“Maximising the Potential of Your Workforce”

inclusive Talent Management

Conference 2014
Maximising Potential Conversations

This tool has been designed by the NHS Leadership Academy in collaboration with our local delivery partners (LDPs) and NHS stakeholders and is part of an inclusive national approach to talent management for all NHS staff, considering the potential and value they bring to their current roles as well as reaching and maximising their future potential in the NHS.
Use of the Maximising Potential Conversation Tool

- Its best use is for organisations / individuals who:
  - Are starting their journey on talent management
  - Need a tool that is simple and relevant to all levels of staff
  - Need a tool that links employee performance, behaviours and talent/potential
  - Need something to start the cultural change toward good employee conversations
  - Want to focus on engaging, motivating and rewarding all staff
Maximising Potential Conversation Tool (MPC-T)

How you achieve it

Behaviour

What you achieve

Performance Outputs

Gold

Fundamental to keeping our NHS going...our ‘DNA’

Exemplary Behaviours

Generally Always

Not always demonstrating

Meeting expectations sometimes

Always meeting expectations

Exceeding expectations

Possible Step Change:
Leadership Role

Possible Step Change:
Technical Expert

New to Role
Backdrop of Birmingham Community Healthcare NHS Trust

June 2013

Community Trust covering the whole of Birmingham, employing 4800 staff who work out of 300 plus locations across the city and wider region

- Clear communication around Trust values, through a range of methods including values in practice awards (VIP Awards)
- Clear KPIs for managers
- Cascade approach to PDR linked to business objectives
- PDR process is perceived as a “tick box” exercise that doesn’t make staff feel valued- feedback from staff survey
- No clear process for managing talent and succession planning, although it is happening
- Clearer processes for managing “poorer” performance which mainly focus on non achievement of objectives, more difficult to tackle behaviour
Backdrop of BCHC

• Need a clearer framework for discussing performance and behaviour together that is explicitly linked back to values

• Need to support culture shift from negative perception of performance management to positive as per IIP feedback to enable staff to feel more engaged and valued

• Lots of activity to support staff development with learning pathways in place

• PDR rate 85%
Pilot

- Ranges from Executive Director through to apprentice
- Briefing sessions and promotional materials
- Inside and outside of PDR
- Some promotion through leadership programmes
- Individual research questionnaires and focus groups
- Reporting in to a high level committee- lots of interest!
Early Feedback

• The tool was very well received, with staff and managers mainly feeling it was useful and user friendly - the visual is engaging and impactful
• Need more support around courageous conversations and coaching conversations. What if the manager thinks staff are blue or green and the staff member thinks they are purple?
• What if the manager thinks the staff member is ready for the next step, but the staff member wants to remain in their current role
• Please don’t restrict this to the PDR process
Early Feedback

- Need to be careful about mixed messages – Pay Progression Policy and the MPC tool
- The MPC Tool promotes a coaching approach for personal development planning
- It “forces” a conversation about behaviour which is more challenging than discussing the achievement of objectives
- What do we do with our “purple people”? 
- Inside and outside of PDR
- Ensure less experienced managers can access the right level of support e.g. Some of our apprentice managers are just stepping out on their leadership journey
December 2013 – Strengthening the framework around talent and PDR conversations - a number of key policies, processes and toolkits have been developed and implementation has begun

- Leaders code
- Staff charter
- 360° feedback
- Leaders competence framework
- Pay Progression Policy
- Review of the leadership programme
- Commencement of e-portfolio and competence framework development
- Further development of workforce planning
Action Plan- key workstreams and timeframes

• Identification of business critical roles and development of succession plans- a building block of the talent pool – April 2014
• Proposal for development of trust talent pool – January 2014
• Review of PDR policy- propose to separate into manager and staff -April 2014
• Inclusion of coaching conversations in PDR training and development of resources for guidance
• When to have talent conversations - PDR, following nominations for VIP Award, following completion of extended and supported periods of study and at 1-1s using the MPC tool
• Talent conversations to be built in to leadership development offerings
• Promotion of talent conversations in appraisee training and staff guidance and development materials
• Encourage staff to access courageous conversations workshops
…..and finally some quotes

“it took the conversation to places I wouldn’t have reached in the usual PDR process”

“it was not a good use of time as I already have these conversations with my staff”

“I needed to have a very careful conversation”

“I felt really valued and am looking forward to some new tasks”