

LEADERSHIP & TALENT

TOOLS

“TALENT MANAGEMENT IS ABOUT GETTING THE BEST OUT OF OUR GREATEST ASSET – OUR PEOPLE”

QUICK REFERENCE GUIDE – PEOPLE LEADERS

Talent management is about getting the best out of our greatest asset – our people.

Talent management is how we develop a State sector with the diverse leadership & talent we need, in ways that make the biggest difference for New Zealanders – now and for the future.

This includes people being identified and developed at all levels, to be 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 State sector.

WHY IDENTIFY & DEVELOP TALENT?

People want to be supported to be successful in their job and career. We need great people to be in place now and for the future, to deliver results for a better New Zealand.

The most successful organisations know the importance of doing talent management well. They are very intentional about achieving better business results through fully engaged people, making the best contribution they can towards an inspiring goal or vision.

They work to understand each individual, what conditions allow them to thrive and which types of roles best match their unique talents and potential. They know that people who get to do what they do best each day are more motivated and successful, delivering more and better results – for the organisation and for New Zealanders.

At a fundamental level, talent management makes good business sense. It invests scarce resources (time, money, opportunities) where they will provide the greatest returns. It targets development according to an individual's capability, performance and type of potential, recognising that this is not fixed, and subject to change over time.

To find out more about our work visit us at www.ssc.govt.nz



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STATE SERVICES COMMISSION
Te Komihana O Ngā Tari Kāwanatanga



Quick reference guide – overview for people leaders

New Zealand Government

WHAT IS MY ROLE AS A PEOPLE LEADER?

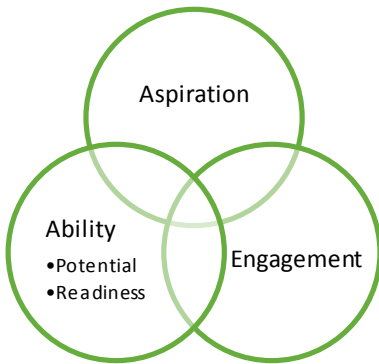
1. Identify where people are at in their career

Talent management is an open and transparent process. It means that all people, at every level, have the opportunity to identify their career interests, strengths and development needs.

Having a conversation will help you to identify where someone is at in their career 'right now', including their:

- aspiration & potential to progress their career
- readiness to take on more responsibility.

Where people want to progress their career or take on more responsibility, this is based on a mix of **aspiration, ability** and **engagement**:



You can use *My Talent Profile* and the *Career Conversation Map* to help you navigate this conversation.

2. Develop a plan to help people be successful

The right development focus will depend on where someone is at in their career 'right now'.

For some people, this is about helping them to perform well and excel in their current role. For others, this is about helping them broaden or expand their experience, and progress to future opportunities – identifying what they have potential for and where they'll go next.

Identify the best development focus for each person using the *Dynamic Talent Map* (9-box grid):

Type of Potential	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
		Capability & Performance		

“WE ATTRACT, IDENTIFY, DEVELOP, DEPLOY AND RETAIN GREAT PEOPLE FROM THE START OF THEIR CAREERS TO THEIR MOST SENIOR LEVELS”

HOW TALENT MANAGEMENT FITS

Talent management is part of the performance and development cycle.

At a minimum, our people can expect to have conversations with their manager about their development. This includes finding the best development focus to support them to be successful – in their job and their career.

Individual and collective development is regularly reviewed and moderated by the appropriate leadership & management team. Identified people can then be made visible to other talent forums (e.g. up, across or outside the organisation) for wider consideration, as appropriate.

To find out more about our work visit us at www.ssc.govt.nz

