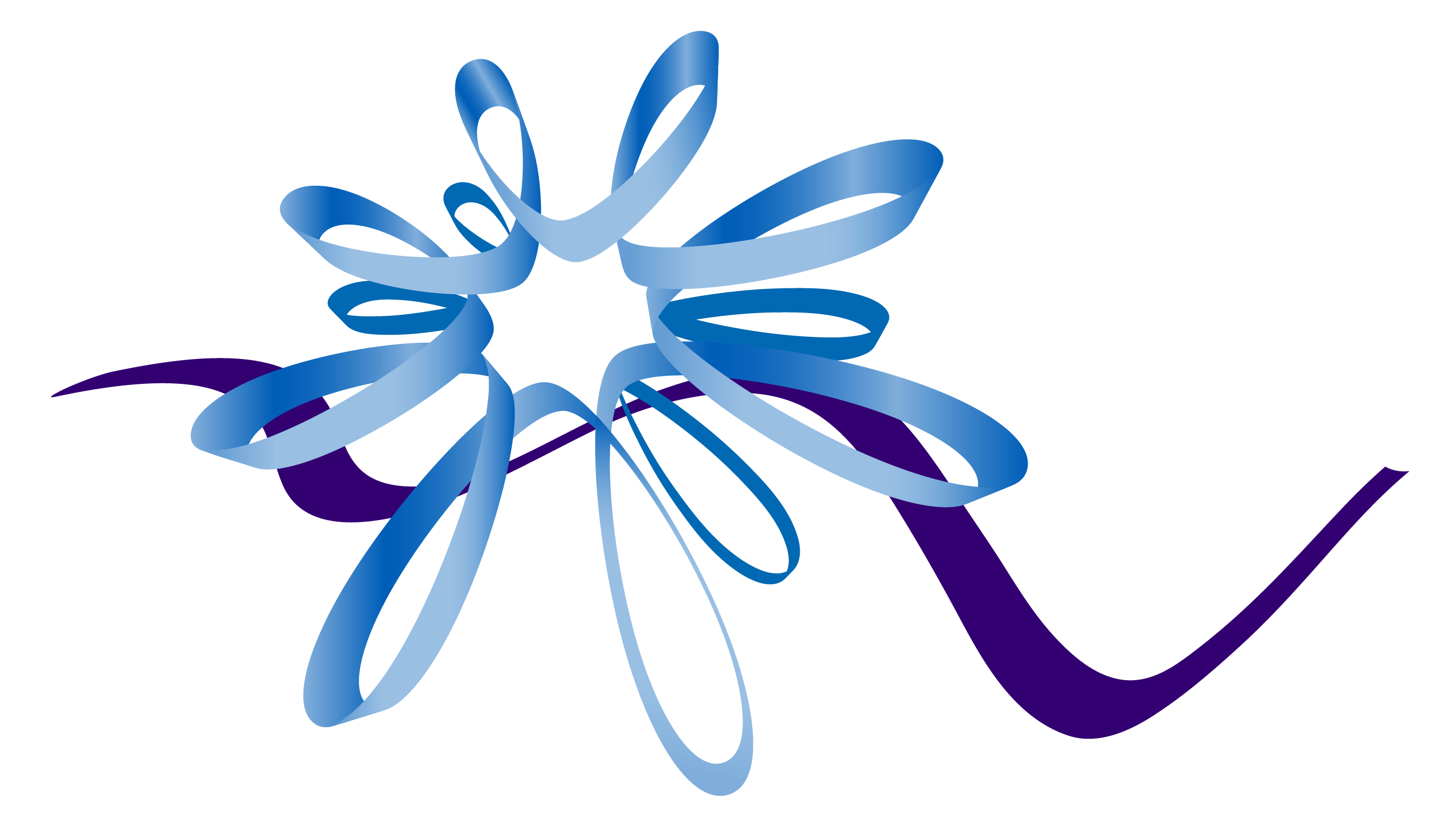


# Facilitator guidance:

# Talent management

# engagement slide pack

## For use with managers



www.leadershipacademy.nhs.uk

**Facilitator notes**

## Purpose

This slide pack has been designed to support organisations to engage managers at different levels within the organisation to have an in an initial conversation about talent management. Given the different perceptions and experiences people may have had, the purpose at this stage is to ensure everyone has a shared understanding.

When using these slides, it is best to position them as aids for a facilitated conversation or discussion rather than a presentation. This will help to ensure people can explore the elements that are most relevant to them whilst providing you with the insights into what will be needed to make this work for people locally.

Some other key considerations when using these slides:

* they have been designed to be used in their entirety, but you free to adapt as them for use within your organisation
* they are based on the assumption that you will be embedding a holistic and inclusive approach to talent management that is relevant to employees at all levels
* these are intended to be used as a starting point / initial conversation. Other materials exist within the toolkit for briefing staff and training managers in the skills needed to apply talent management.

## Timings

The facilitator notes are based upon a 2-hour conversation, but you are free to cut this back or extend it as you need. It will be difficult to have this conversation in less than 60 mins.

## Logistics

**Room layout –** whilst this can be facilitated with any size of group it will become harder to maintain the conversational element once the group size gets beyond 20 people. The optimum room layout is either cabaret style or a semi-circle of chairs. It also helps to have a room large enough that people can get up and walk about for some of the activities.

**Materials required –** 1 x flip chart; projector and screen; wall space for sticking up flips; laptop and remote; spare pens for participants; flip chart pens for group work.

## Facilitator guidelines

|  |  |
| --- | --- |
| Slide and timing | Notes |
| ***Introductions positioning and purpose***  **10 minutes** | **Slides 1** – ***Title page*:** Start by providing everyone with the opportunity to introduce themselves and share any expectations they have coming into this conversation.  Position the session as being a conversation and opportunity for everyone to get involved. Whilst you will be using slides, this conversation is as much about you hearing from others as it is for them to listen to you.  **Slide 2 – *Purpose of this session:***this slide will help you to position the aims of the conversation. The two overarching themes here are about forming a shared understanding of talent management and agreeing how it will work best for people within the organisation. |
| ***Developing a shared understanding of talent management***  **80 minutes** | This element of the session forms the bulk of the conversation. Through a combination of discussion points and slides it aims to help the group form a shared view and understanding of what talent management is and how it relates to them and their teams.  **Slide 3 – *Developing a shared understanding*:** Stick 5 sheets of flipchart paper around the room, each with a different question from the slide written at the top. Ask the group to get to their feet, take a pen and then write their thoughts and comments under each of the questions. If people agree with what others have written, they can put a tick rather than repeating the comment.  When people have finished writing, encourage them to stay on their feet and then move around the flip questions in turn (with you) to identify key themes.  **Slide 4 – *The principles of talent management*:** This positions the key elements of good practice / fundamentals of talent management. As you run through each of these, try to draw some links back to the points people made to the question on the previous slide. The key messages to emphasise here are:   * *A mind set as much as a process –* rather than a process or sequence of events talent management is also about mindset and the way in which we choose to understand each other. When implemented correctly talent management provides a clear lens that removes bias and prejudice, and enables us to understand and appreciate the talents that are unique to each individual. * *An objective, fair and precise way of understanding people –* many of the decisions we make about each other are based upon limited information and influenced by subjective views and opinions. Talent management provides a more scientific, evidence based and objective way of understanding people. * *Underpinned by your values and part of the wider employee lifecycle –* talent management cannot operate in isolation and needs to form part of the way in which the organisation attracts, recruits, appraises, develops and retains people at all levels. * *A way of measuring performance, potential, readiness and aspiration –* talent management concerns the relationship between 4 independent sets of variables i.e. performance, potential, readiness and aspiration.   **Slide 5 – *Potential outcomes and business case*:** following on from slide 4, this provides a more detailed breakdown of some of the many outcomes that talent management can provide for the organisation and its people. It may be helpful to draw links to the between this slide and the answers people gave to question 5 on slide 3.  This is also a good opportunity to emphasise the role that all aspects of talent management can play in promoting equality, diversity and inclusion within the organisation.  **Slide 6 – *A whole organisation approach*:** At this point and following the previous conversation you can explain to the group that you are going to show them a few slides in order to position some of the key elements of talent management in a bit more detail.  Slide 5 provides a high-level overview of how talent management can work across an entire organisation.   * The inverted pyramid on the left is illustrative of the range of roles and levels likely to exist within the organisation. * The circle in the middle summarises the 4 areas that talent management looks to explore and measure. The way in which this is applied will vary at different levels, although the key message is that regardless of level, everyone should have the opportunity to discuss their performance, potential, aspirations and readiness with their manager / a reviewer. You do not need to go into these quadrants in further detail as the next 3 slides will do this for you. * The outputs on the right-hand side describe the different ways that the data can be used i.e. at individual, service, strategic and system / regional levels. The key point to emphasise here is that each of the boxes in this column depend upon the quality of conversations between managers and their teams, without which the data will not be available.   At this point you can position to the group that you are going to go into further detail with each of the quadrants on the previous slide to ensure there is a shared understanding.  **Slide 7 – *Measuring performance*:** Before showing the slide, ask the group to describe what performance means to them and how it is measured. You may want to use this as an opportunity to emphasise the importance of behaviour as a key part of performance. Also, that the measurement and discussion of performance is likely to form the basis of most people’s current appraisal conversations.  **Slide 8 – *Measuring different types of potential*:** Start by asking people to describe what they think potential is. It is useful to position potential as a dynamic and changing concept and one that will vary for each of us throughout our lifetime. There are many ways to measure potential, one being to self-assess yourself against 4 types of agility as indicated on the slide. The extent to which these are exhibited at a given point in time gives an indication of motivation and readiness to make a career transition. *This measure of potential is available in the Review and Career Conversation tool within the toolkit.*  **Slide 10 – *Aspirations and readiness*:** provides a summary of what is meant by aspirations and readiness.  **Slide 11 – *The golden rules about performance, potential, aspirations and readiness*:** emphasises some overarching features that relate to all 4 of the quadrants. The main message here is that talent management requires people to keep an open mind and have having regular, honest conversations.  **Slide 11 – *Key enablers to delivery*:** provides a summary of some of the key elements that need to happen for talent management to work effectively at an organisational level and acts as a useful way to summarise this element of the session. |
| ***Making this work for us***  **20 minutes** | This element of the session encourages people to be open about how things would need to work in order for these principles to work for them. It is intended to raise their level of engagement at the start of the process and help to provide the information you need to ensure that the approach taken meets the needs of different staff groups.  **Slide 12 – *What needs to happen for this to work for you and your teams*:** Stick 4 sheets of flip chart paper to the walls around the room, each with a different question at the top. Then ask people to walk around the room and write comments under each of the questions.  Once completed, keep people on their feet and as a group move around the questions in turn. This information may well be of use at guiding your approach to implementing certain aspects of talent management within the organisation. |
| ***Next steps and questions***  **10 minutes** | **Slides 13 – 15 – *Recommended next steps*:** Having reached this point (and depending upon what the organisation currently has in place) it will be helpful to explain to people what happens next. Depending upon your talent maturity as an organisation you can use these 3 slides to give an indication of where the organisation is currently, the next steps, and likely timescales.  Slide 13 provides an overview of the key steps involved to fully embed talent management throughout the organisation.  Slides 14 and 15 give an indication of the activities involved, many of which are supported by the talent management toolkit. These two slides are useful for illustrative purposes and to give a sense of what is involved. You are not advised to run through this level of detail with the group.  **Slide 16 – *Any questions*:** Finally, ensure that if people have any additional questions, they have an opportunity to ask these either within the group or to you on a one-to-one afterwards. |