Opening up talent for business success

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Inclusive Talent Management Conference
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What’s on our diversity agenda?

- Social mobility
- Managing an age diverse workforce
- Inspiring female entrepreneurs
- Progressing D&I
- Thought leadership with SDN
What’s on our talent agenda?

• Creative practices in difficult times
• What does it feel like to be talent managed?
• Talent Forward series
• Talent practices in entrepreneurial SME’s
A joint talent and diversity agenda
How we conducted our research

Focus groups

- With the SDN group
- Our branches
- Participants at ACE

Case studies

- Guardian Media Group
- Credit Suisse
- BT
- NHS Tower Hamlets
- Rolls Royce
- LOCOG

In total we spoke to over a 100 people
Big stars only?
or lots of different stars ...
Our definition

Talent management and diversity need to be interlinked. Diversity should be threaded through all talent management activities and strategies to ensure that organisations make the best use of the talent and skills of all their employees in ways that are aligned to business objectives.
Common barriers

1. Implicit bias
2. Talent is seen as exclusive not inclusive
3. Lack of Boardroom diversity
4. Tensions between building an exclusive brand and diversity and inclusion values
5. Economic climate
Group discussion

- How does your organisation define talent?
- How does your organisation define diversity and inclusion?
- Are these issues integrated in your organisation?
- Are you experiencing skills shortages?
- Are you accessing the broadest pools of talent?
- Have you checked your recruitment and development policies and practices for bias?
Practice examples

• Involving the Board in talent and diversity at the Guardian Media Group

• A focus on employee-centricity and Credit Suisse

• Navigating the future at BT through talent

• Building a talent pipeline and the London Borough of Tower Hamlets

• Delivering diversity against the clock at LOCOG Ltd
Key learning points

• Getting started
• Have a well thought out plan
• Who to involve
• Communicate the whole picture
• Be challenging
• Monitor your progress
Our conclusions

• Our research tells two very different stories

• Leading organisations believe the two issues must be integrated and aim for a seamless approach to the way they attract and develop people

• They demand that people respect each other and take action to stop unacceptable behaviour, even if someone has highly valued skills

• Organisations in general however are not up to speed. Often they have dis-jointeded approaches and have been negatively impacted by the recession
Recommendations for action

Find out:

1. How well your organisation knows the demographic characteristics of its workforce
2. What your organisation knows about the attitudes of employees
3. What your organisation knows about its competitors
4. How alert your top team is to the issues
5. Whether your organisation’s approach to diversity is made explicit in its brand values
What's new from CIPD research?

Driving HR practice through research

To increase our impact, we're focusing our research agenda on three core themes: the future of work, the diverse and changing nature of the workforce, and the culture and organisation of the workplace.

View the latest research
Social technology, local business

Valuing your Talent
A major new research and engagement programme that we're running in collaboration with the UKCES, CIMA, CIPD and the RSA to help employers understand how to measure the impact their people have on the performance of their organisation.

Annual surveys...
- Provide benchmarking data covering trends and developments in key areas of HR practice.
- Absence management
- Employee attitudes to pay
- Learning and development
- Resourcing and talent planning
- Reward management

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- Labour Market Outlook
- HR Outlook

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