

The background of the slide features a hand in the lower right corner placing a white puzzle piece into a larger assembly of other white puzzle pieces. The puzzle pieces are set against a blue sky with light clouds. The overall image is overlaid with a semi-transparent green band that contains the title and author information.

# Strategy execution through talent management

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# What I think you're interested in.....

- ✓ Solving significant organisational challenges emerging from an increasingly complex landscape
- ✓ My observations of practice, rather than theory
- ✓ Talking about executing using existing talent, not through acquisition



## What I'm not.....

- ✗ A talent management researcher or organisational psychologist
- ✗ A management theorist

# The central proposition for talent management.....

A yellow sticky note is tilted and placed on a white background. The text on the note is written in red, cursive-style font. The text reads: "Strategy or policy execution can only be realised through effective talent management".

Strategy or policy  
execution can only  
be realised through  
effective talent  
management

# Three challenges for organisations:

## Challenge 1

Talent Mgt is disconnected from strategy/policy development

## Challenge 3

The way we deploy talent is not linked to strategy/policy

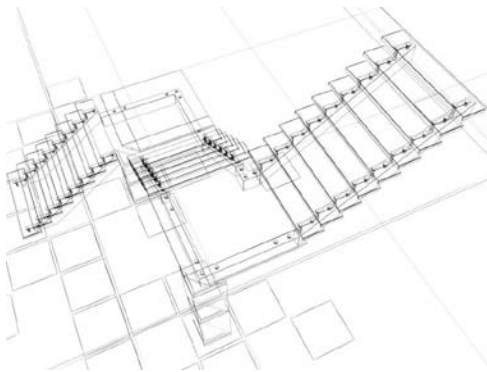
## Challenge 2

The way we build capability is not linked with strategy/policy

# Challenge 1

## Challenge

Talent Mgt is disconnected from strategy /policy development



## Proposition

Create people systems, processes and behaviours that intertwine around your business



- ✓ Define talent by articulating the outcomes you seek
- ✓ Performance frameworks with KPIs that connect to the talent agenda
- ✓ Complex, meaningful problems become the talent curriculum

- 
- ✗ Generic stand-alone solutions without connection to strategy
  - ✗ Over emphasise the discipline and practice of talent management
  - ✗ Talent practices are disconnected from business planning and strategy/policy formation

# Challenge 2

## Challenge

The way we build capability is not linked with strategy/policy



## Proposition

Ensure personal development is about solving the big problems in your organisation



- Leader led development solutions - but not about hierarchy
- Complex, problem orientated learning environments
- Successful capability building is aimed solely at achieving organisational impact

- 
- Deferred development mandate to HR
  - Entertainment or "Guru" based leadership development
  - Overemphasis on leader assessment and classroom learning

# Challenge 3

## Challenge

The way we deploy talent is not linked to strategy/policy



## Proposition

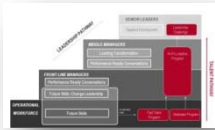
Get the most talented people doing the most important things



- Identify the problems that need fixing and funnel talent towards them
  - Understand career experiences required for successful leadership and rotate talent through such functions/projects.
- 

- Non deployment mentality keeping talent at bay
- Protective and territorial mindset to talent

# People, capabilities and culture @ Post



Future Leaders & Future Skills



Safety



Strategy development and action plans



Business operational excellence



Embedding our Cultural Pillars



Hire to retire

Measuring our progress along the way, rewarding successful outcomes and managing consequences

# Three Parting Questions?

Can you name the problems in your organisation?

Can you name the capabilities and related people intrinsic to the solution?

Can you architect an environment that facilitates this approach to talent development?



# Presentation On A Page

Strategy or policy execution can only be realised through effective talent management

**Challenge 1**  
Talent Mgt is disconnected from strategy/policy development



**Proposition 1**

Create people systems, processes and behaviours that intertwine around your business

**Challenge 2**

The way we build capability is not linked with strategy/policy



**Proposition 2**

Ensure personal development is about solving the big problems in your organisation

**Challenge 3**

The way we deploy talent is not linked to strategy/policy



**Proposition 3**

Get the most talented people doing the most important things

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- ✓ Identify the problems that need fixing and funnel talent towards them
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- ✗ Protective and territorial mindset to talent

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- ✓ Complex, problem orientated learning environments
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