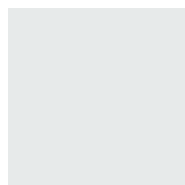


TALENT INSTITUTE



CAREER MANAGEMENT

Unleash Capability • Reduce Risk • Gain Competitive Advantage



THE BACKDROP

Many organisations are leaving a lot of value on the table - unfocused activities, wasted resources, skill and role mismatches, service shortfalls, under-utilised technology, low innovation, poor selection practice and disengaged employees - all because they do not have an adequate understanding of the full set of factors that drive peak performance in today's world. Career management is one of these factors.

The renewed focus on career management, as an integral component of the organisation's talent strategy, stems from an understanding that a host of economic, cultural, technological, generational, and political forces are converging to change the way people and their organisations relate - at a time when the pressure to perform and achieve more with less has never been greater.



Scaling the corporate ladder, the enduring gold standard for measuring personal success, is no more. The organisational hierarchy is not what it used to be, and the marketplace is now filled with insecurity and uncertainty - both on the part of the employer and the employee. The game has changed.

In particular, there is now an understanding that:

- Any business strategy has underlying talent challenges (having the right people, with the right capabilities in the right jobs at the right time to deliver on strategic goals and customer expectations).
- Competency-development is a prerequisite for comparative advantage in a rapidly changing business landscape.
- The nature of work has changed - as has the nature and expectations of the workforce.
- The individual's ability to secure/retain employment or earn revenue (outside of corporate structures) is directly dependent on the person having saleable skills, knowledge and expertise - competence for which there is a demand in a global knowledge economy.
- Employees are responsible for managing their careers, but they may need the support and guidance of their employers in doing so.
- Career management, as a strategy, benefits both the employee and the employer.



LINKING STRATEGIES

Career management has emerged as a competitive strategy for organisational effectiveness through a well-developed workforce.

As such, it has a direct link with:

- Business and workforce planning
- Talent strategy
- Succession management
- Leadership development
- Performance management, and
- Risk management.

It is central to the organisation's talent strategy and part of its response to the need for building capacity for the future.

The first phase of implementing a career management strategy is to create an awareness of the importance of same (via a workshop), followed by specific actions to embed a *culture of learning*.



LINKING TALENT AND CAREER MANAGEMENT



WORKSHOP PURPOSE

This interactive workshop aims to:

- Frame career management as a strategic business and self management imperative
- Explain models that underpin career management
- Explore opportunities for career development (self and others)
- Review the design of an Individual Development Plan (IDP)
- Reflect on conversations about performance and development.

In essence, the workshop is about:

- Understanding the new reality of the world of work
- Shifting paradigms
- Discovering the numerous opportunities for daily development and growth
- Navigating transitions
- Mitigating risk (both organisational and personal)
- Choices (What do I do? What are the consequences of inaction?)
- Development and growth
- The new normal.



THEMES

Depending on the target audience and workshop duration, the following themes may be covered:

- Shattered paradigms (from ladder to lattice)
- Uncertainty and risk
- Drivers of engagement
- Career transitions
- Career derailers
- Competency management
- Developing self and others
- Knowledge management
- Work-life balance
- Employability - the key to opportunity.



OUTCOMES

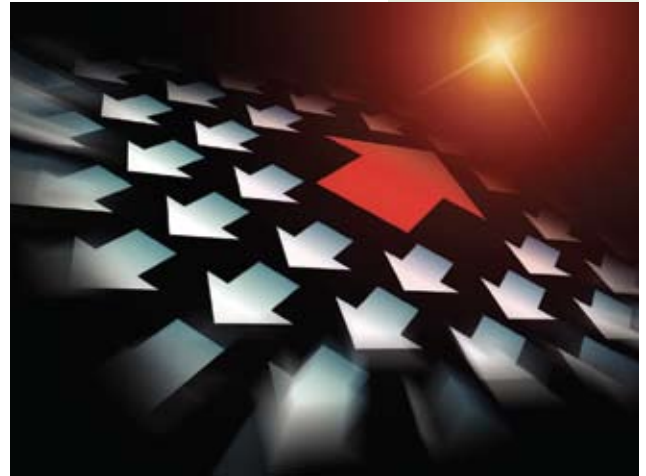
Following the workshop, attendees should:

- Have a thorough understanding of new approaches to career management
- Be able to approach conversations about performance and development with confidence
- Be able to design an Individual Development Plan (IDP)
- Take charge of their own careers
- Be able to navigate transitions more effectively
- Be able to assist others in their career development (e.g. own team).

BENEFITS

If cascaded top-down and across all organisational levels and tailored to the unique needs of specific talent segments, this intervention (if managed properly) should result in:

- Increased organisational capability
- Increased individual employability and levels of job satisfaction
- Reduced exposure to risk (increased levels of transition readiness, engagement, operational effectiveness and retention)
- A culture of learning
- An increased return on investment.



AUDIENCE

The workshop targets the needs of different talent segments. These include:

- Identified high potential employees
- Pool of future leaders
- Employees who have attended a development centre (as part of a talent review)
- Those in need of support to achieve effective performance in a new (more complex) role
- Employees who are not well matched with a new organisational structure
- Those seeking new career challenges or a new direction
- Executives who find themselves at career crossroads
- Leaders (at all levels) who are responsible for developing themselves and their teams
- HR-executives who wish to align the organisation's development strategy with its talent strategy
- Senior employees transitioning into retirement (and facing a host of new opportunities)
- Coaches and mentors.

The themes and emphasis vary according to the profile of the talent segment or target group.

IMPLEMENTATION

The introduction of career management workshops:

- Requires a planned approach and roll-out
- Should ideally be cascaded top-down the organisation (and starting with Exco and the senior leadership team).

At Exco-level a morning workshop has a specific focus on:

- Contextualising career management as a strategic business imperative
- Human capital risk
- Business continuity, operational agility, talent mobility and succession management
- Identifying and developing future leaders and high potential employees
- Embedding a talent mindset
- A people scorecard.

DURATION

Depending on the profile of the target group, the workshop lasts between one and three days.

The workshop can also be the pre-cursor to one-on-one coaching interventions in respect of select individuals (e.g. future leaders). Various permutations are possible.



FACILITATOR

Given the level of subject matter expertise required, the facilitator is usually a *senior psychologist*.

GENERAL INFORMATION

Please note:

- The workshop is only presented in-house and for a specific client
- Delegate-numbers are restricted per workshop.



ABOUT THE TALENT INSTITUTE

The **Talent Institute** is a professional services firm that specialises in helping clients develop and implement talent strategies to more effectively manage the acquisition, deployment, development and retention of talent to support current business strategies and to prepare for future challenges.

Our focus is on *reducing people risk* in organisations - which ones to hire or promote and when - how to train and develop them to their fullest potential - and how to organise them and systems around them to maximise their collective potential. Our combination of psychological insights and real-world business experience removes the guesswork from making decisions about people.



Our team of psychologists and experienced management consultants offer proven solutions for hiring and promoting the best, identifying and developing extraordinary leaders, enhancing organisational capability and unleashing talent.

Our work is grounded in organisational psychology and the science of measuring and developing people and organisations.

A virtual management consultancy, we deliver services at any location preferred by the client.



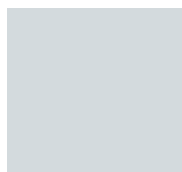
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