QUICK REFERENCE GUIDE
LEADING TALENT MANAGEMENT IN YOUR ORGANISATION

An overview for chief executives and their leadership teams

NOVEMBER 2017

Introduction

Public Service chief executives have collective responsibility for developing the next generation of senior leaders and key position holders across the State Services.

Through Career Boards, chief executives are stewarding the development of senior leaders with the potential and readiness to succeed at top levels and in key positions.

Effectiveness at sector and wider system levels depends on each contributing agency having in place robust, consistent talent management practices at all levels. Through these practices, agencies will be able to feed in the right talent for wider consideration and provide access to suitable development experiences.

This document guides chief executives and their leadership teams on how to adopt effective talent management practices for their agency that also align with the wider public sector.

What is talent management?

Talent management is how we develop a public sector with the diverse leadership & talent we need, to make the biggest difference for New Zealand and New Zealanders – now and for the future.

This includes high potential people being identified and developed at all levels, ready for future leadership & specialist roles.

We are taking a joined-up, consistent and deliberate approach to attract, identify, develop, deploy and retain great people – for the benefit of individuals, organisations and the wider public sector.

The initial focus was on talent management for senior leaders and key positions. We are now extending consistent talent management practices to all levels and across key professions critical to the success of the public sector.

What "consistent practice" looks like

Talent management maturity
The *Maturity Model* defines what good talent management is and suggests some approaches agencies can take to mature their practices.

Dynamic Talent Map (9-box grid)
The *Dynamic Talent Map* (9-box grid) provides a common basis for identifying talent, working out who is of wider interest and how to best target development for all. This is expanded on in other fact sheets and guides.

Consistent definitions, concepts, language
Some key terms and concepts that require consistent definitions are outlined in this document.

Roles and responsibilities
The following page notes the roles key people need to play for the system-wide approach to talent management to work effectively.

Principles
Five key principles for designing consistent practice across agencies are outlined below.

Talent Management Toolkit
The *Talent Management Toolkit* includes guidance, tools and templates that allow us to mature & extend talent management to all levels.

Leadership Success Profile
The *Leadership Success Profile* (LSP) establishes "what good looks like" and has been translated into the key capabilities for leaders at all levels.

Common methods for assessing talent
Leadership Insight allow us to provide targeted and consistent development as well as benchmark our leaders against a common assessment framework.

Talent Exchange
A shared talent management information system (*Talent Exchange*) allows us to leverage data to support the development and deployment of talent across the wider system.

Why a consistent, system-wide approach?

Great people need to be in place now and in the future, to deliver results for a better New Zealand. Finding solutions to our most gnarly challenges relies on talented people with diverse perspectives, strong capability and breadth & depth of experience.

Critical to our success will be:

- Leaders who can anticipate and exceed the needs of New Zealanders
- Larger and deeper pools of talent with the skills and experience to fill senior roles and key positions, now and in the future
- Increased flexibility and agility to respond to critical organisational, sector and system needs
- A consistent and best practice approach used across agencies – using a common language and tools to grow the leadership & talent we need.

Principles for a Consistent Approach

Five key principles guide a consistent approach to talent management within agencies and across Career Boards.

1. Talent management adds value
Overall, talent management improves organisational and system performance, by focusing limited development resources to achieve the greatest returns. Each activity put in place will deliver value.

2. Talent management is open, transparent
Assessments, ratings and the rationale are fed back to individuals as part of their ongoing development conversations. These conversations are at the heart of effective talent management. Personal information is kept confidential to the relevant leadership teams and appropriate talent forums (e.g. Career Boards).

3. Talent management is leader-led
Talent management practice has leaders squarely in the driver's seat at all stages.

4. Assessments of talent are dynamic
Talent management practices, including "mapping" and assessing people, recognise that someone's capability, performance and type of potential is subject to circumstantial change and is not fixed over time. Assessments are regularly reviewed based on new data and changing aspirations.

5. Targeted development
Better understanding of an individual's capability, performance and type of potential enables targeted development more likely to generate benefits for the individual, organisation and wider system.

Dynamic talent map (9-box grid)

Type of Potential	Capability & Performance		
Progression	**1.3 Potential Star**	**2.3 Future Star (1-2 years)**	**3.3 Star (Ready now)**
Growth	**1.2 Potential Performer**	**2.2 Key Performer**	**3.2 High Professional**
Mastery	**1.1 Not Performing (or Poor Fit)**	**2.1 Professional**	**3.1 Deep Professional**

LEADERSHIP & TALENT

TOOLS

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New Zealand Government

STATE SERVICES COMMISSION
Te Komihana O Ngā Tari Kāwanatanga

Network of talent conversations

A tiered network of leadership teams own and drive talent management across the public sector, from early-in-career right through to those who are "ready now" for top roles.

At the highest levels, chief executives drive the process for senior leaders across the system. Within agencies, leadership & management teams drive the talent management process through their in-house talent forums. Other talent forums have emerged, based on functional, regional or other sector groups. Working together, this network of talent conversations:

- Broadens the pool of highly skilled and ready talent available at all levels
- Provides wider access to diverse development experiences for targeted individuals than one agency alone would be able to provide
- Identifies and develops high potential people to ensure they gain the breadth and depth of experiences that will support them in their career

Implementation and support available

Start by assessing where your agency sits on the *Maturity Model* dimensions. Identify approaches needed to mature your existing talent management approach & extend it to all levels.

Your agency HR professionals are being provided with more detailed resources so they can assist you with implementation. SSC's Leadership & Talent team can be contacted for advice. LDC are also available to support your agency's leadership development needs.

Understanding potential

Potential is a key concept at the heart of talent management. A common definition of potential is applied for leadership & talent purposes.

1. "Type of potential" – Dynamic Talent Map (9-box grid)

Everyone has talent and potential. It is critical to identify the right type of potential, so that you can focus development in the most effective way. Someone's "type of potential" in the 9-box grid is defined by a mix of **aspiration**, **ability** and **engagement**. We recognise that these are not fixed and will change over time:

- **Mastery:** Demonstrates potential to perform well or excel in their current role, at least for now
- **Growth:** Demonstrates potential for career growth – into a new role or beyond immediate job requirements
- **Progression:** Demonstrates potential for likely progression, usually into a higher role

2. "Leadership potential" – Leadership Insight

Leadership Insight (the common assessment framework) also provides additional indicators of leadership potential. These capabilities are required in all Public Service leadership roles, and are linked to the *Leadership Success Profile*. They include: Achieving ambitious goals, engaging others, and a leadership character which is honest & courageous, curious, self aware & agile, and resilient.

These indicate the strength of someone's likelihood of excelling as a more senior leader, if provided with suitable development opportunities and experiences. An indication of someone's leadership potential (through Leadership Insight) can help to validate their placement in the *Dynamic Talent Map* (9-box grid).

Roles in the talent management process

Chief executives
- Represent their people at Career Boards
- Chair internal talent forums for senior leaders in their organisation
- Provide Career Board feedback to their identified senior leaders
- Role model talent management conversations and processes with their senior teams

Executive/Senior Leadership Teams
- Participate in agency talent forums
- Lead talent management in their agency/group
- Moderate assessments of talent
- Prioritise the development to be provided

People leaders
- Lead the talent management process and development conversations with their people
- Provide access to development opportunities for their people
- Provide development opportunities for others from outside their group to access

Our people
- Participate in talent management and development conversations
- Take ownership of their own learning, development and careers

HR professionals
- HR Business Partners/Advisors work with leaders to support talent management practices
- Provide advice & support to people leaders
- Provide policy and systems support across the agency
- Ensure support the chief executive to prepare for Career Boards (via identified Career Board support)