

# Conversations That Count...Integrated Talent Management

Carol Hondonga  
Recruitment and Talent Manager – Africa  
Rio Tinto

# What is Talent Management?

- In the new economy, companies are competing in a global labour market for the best available talent.
- Branding your company as an employer of key talent and offering a great working experience is as important as delighting your customer.
- Talent Management is an active management system used to : -
  - Identify
  - Capture
  - Utilise
  - Develop
  - Grow and nurture the talent of employees

# Traditional Talent Management Process

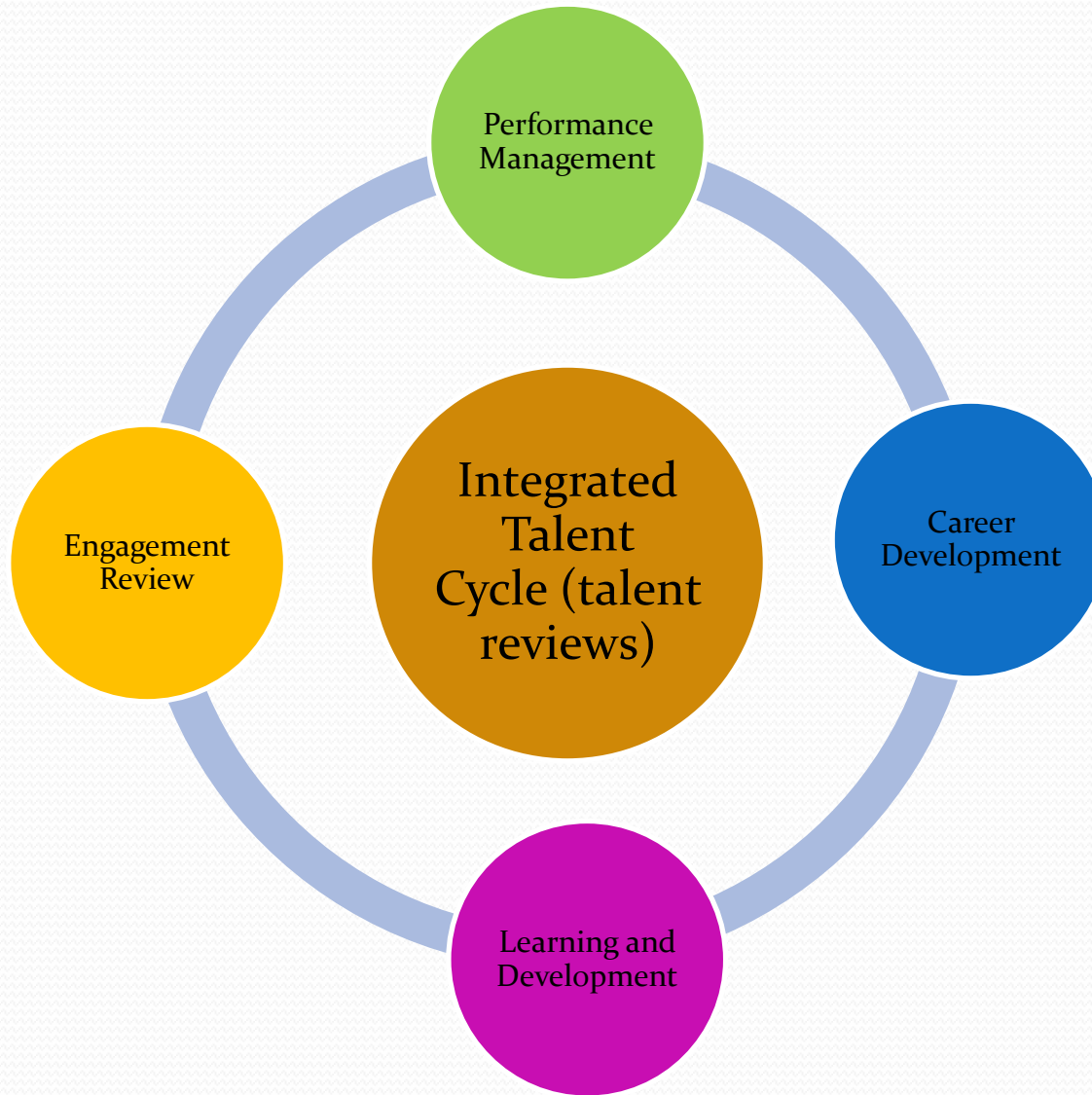
Acquire

Deploy

Develop

Retain

# Conversations that count



# Integrated Talent Management

Aim is to :

- improve organisational effectiveness through creating alignment between employee objectives and organisational strategies
- engage employees through regular two-way communication on their performance, development and career aspirations
- implement a consistent, transparent and balanced approach to measure, recognise and reward employee performance
- build employee capability through aligning development decisions with business and employee needs
- improve organisational efficiency through a common talent sourcing, performance and development system.

# Performance Management

- Set up an objective setting meeting
- Understand the rules of the game
- Ongoing performance coaching
- Interim review
- Final review
- Link to reward

# Performance Management

## When we get it right 😊

- Employee understands results and behaviours required
- Engage and energise people to reach clear goals
- No micro-managing
- Boost results and create place where talented people want to work

## When we get it wrong ✖

- Lose talented people
- Tolerate average and weak performance
- Only talk to people on a reactive basis
- Employees feel manager does not care

# Career Development

- What matters to me
- My strengths
- Am I kidding myself?
- My career options
- Next steps and action planning

# Career Development

## When we get it right 😊

- Employee has realistic expectations and no surprises
- Employee feels engaged by career
- Positions filled easily as people are ready for extra responsibility

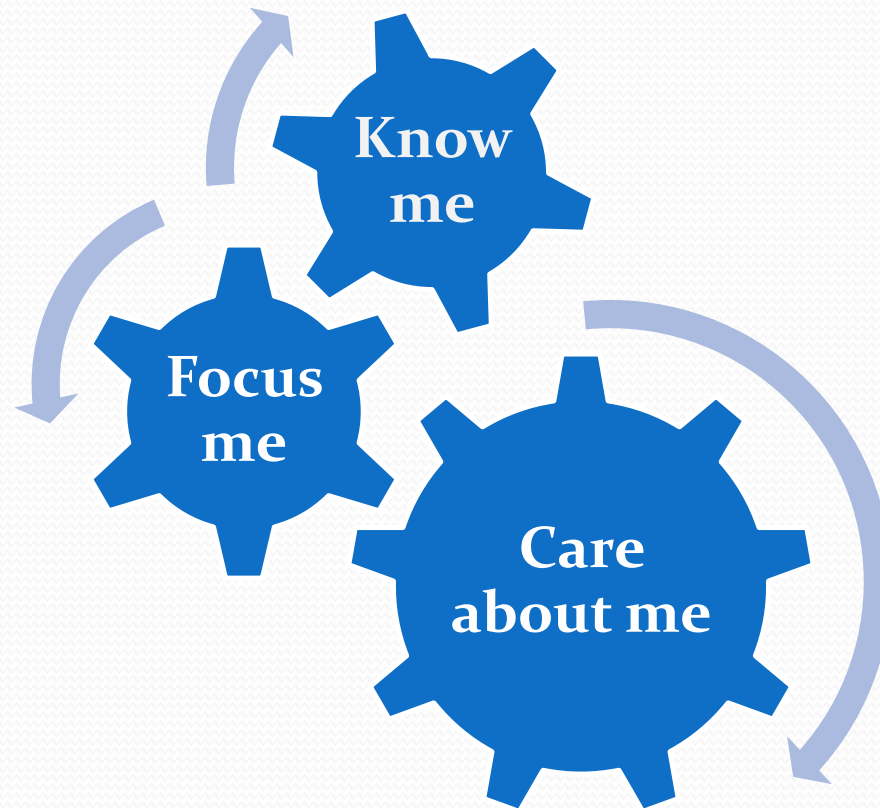
## When we get it wrong ✖

- Employee does not know where they are going
- Don't deliver great results because work seems aimless
- Prevent people from moving on as it is “inconvenient”
- Fill roles externally

# Learning and Development

- Development required in current role and then target next role
- Understand leaning styles
- Several Learning options
- Link to engagement, performance, reward

# Engagement Review



# Talent Management Imperatives

- Embrace a talent mindset
- Create a winning EVP
- Rebuild talent sourcing strategies
- Weave development into the organisation
- Differentiate performance of your people