers (as well as the organisation) need to build a brand that makes people want to come and work for them.

REMEMBER

- Attracting talent is an ongoing part of your role as a manager, so don't assume the HR team or recruitment function will take all the responsibility.
- Invest time and support into the job description and advertising the role to ensure you attract the most relevant candidates and respond quickly to questions and interest.
- Candidates will expect you to communicate your organisation's culture, values, specific benefits, and career progression opportunities you will offer with the role, so be prepared for this.
- Remember you're selling your company and yourself, both in person and online, so use your social media as a basis to create talent pools for future roles.

FILM 3 – SELECTING TALENT

LOOK (play video, 4 minutes)

Set the scene for the team before showing the video. The selection interview should deliver the best candidate experience possible, whilst allowing you to create an environment where you can assess whether a candidate is both technically capable and a good cultural fit. Invite the group to see how Karin approaches the selection interview and watch out for any mistakes.

THINK (10 minutes discussion)

First explain that the video is an exaggeration of reality! Ask them to list some of the common mistakes that managers might make during the selection process. These might include.

1. Not outlining the structure of the interview beforehand or making the candidate feel comfortable at the outset.
2. Allowing distractions during the interview, particularly online interviews.
3. Not understanding it is a two-way sales process and not bothering to sell the company, its values, or the role enough e.g., career progression.
4. Not asking the right kind of questions to help assess whether a candidate is both technically capable and a good cultural fit.
5. Taking too long to make a decision or provide an opportunity for feedback.
6. Taking notes without understanding that a candidate can ask to see them afterwards.

Ask if they have committed any of these mistakes or experienced them as a candidate? What actions do they think would help to fix these.

REMEMBER

Complete the discussion by suggesting that there is much more to learn about good interview technique – for example Behavioural Interviewing in the Video Arts collection. Remind them of the key messages at the end of the film.

- Always remember that recruitment is a two-way process, allowing both parties to get to know each other, so be punctual and switch off any potential distractions.
- Ensure documents are reviewed beforehand and be sure to outline the structure of the interview.
- Have at least two people on an interview panel to challenge individual bias or thought processes.
- Use a mixture of technical, situational, and behavioural questions to assess both a technical and cultural fit.

FILM 4 – ONBOARDING TALENT

LOOK (play video, 4 minutes)

Set the scene for the team before showing the video. In a competitive talent market, pre-boarding and onboarding is critical if you want to engage your new starters properly. Without this, you have an increased chance of losing people before they even start or in the first few months with you. See how Karin deals with Rachel joining the team.

THINK (10 minutes discussion)

Ask them to list some of the common mistakes that might be made when onboarding talent. These should include.

- Assume that once the contract is signed, everything's fine.
- Not assigning a 'buddy' or holding regular check-ins with the new starter.
- Leave all communication and interaction with the new starter with HR.
- On day 1, the new starter's desk isn't set up and they have no login details.
- Try to cram the 'induction' into a week and assume information will sink in.

Explain that onboarding should start from the moment the candidate signs the contract, not the day they start. During the time between signing the contract and starting the job, there is the highest risk of losing the talent to counter offers etc. Companies are also trying harder to convince people to stay when they hand in their notice. So, don't be complacent during the notice period because they will likely have multiple other offers trying to grab them, or even their current employer trying to make them stay.

Typically, month 1 should focus on pre-boarding/onboarding activities. During months 2 to 6, onboarding then turns into integration, which ensures the person becomes efficient and delivers high performance as quickly as possible. Actions you should take include.

- Have an induction plan geared towards performance and integration.
- Drip feed induction information over weeks and have a platform to support this.
- Provide fun and enjoyable pre-joining information to the new starter.
- Communicate regularly with the new starter and start to build a relationship.

REMEMBER

Remind the group of the key messages at the end of the film.

- Onboarding starts from the moment the contract is signed, not the day someone starts, so treat successful applicants like employees from that point.
- It is the hiring manager's job to take the lead in interacting and engaging with the new employee, not that of HR - you're the one who needs to build rapport.
- Consider ways to engage and integrate new starters and build relationships with the team before the start day if possible. And on day one, ensure that their workspace is set up and ready.
- Begin performance, feedback and development conversations during onboarding.
- Ensure onboarding covers both social integration as well as understanding systems and procedures.

GROUP EXERCISE

The objective of this exercise is to get the group to reinforce that Talent management means driving the performance and managing the talent in the team you already have, not just focusing on new starters.

The biggest mistakes that managers make are.

- Too much focus on recruitment and not enough on developing what you have.
- Too much focus on tasks, delivery, and deadlines rather than where the employee wants to progress to and what their career aspirations are.

So, it helps to address these 4 questions before you develop your talent strategy.

1. What are the potential new roles your business will need in the future?
2. What are the skills, strengths, and not to forget 'attitudes' you are likely to need from your future workforce to meet the requirements of these new roles?
3. How do you put the right plans and processes in place to identify, develop and nurture those skills internally?
4. If these skills can't be developed internally, what are the future talent and skills gaps you will need to fill.