Getting the best from the talent you have

Julia Howl | Jonathan Magee
Typical activities

- Succession planning
- Attracting the best people
- Developing future leaders
- Identifying high potential
- Defining what talent is needed
- Defining what success will look like
- Selecting the best
- Fast track schemes
- Strategic talent management
## Typical organisational approach

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<tbody>
<tr>
<td>1. Define</td>
<td>What kind of talent do you need to realise your strategy?</td>
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<tr>
<td>2. Attract</td>
<td>How do you attract the best talent to meet your needs?</td>
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<td>3. Select</td>
<td>How do you select the best talent to achieve your aspirations?</td>
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<td>4. Develop</td>
<td>How do you best grow your talent to meet your future needs?</td>
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<td>5. Engage</td>
<td>How do you best reward, engage and retain your talent?</td>
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<tr>
<td>6. Deploy</td>
<td>How do you best deploy, redeploy and manage the exit of your talent?</td>
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The opportunity cost?

Data: Hay Group Insight
What’s the problem:

NHS staff satisfaction survey:

• 84% of staff received an appraisal however only 38% of staff said these appraisals were well structured

• 41% felt satisfied that their trust valued their work - this figure was lowest for ambulance staff at 21% (23% in 2012) and highest amongst clinical commissioning groups at 65%.

• Less than a third of staff (28%) reported that senior managers act on feedback from their staff

• Only 36% said that communication between senior managers and staff is effective - this figure is the lowest for ambulance staff (19%)
What’s the problem:

From Hay Group public sector research:

• 71% of managers think that their organisations tolerate poor performance

• Nearly half (49%) think that performance management procedure is a tick box exercise

• Just over half think (53%) there is slack in the system

• Only half (51%) think that strategy and objectives are clear

• Nearly three-quarter (73%) don’t think performance management is linked to organisation strategy (Private sector study)
The missed opportunity?

Observations based on diagnostics data and coaching sessions with c4,500 people working in the NHS since 2010
On the frontline

“Those managers”

“Powerless”

“Just meaningless words”

“like to reflect”

“get things done”
Leaders of teams

“Achievement orientated”

“Lack in confidence”

“protect my team”

“love my team”

“lower levels of empathy”

“Affiliative style”
Leaders of leaders

“Range of leadership styles”

“Want to control”

“Don’t want to be a leader”

“Demotivated teams”

“Want to reflect, but not valued”

“Don’t hold to account”
Top Leaders

"It’s the system"

"Pacesetting leadership style"

"I’m not clear"

"Hands on"

"Clinical leadership"
Managing Performance – What is it?

Managing performance is the vital link that ensures overall aims and targets lead to results.

It’s a core function of leadership.

- It demonstrates how individuals can contribute to an agreed common purpose.
- It enables them to work at their best.
- It’s about managers actually managing.
The not so sexy side of Talent Management

• Creating the environment for people to give of their best
• Setting clear expectations and high standards
• Coaching and enabling people to improve
• Transforming mediocre performers into high performers
• Using people’s skills to the full
• Challenging poor performance
• Encouraging people who do not want to be here to leave
Managing Performance – what is at the individual level

- I know what I have to do
- I know what our teams’ priorities are
- I know my manager values what I’m doing
- My manager knows what I’m good at
- My manager knows what my challenges are at the moment and is doing everything to make it easier for me to deliver
- I know exactly how well I’m doing – what my manager thinks is going well and what’s not going so well

What’s the secret: My manager and I chat regularly about work
Managing Performance – what is it at the manager level

“I care about improving performance”

“I know I can only deliver results through my people, and my focus is on ensuring they have everything they need to be as effective as they can.”

What’s the secret: I see my job as enabling others to do the job, not doing it myself.
Managing Performance – what is it at the organisational level

- Organisation priorities are clear to everyone
- There is a culture of expecting high performance and no fear to challenge under performance
- There is support to middle managers to manage performance
- Managers know they can rely on their managers and the organisation as a whole to support them in tackling habitual underperformers
- The organisation is not afraid to ‘let people go’
- Practical, emotional and legal support readily available to managers managing performance

What’s the secret: The organisation supports managers to actively manage and develop people
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<tr>
<th>High</th>
<th>Growth</th>
<th>Stretch</th>
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<tr>
<td>1 Early Promise/Unknown</td>
<td>4 Good start – under achiever</td>
<td>7 Under Performer/Improve or Exit</td>
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<tr>
<td>High potential with strong initial impact which indicates headroom to succeed at next level, but maybe new or inexperienced in present role.</td>
<td>Performance falls short of expected standards in some areas and reflects significant need for improvement. May be coating or lack confidence.</td>
<td>Not consistently meeting expectations. Current performance reflects significant need for improvement. Has competency gaps or behavioural style issues which require immediate resolution. Over promoted? Failed to change with organization or meet new challenges?</td>
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<td>Action: focus on addressing root cause of performance issue and attaining good performance as soon as possible. Evaluated if in right role. Leadership potential needs further testing/development.</td>
<td>Action: focus on attaining good performance quickly; otherwise review opportunities to move to another post. May need to build confidence and grow in experience. Coaching/mentoring may help with this. Define end date for intervention.</td>
<td>Action: Support to urgently address issues and improve performance. Review opportunities to move to more appropriate post or develop exit plan.</td>
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<tr>
<td>2 High Potential – Good Performer</td>
<td>5 Solid Contributor</td>
<td>8 Satisfactory Contributor</td>
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<tr>
<td>Consistent performer impressing at current level.</td>
<td>Valued at this level and in this role with both potential for progression and room to contribute more at current level. How much more to give?</td>
<td>A ‘met’ performer competent in current role and valued at this level, but low demonstration of potential or desire to lead at senior levels.</td>
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<td>Action: focus on improving performance to exceptional level before transition; stretch assignments.</td>
<td>Action: coach to enhance performance and encourage wider contribution. Lateral move?</td>
<td>Action: Coach and focus on how performance contribution can be re-energised and increased. Lateral move?</td>
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<tr>
<td>3 High Potential – Star Performer</td>
<td>6 Strong Performer</td>
<td>9 Good Performer - Expert</td>
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<tr>
<td>Sustained exceptional performer who stands out from their peers. Skilled leader and role model. Has mastered current role and demonstrated significant headroom and capacity for growth and development beyond that of others.</td>
<td>Sustained high performer, excelling at current level and showing potential for growth. Ready for broader or different post. Acts as leader and role model. Exhibits some behaviours and competencies beyond current level but not all.</td>
<td>Sustained high performer, providing highly valued contribution at current level. Core member of team and regarded as being top of their game and expert in own area/professional discipline, but may not possess sufficient aspiration or ability to lead at senior levels.</td>
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<td>Action: develop and prepare for step up; stretch assignments and active corporate roles; exposure to key players.</td>
<td>Action: Use stretching assignments or lateral move to develop next potential.</td>
<td>Action: keep expertise leading edge and use as coach to develop successors. Devise retention plan and opportunities for personal growth and recognition. Lateral move?</td>
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**PERFORMANCE (from PDR/PMR)**
“We have developed a methodology that is all about taking ownership of measurement and then, more importantly, doing something about it.”

GARY LUBNER, CEO, BELRON
The opportunity cost?

Data: Hay Group Insight

Enablement

Engagement

HIGH

DETACHED

UK 7%

PRODUCTIVE

UK 49%

INEFFECTIVE

UK 22%

FRUSTRATED

UK 22%
Any questions?