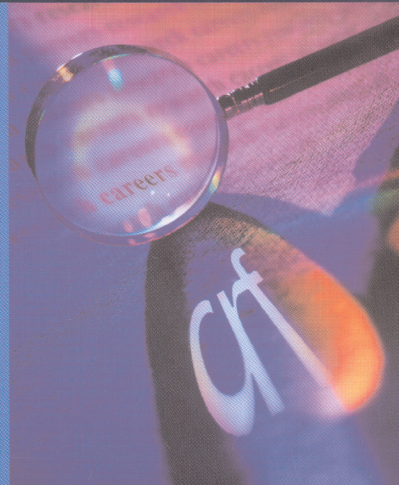


Post-Meeting Notes  
Effective Talent  
Management



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# Post-Meeting Notes

## Effective Talent Management

### 22 October 2003

#### PRESENTERS

Mike Haffenden, Director, CRF  
Steve McMillen and David Robertson, Hillenbrand  
Industries  
Catriona Mackie and Simon Linares, Diageo  
Katie Humphris, Barclays

These notes are based on the CRF meeting, notes  
provided by Roger Bellis, co-author of *Effective  
Talent Management*, and the report itself, with  
additional compilation and editing by Chris Ashton  
and Andrew Lambert.

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# What Companies Are Doing

## Hillenbrand Industries: Talent Differentiators

Indiana-based Hillenbrand Industries Inc is a \$2.2 billion public holding company for three businesses in healthcare, funeral products/services and insurance services. The group has over 10,000 employees worldwide. Its mission is to deliver targets for shareholder value, revenues and profits through a three-pronged strategy – business portfolio management, business growth and leadership talent. This talent focus began four years ago for four groups of top talent.

- Executive management teams (EMT)/VPs in each business.
- 'Mission critical' positions – profit and loss responsibilities and accountability for strategic initiatives, for instance.
- Senior managers.
- High potential successors to these groups.

Three differentiators of Hillenbrand's TM efforts stand out – integrating talent with business strategy, leading TM and building talent processes to accelerate how this talent is recruited, selected, retained and deployed for strategic effect. "Talent management must be fundamentally integrated with business needs and results, and its pace should match business demand," explains David Robertson, VP administration. He stresses that any business discussion or planning must feature four talent questions.

- What is our **talent demand**?
- What is our **talent supply**?
- Where are our **talent groups**?
- What **talent actions** do we need to take?

Hillenbrand's Leadership Talent Review process is integrated with the Strategic Management Process. So, in parallel with strategic situation assessments, talent capacity/inventory is assessed, while talent planning/action always ties to business planning. Also, EMT meetings review talent metrics and progress for the TM agenda. In fact, senior executive commitment to TM is crucial in all three enterprises.

"The senior leader role is to drive talent management and establish accountability for talent right through the organisation," says Ken Camp, CEO of Batesville Casket Company, one of Hillenbrand's businesses.

*Useful ...*

### Sun Microsystems: Talent Metrics

Talent metrics that drive talent management include:

- Most frequently named strengths and weaknesses
- Executive (talent) experiences encountered most, and lacked most
- Trend information on turnover/diversity
- Skill gap areas for the future
- Current talent bench strength and future projections

### First Data Corporation: Talent Tools

Specially designed talent tools devised and implemented over the last 18 months include:

- Profiling talented individuals by background; succession readiness ratings, potential, performance, development strengths/actions in progress, international experience and career aspirations
- Developing 'talent at risk' tools based on potential derailers and defection triggers for top talent. These assess individual and organisational risk, and the projected cost to the business

### Ernst & Young: Talent Managers

Under a new national structure for talent, 12 talent manager positions – the 'talent doers' – have been created for each UK region. Typically, they have five capabilities:

- Expert coaching, counselling, advising and planning skills
- Strong relationship building and management among talent pools and business/service line leaders
- Influencing skills, persuasiveness and perseverance
- Creative capabilities in programme innovation/design
- Political skills to balance corporate/regional priorities

Source: *Effective Talent Management*, CRF, October 2003

*... Practices*

Apart from EMT meetings, he is personally involved in talent discussions, reviews, deployment and successors with peers, the VP HR and talented individuals themselves. "I assume the role of chief talent officer for BCC."

Hillenbrand also seeks to differentiate its talent work at process levels. Assessment, recruiting, performance and development are integrated into a balanced Talent Development System which is aligned with the Leadership Talent Review and strategic management processes. Some examples of good practice include the following.

- A rethought performance management process called Accelerated Performance Excellence which has improved the management of talent.
- Executive on-boarding and new manager assimilation which aims to get them fully productive in less than 100 days.
- Peak Performance Center, an intensive behavioural development workshop for executives including 'strategic coaching'.
- Much cross-company movement for high potentials through rotational assignments on business initiatives.

"We are now working on understanding better the dynamics of work relationships among top talent to improve the effectiveness of how leaders lead and manage their own talent," explains Steve McMillen, VP executive leadership development and performance improvement. "The goal is to optimise peak performance which sustains the momentum of talent management."