

Aquarius

AQUARIUS MANAGEMENT CONSULTANTS NEWSLETTER



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★ TALENT MANAGEMENT





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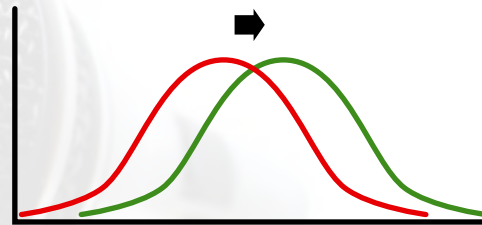
IT'S NOT JUST ABOUT FAST-TRACKING FOR THE BOARD ROOM

"...all of us do not have equal talents but all of us should have an equal opportunity to develop our talents".
John F. Kennedy

According to the CIPD's finding, retaining and developing talent (aka Talent Management) are top of the agenda for HR Directors.

This is top priority because of the shortage of high quality managers across the board. Organisations find it hard to fill vacancies with people of equal ability to those who are moving on, at a time when they really want to upskill. So talent management is usually focused on identifying the fast-trackers and creating opportunities to accelerate their development and readiness for very senior leadership roles.

This is absolutely right but does not go far enough. Such programmes bypass 95% of the people in the organisation. All the organisation effectiveness research suggests that there is a bigger payoff in improving overall performance by five percent, than to move a relatively small 'elite'. The best approach is to do both, although everyone will not attract the same time and resource.



The development of talent must, first and foremost, meet the future needs of the business. Therefore

effective talent management should address both leadership AND other strategic talents that are key to driving performance in your organization. For example:

- Technical excellence in professional or specialist disciplines like chemical engineering, underwriting, investment management or creative design
- Sales and marketing
- Customer service
- Operational efficiency

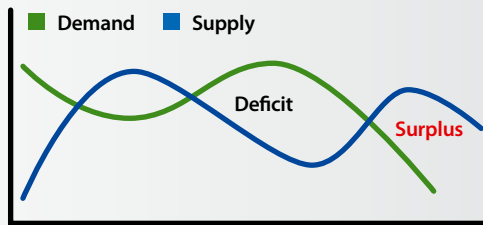
As with leadership development, this will mean looking at every stage in the talent management process from recruitment through training and development to retention and deployment. There may also be some implications for related areas like knowledge management, performance criteria, organization structure and job design.

Adoption of a selective strategy to manage talents that are outside the traditional senior management fast-track can yield surprises by making you look at what you have, what you need and how to manage it. Realistically, in a sample of 50 people, only 5 may be true fast-track candidates – but another 10 to 20 may be able to add significant value by virtue of their particular capabilities and potential.

The solution for each organization depends on the specific needs of that organization. But there are good

practice principles and approaches that we have found to be universally applicable:

1. Model the future talent profile (demand) of your organization in terms of:
 - Capacity: volume/headcount resourcing requirements
 - Capability: skills, knowledge and behaviours
 - Contingency: building flexibility into the model
2. Assess your current talent profile (supply) against the same criteria
3. Identify gaps and surpluses
4. Develop a strategy to close the gaps, manage any surplus and leverage key organizational talent to ensure you achieve your goals



In addition to our traditional work with customers on leadership talent management, we are also working with clients on the management of other strategically important groups.

MAXIMISING SALES EFFECTIVENESS

One of our multi-national clients was committed to significantly increasing their capacity and capability in sales in order to drive sustainable (and profitable) revenue growth across existing and new distribution channels. They recognized that the right solution would have to address organizational structure, process, people and even cultural issues.

Aquarius was asked to support both the organizational and people workstreams and to ensure our activities and outputs were aligned with other elements of the programme. We also needed to engage closely with key stakeholders to build commitment to the necessary changes.

Specific activities included helping the client to develop and implement:

- A single set of sales organization design criteria to ensure the evolution and/or creation of highly effective sales organizations within business units of different sizes in different markets
- A complete set of model sales roles including front and back office jobs to reflect the specific capabilities and key performance indicators required to deliver the sales strategy and measure achievement
- A sales specific variation of the global behaviours model to uphold the core organizational values and fit the global performance management process and clarify the specific behaviours expected of sales people and their leaders

Inevitably, implementation has not been entirely smooth and some business units have had to make greater changes than others. But revenue growth is already showing significant improvement and the market has responded positively to the changes made.

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Aquarius is an independent management consultancy with a core team of highly experienced consultants in business and people management. We have expertise across a wide range of business sectors and activities through many years of working with every kind of organisation, from Blue Chip companies and Government Departments to community based Primary Care Trusts.

CONSULTANCY NEWS

COMMUNICATION, COMMUNICATION, COMMUNICATION

We have recently been engaged by Northumbria Police to manage the recruitment and selection to a newly created post – the Head of Corporate Communications.

We have worked closely with the Force to design a process that is aligned to their requirements and timescales.

Our approach has provided the full spectrum of recruitment and selection activities including:

- advert preparation and placement
- application sifting against defined selection criteria
- competency based selection
- report preparation
- candidate feedback
- reference taking
- full process documentation and administration

In addition to the management and administration of the process, we have provided expertise in terms of competency based selection methodology to enable the effective decision-making.

Our fees are based on charging for our time rather than a percentage of the successful candidates salary and this will invariably deliver cost savings to the client.

We are delighted to confirm that following this process; the new Head of Corporate Communications commenced employment with Northumbria Police on 23rd April 2007.



'CATALIST' SUCCESS

We are delighted to have been awarded our first 'Catalist' contract. We have been appointed by the Driver and Vehicle Licensing Agency to review their internal communications. The contract will be delivered with our partner Mott MacDonald, a leading management, engineering and development consultancy serving the public and private sectors around the world.

'Catalist' is the Office of Government Commercials consultancy framework agreement, which covers all sectors of government. We are a member of the Mott MacDonald consortium, which defeated intense competition from some of the biggest and best known consultancies in the country.