

# Is there an Elephant in the Boardroom? Addressing the Human Capital Risk

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**Just remember though, if you can't change the people, you can always change the people.....**

# Talent management questions and challenges

- Do you know what your Talent profile and “bench strength” is like at each level of the organisation?
- How often does your Board or Executive Committee actually discuss Talent and to what depth?
- Is your Talent agenda linked to other strategic HR/workforce issues for your business?
- Where does ownership for the Talent Agenda come from within your organisation?
- How are diversity and inclusion addressed through your talent framework and approach?
- Is your approach to Talent Management exclusive or inclusive?

# Board room responses to Talent Management: different matrix – same outcomes?

Long-term Performance ↑	4	High Professional	7	High Professional Plus	9	Consistent Star
	Expert Talent		Versatile Talent		Prime Talent	
	2	Solid Professional	5	Key Performer	8	Future Star
Accomplished Talent		Valued Talent		Rising Talent		
1	Lower Performer	3	Inconsistent Performer	6	Diamond in the Rough	
Mismatched Talent		Unconfirmed Talent		Budding Talent		
Potential →						

↑ Probability

Low	Medium	High
Low	Medium	Medium
Low	Low	Low

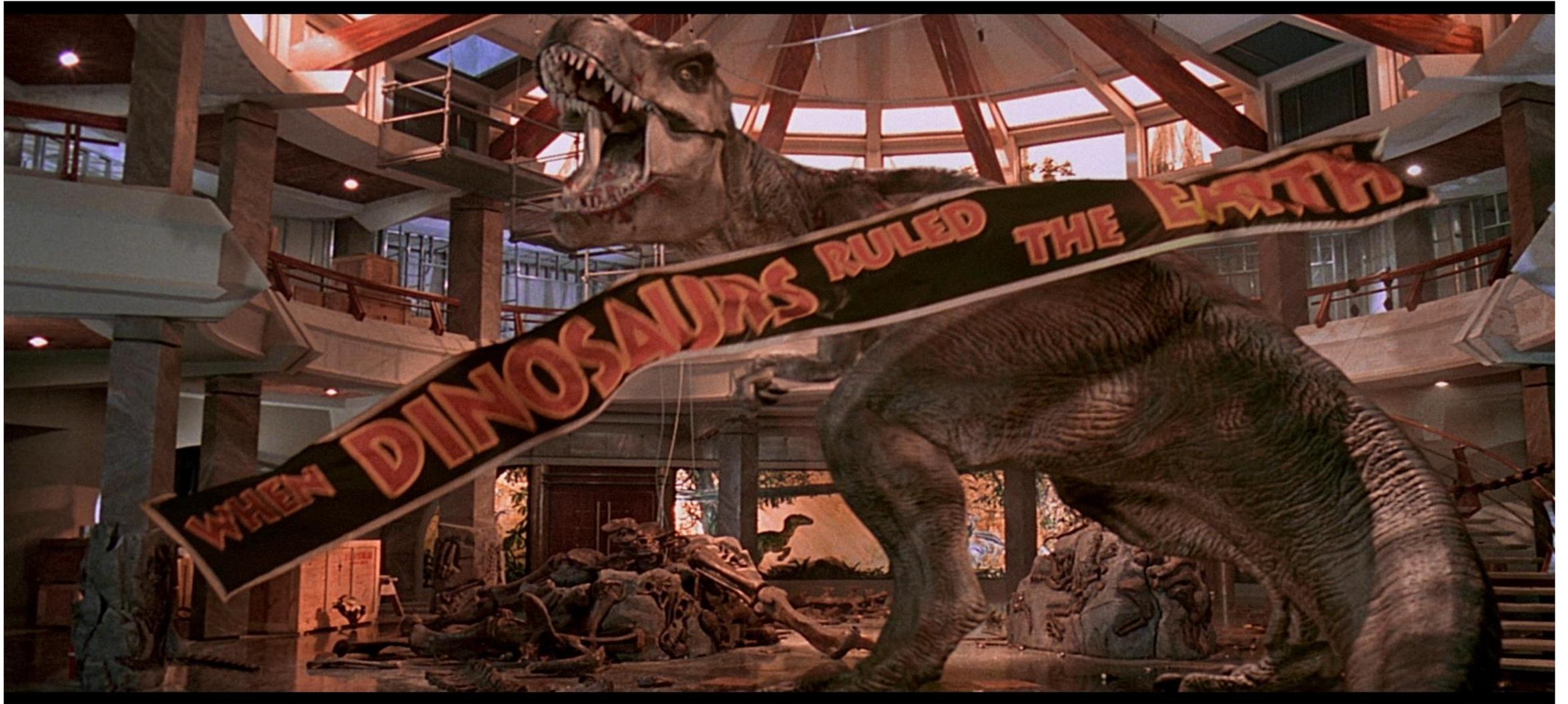
→ Impact



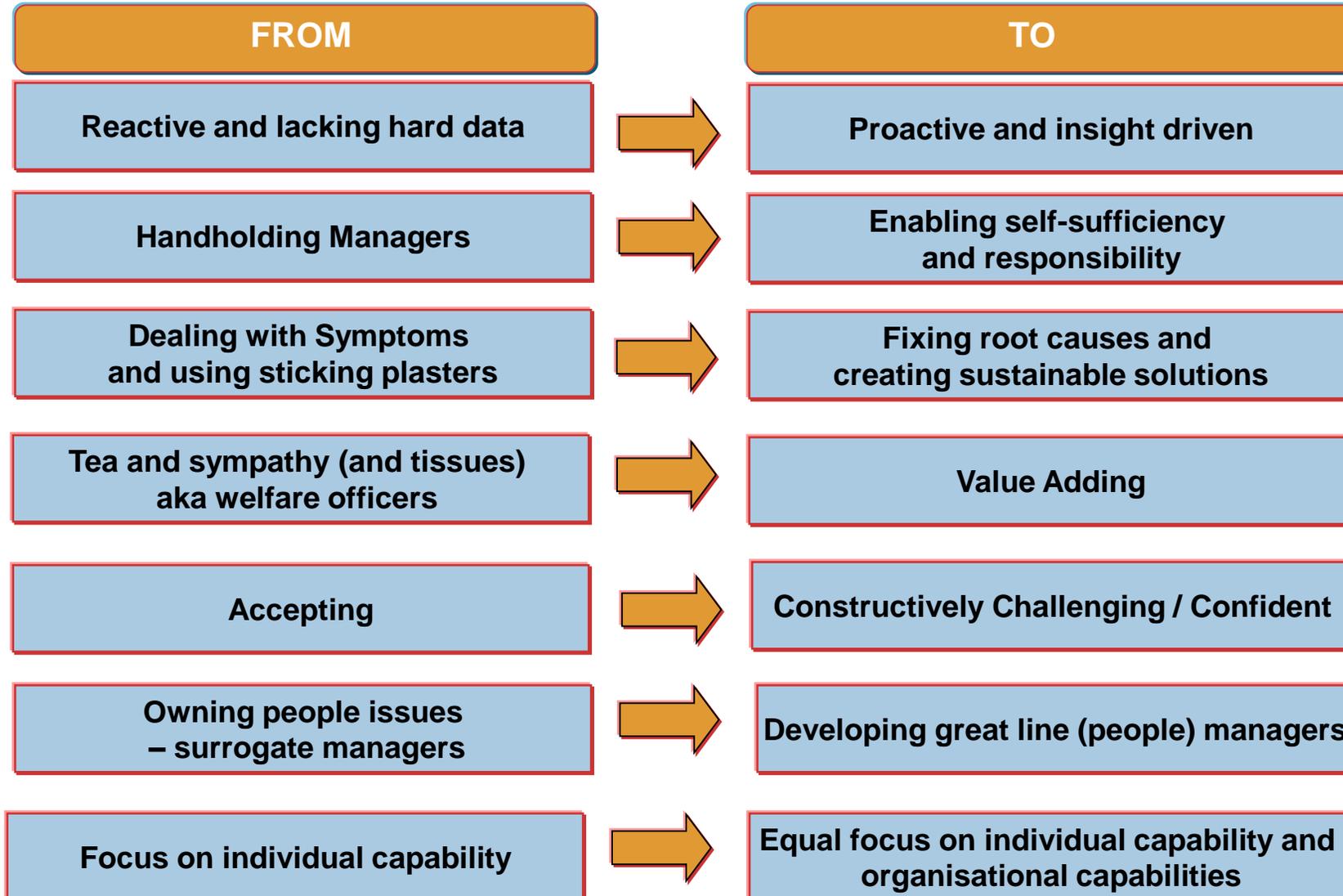
# Put yourself in the shoes of your potential talent: Why do people not want to work for you?

- Do you promote yourself as an employer of choice and a deliverer of good quality services/products – i.e. do you really manage your reputation?
- Do your existing employees speak highly about your organisation and the services it delivers?
- Do you offer a suitable reward package?
- Do you support career development?
- Do you keep your employees well informed?
- Do you have a positive organisational culture?

# Organisations get the HR function they deserve.....



# Changing the role of the HR function to enable talent



# The role for HR?

- Being part of the debate on the shape and future of the organisation and the talent and skills needed.
- Ensuring that investment in talent management remains high on the agenda.
- Understand the market(s) within which your organisation operates and offer quality advice to hiring managers, this shouldn't just be about labour markets however.
- Make sure supporting policies and processes are slick, fast and have clear 'hand off' points to line managers.
- Focus on creating a positive employer brand and backing this up with a strong employee value proposition that runs through the whole employment lifecycle.
- HR needs to role model good Talent Management approaches within its own operations.

# Conclusion

Talent risk is business risk.

