



DEVELOPING TALENT

www.p3pm.co.uk

0161 941 2426
info@p3pm.co.uk

Developing Talent

The term 'developing talent' is more than simply creating a plan to ensure all employees are equipped to support an organisation's vision. Developing individuals is a key business strategy to recruit, manage and retain a highly talented workforce. Upskilling and reskilling secures the continued success of a business, the growth of the individual and provides opportunities for businesses to promote from within.

So, what does this look like if your organisation gets it right? Your workforce will become highly productive, motivated, equipped to react quickly and be able to step into each other's roles in a blink of an eye. Sounds good doesn't it? And the good news is, you can achieve it.

In this eBook we share some practical tips and tools to help you develop a strategy that works for both your business and your workforce.

Here's what we'll cover:

- The importance of identifying the business' goals
- Get to know your individuals
- Development plans
- Adaptive and personalised methods for training and development
- Succession planning
- Lead by example
- Embed a culture of learning



The importance of identifying the business' goals

To ensure your development strategy fully supports the growth and vision of the company, the leadership team must be fully on board.

This team must look ahead to the future and identify what the organisation wants to achieve. Only by understanding the business' objectives can managers establish development plans to boost the competencies of every employee to ensure these goals are met.



Get to know your individuals

There are 2 pieces of information needed to successfully develop talent. The first is to understand the organisation's vision. The second piece of information is key, and this is to completely understand the personal and professional goals of each and every one of your employees.

Today's successful businesses have diverse workforces who bring an abundance of skills, ideas, perspective and experience. And it must be recognised that each employee will have learning and development requirements unique to them. Managers should ask these questions to discover their needs and preferences:

- What are your daily challenges?
- Is there a part of your role you find frustrating? What could you do change this?
- Is there an area of the business you want to learn more about which particularly interests you?
- What do you want to accomplish? How do you see yourself progressing in this organisation?
- Is there anything preventing you from maximising your effectiveness?
- Are there any gaps? Are there any additional skills or training you consider would be beneficial to your role?

During this exercise it's crucial to listen carefully to fully understand what the individual really wants from their role and how they see themselves contributing to the business' goals and values. With this clarity a manager will enable every employee to maximise their individual talent.



Development plans



It's a myth that training and development is just for new starters. Every individual within an organisation needs support throughout their career to continuously develop their skills and behaviours allowing them to work effectively. Having a development plan in place helps the individual know where they are heading and provides the details on how to get there.

- **Talk about L&D regularly.** In this changing world where new technologies are being introduced at a faster rate than ever, the demand for new competencies and aptitudes is increasing. For businesses to survive and thrive in this changing landscape managers need to regularly revisit an individual's development plan.
- **Two-way discussions.** Successful development plans are those that are drawn up by the manager and the employee together. Actively involving the employee demonstrates that their opinions matter and that they are also responsible for ensuring that the plan is not only challenging but meaningful to them and their own personal goals.
- **Potential vs Readiness.** By observing an individual a manager can correctly identify the right time to offer upskilling or even a new role. Employees can show signs of potential for further learning and development, but they should also demonstrate readiness in order to be successful in a change in role.
- **Long-term plan.** Most development plans stretch over a considerable amount of time depending on the goals of the employee. However, a development plan will contain short-term rewards such as increased loyalty, heightened performance and elevated feelings of engagement.

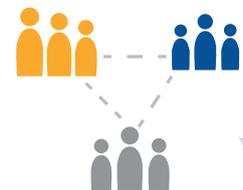
This continued support also demonstrates that you genuinely care about your employees' professional advancement and their personal growth. Millennials especially wish to be supported and coached in their place of work.

Adaptive and personalised methods for training and development

The most effective learning and development programmes are those that are catered for the individual. Adapting learning styles empower the employee and by providing these opportunities to upgrade skillsets and behaviours companies will see a noticeable boost in employee engagement. In addition, adopting this tailored approach allows your company to differentiate itself from the competition.

Here are some training solutions your company may consider:

- **Learning in real-time.** Training while on the job allows the individual to witness and experience problems as they arise and learn how to act on them.
- **Instructor-led training.** This type of learning is usually performed in an office and hosted by an instructor using presentations, demonstrations and discussions.
- **Coaching and mentoring.** An appointed coach or mentor can help individuals achieve their goals through one-on-one sessions. A coach can bridge learning and development gaps and address performance related issues.
- **Team building exercises.** An activity that mirrors a team's training objective can highlight people's strengths and weaknesses. This interactive method of training can encourage creativity, develop leadership skills, strengthen problem-solving and improve planning and strategy skills.
- **Delegation.** Handing over responsibility for a new project will give the individual an opportunity to learn new skills under close supervision and guidance from management.
- **Shadowing.** This is the perfect choice of learning if the individual is to be trained in a key role as it provides clarity on what the role involves. Shadowing is where an employee follows and observes a more senior or experienced colleague.
- **Cross-departmental training.** This is the ideal solution to prepare an employee for multiple roles within your organisation.
- **E-learning.** This type of cost-effective learning allows flexibility for the individual as they can set their own pace and choose the location.



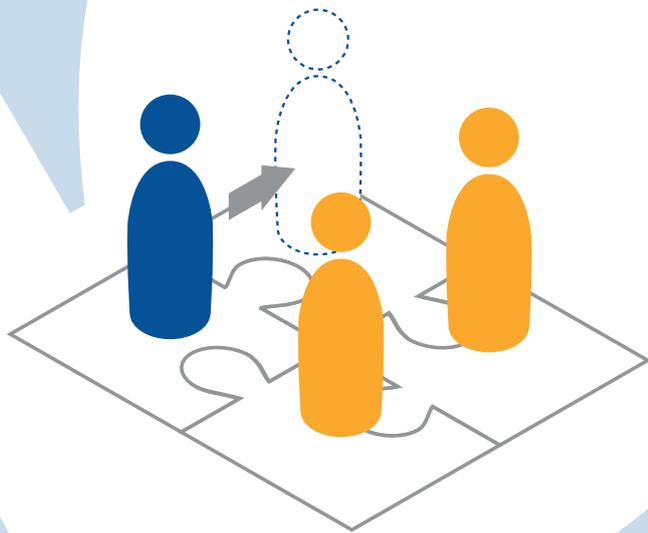
Succession planning

Did you know that developing talent internally is approximately 85% less expensive than recruiting externally?

Succession planning ensures that your organisation prepares its employees for key roles allowing them to fill these roles as soon as they become vacant. This agility is essential for maintaining the health of your company.

Without effective development the transition of an employee changing roles won't be smooth. For example, it can't be assumed that a deputy can turn their hand to a leadership role if they are used to taking and following directions.

For individuals who have the ability to become leaders, they will need to learn soft skills in addition to practical and technical skills. To become effective in a leadership role the employee must have a development plan to cover self-awareness, motivation, empathy, communication, mindfulness, negotiation and problem-solving skills

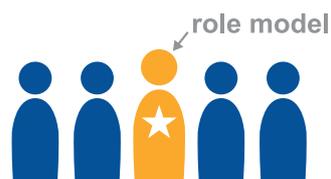


Lead by example



If time wasn't an issue, the world of business would be so much easier, however, we understand that time is a limited commodity and is to be used wisely. Managers simply can't spend all of their time coaching and developing every team member, but what they can do is create a culture of learning and development.

- **Leaders to be role models.** Be open and honest about your own learning and development plans. Demonstrating that you too need to add to your skillset in order to grow is incredibly powerful.
- **Strengthen the value of learning.** Celebrate learning and the outcome.
- **Create sustainable processes.** For employees with high potential, a manager should develop a career path to give a sense of direction and guidance.
- **Share values.** Communicate the company's goals and values to the entire workforce. Employees are happier when they can link their daily tasks and responsibilities directly to the company values which in turn motivates them to continuously develop.
- **See problems as opportunities.** Tasks and projects don't always go to plan. Learning what went wrong can identify gaps in skills and behaviours. Creating development plans to bridge these skill gaps will ensure the success of future projects.



Embed a culture of learning



Today's employees have strong growth mindsets and welcome opportunities from their employer to acquire new skills and competencies to align with their short-term and long-term goals.

Companies today are also seeing a trend where individuals don't stay in roles as long as they used to – it's now much more common for an employee to change their role every couple of years. To save talent moving to a competitor, organisations must become more agile providing greater mobility and flexibility to help form a solid retention strategy.

By following the tips and tools in this eBook you will start to embed a culture of continuous development. Here is a summary of the main points:

- Management to become role models and lead from the top
- When recruiting, consider the applicant's past experience, qualifications and their ability to learn
- Personalise all learning and development programmes
- Ensure the programmes are accessible to everyone
- Make learning a part of the working day
- Celebrate development and the successes it brings

Contact Us

If you would like help creating development plans for your workforce, or creating a culture of learning and development, just get in touch with our team of HR professionals today.

Call or email us on:
0161 941 2426
charlotte@p3pm.co.uk