Make Your People Before You Make Your Products

Paul Turner
Paul Turner has held professorial positions at Universities in Birmingham, Cambridge and Nottingham, where he was the UK’s first Executive in Residence. His previous roles include President (EMEA) Convergys, Group HR Business Director LTSB, Vice President of the CIPD, a Director of BT and General Manager for Plessey in Europe and Asia Pacific.

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Talent 1.0 - succession planning
Talent 2.0 - attraction of star CEO’s and Executives
Talent 3.0 - attraction of high potentials and specialists
Talent 4.0 - talent management in a multi-generational, multi-cultural, mobile, high expectation, networked, information transparent, global environment

Talent as audience

Talent as community
Your Talent Community is diverse

Are from...

Communicate with each other through...

Are recruited using....

Are multi generational....

The Generational Mix
And your talent management often takes place in complex, networked organisational structures.
In this new networked, talent community, people don’t want to be human capital, assets or resources; they want to be people. People design, make and deliver; they develop IP and create value. And they have lives.
So what can we do?
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Make the interests of the organisation coincident with the interests of individual employees.

For the organisation this means achieving its stakeholder objectives; for the employee this means satisfaction at work, a balanced life and visible career prospects.
A paradigm shift is needed
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If you make your people before you make your products, your people will satisfy your clients or customers; which in turn will make your organisation successful; which in turn will increase the value for your shareholders or stakeholders and provide investment for growth.
How close is the NHS to this position?
Results of a review of talent management in the NHS 2013

‘Some of the recent proposals for NHS Talent Management, when benchmarked against others are good and sometimes exemplary.’
Results of a review of talent management in the NHS 2013 - some conclusions

The NHS Talent Strategy will need to reflect the challenging environment within which the NHS is operating.

A definition of talent in a way which is specific to the NHS and which has organisational ‘buy in,’ will form the foundation on which future talent strategy is crafted.

Developing analytical literacy and evidence based HR will be increasingly necessary.

Aligning talent strategy with the NHS organisational strategy will be an important success criterion.

The role of talent management professionals will be critical to organisational transformation.
What more can be done?
The world is an open market for talented people.

Create a community of talent.

Recognising the talent of all employees.

And enlightened and empowering managers.

With the CEO as the ‘owner’ of the talent strategy.

Where People strategy has equal or greater status than other strategies.

‘Tools’ of talent management integrated with the tools of management.

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