

L&D's guide to \_\_\_\_\_ N°7

# talent management



thin*o*i



# 01

## About Thingi

Created by educators and trusted by policy makers across the world, Thingi provides an award-winning learning system. It transforms the way learners engage with their development, providing a smart and effective way to improve skills.

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Summary

Thinqi's smarter learning system comes with a proven track record of success. We work with national and regional governments, large school groups and universities in implementing and, crucially, embedding the technology at the heart of education transformation projects. We provide best-in-class digital educational tools across the public sector in basic and higher education and for a range of multinational companies in the corporate commercial sector.

Built upon a foundation of over 50 collective years of asynchronous, distance and face-to-face teaching, Thinqi's team of learning experts are passionate about customer success and will offer support at every step of your journey towards digital transformation. Tailored to the needs of your business, our experts will:

- ▶ *support your team and respond to learning needs*
- ▶ *share their expertise in delivering blended learning that gets results*
- ▶ *help design a roadmap for sustainable L&D delivery in your organisation.*

Our approach has delivered measurable business improvement for customers across the globe including Cambridge University, Oxford University, Honda Motor Europe, Boots, BMW and Allianz Partners UK.



**Together we'll drive engagement for blended learning, helping you to grow a community of happier, more engaged and more capable staff.**

# 02

## Welcome

You may have been involved in the frequent discussions around the 'Great Resignation' and the 'war for talent' over the past year.

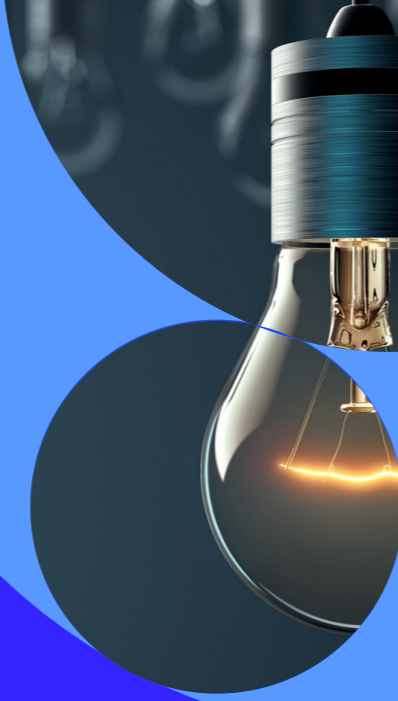
In a new, hybrid world of work, talent management has moved higher on the agenda as it becomes increasingly challenging to find and retain the best people. The shift to remote work means there is now less emphasis on where talent is located and more focus on finding the right skill sets to meet evolving business demands.

It's time for L&D to drive talent management forward in your organisation.

This guide is your key to getting your L&D right to give your top talent every reason to stay.



# 03



## Learning outcomes

Any good learning activity should have clear learning outcomes. Here's an outline of what you should take away from this guide.

By the end of this guide, you'll be able to:

01

### *Describe*

Describe the importance of talent management and succession planning for your organisation.

02

### *Outline*

Outline a plan for effective talent management and succession planning.

03

### *Identify*

Identify your top performers using the 9-box grid for talent management.

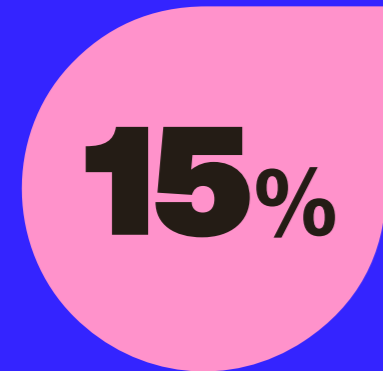
04

### *Implement*

Implement learning technologies and talent management functionality to support your strategy.

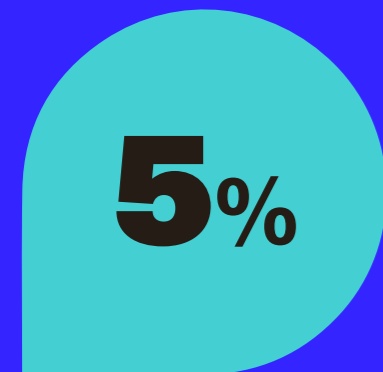
As an L&D professional, it's likely that you're expected to be leading the way when it comes to digital transformation - and feeling the pressure of doing so.

When only



*of L&D pros say they have active upskilling and reskilling programs*

and only



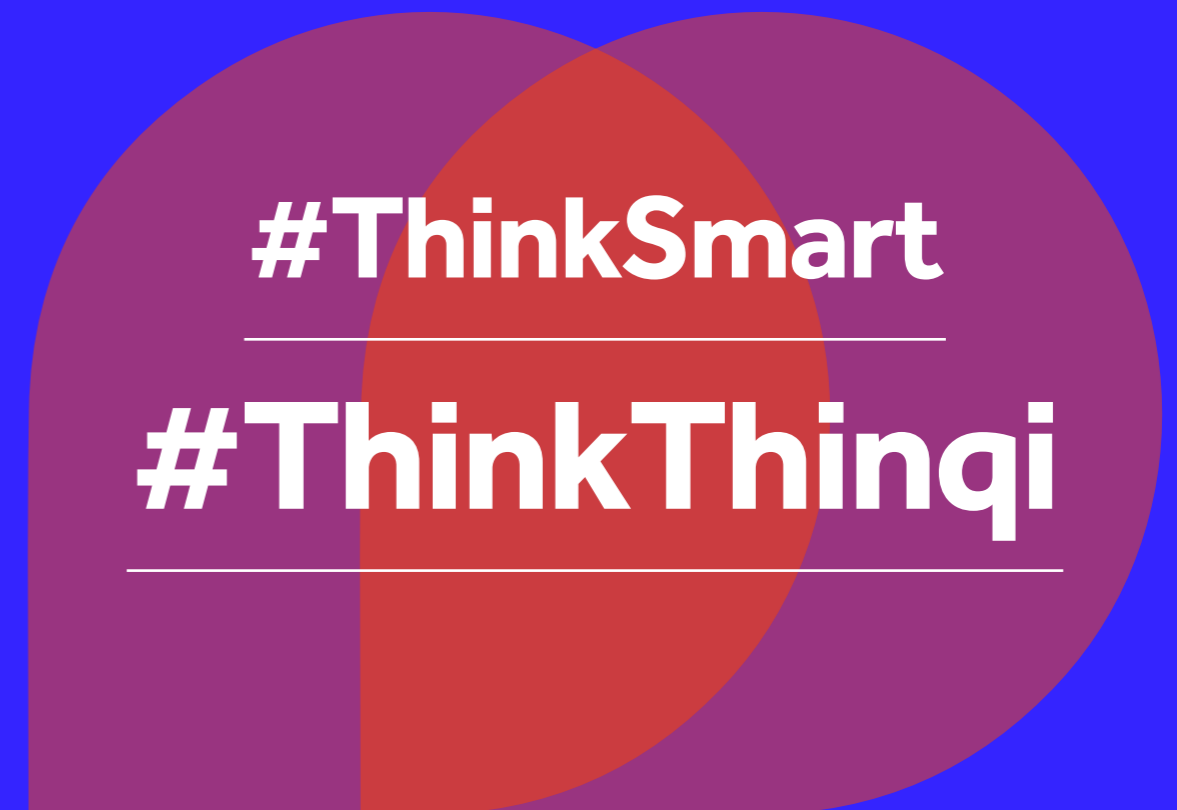
*have made it to the stage where they're measuring and assessing results*

it's evident that there's work to do on L&D's own skills and capabilities when it comes to fulfilling increased expectations around their roles.

LinkedIn Learning (2020) Workplace Learning Report <https://learning.linkedin.com/resources/workplace-learning-report>

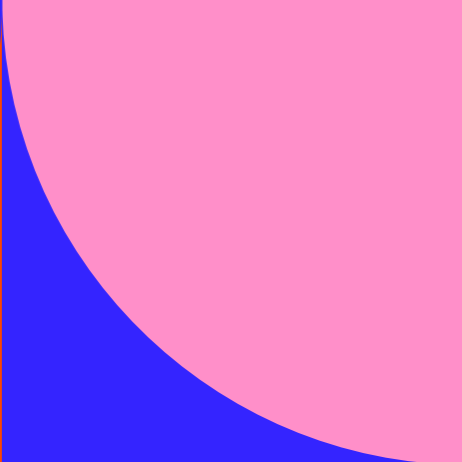
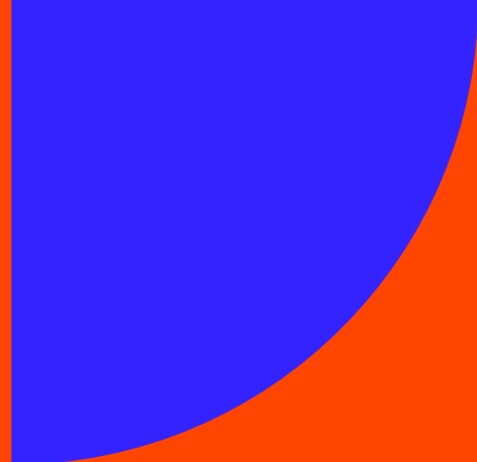
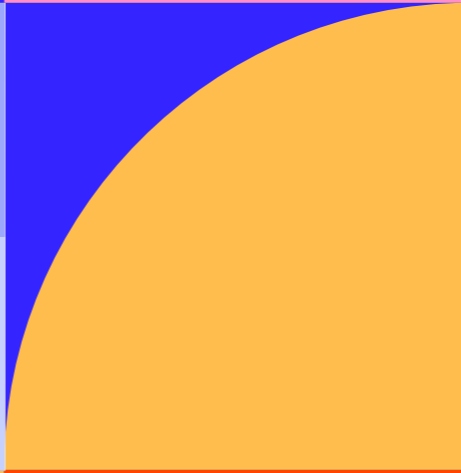
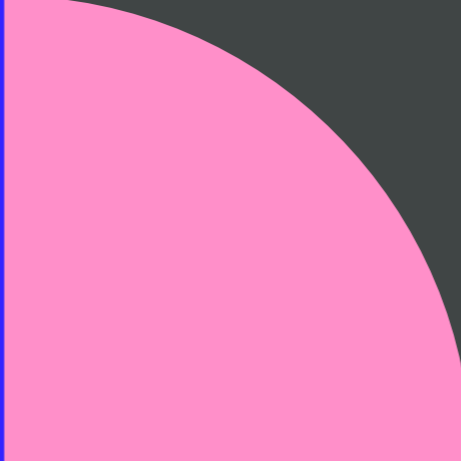
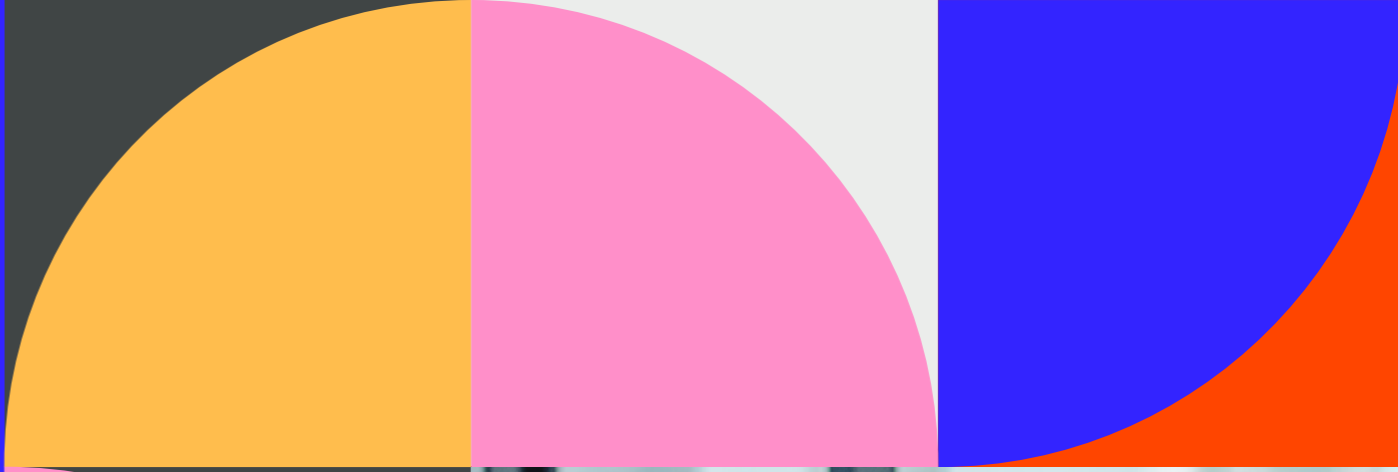
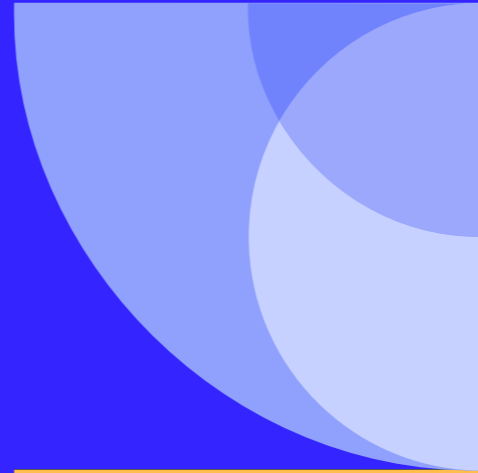
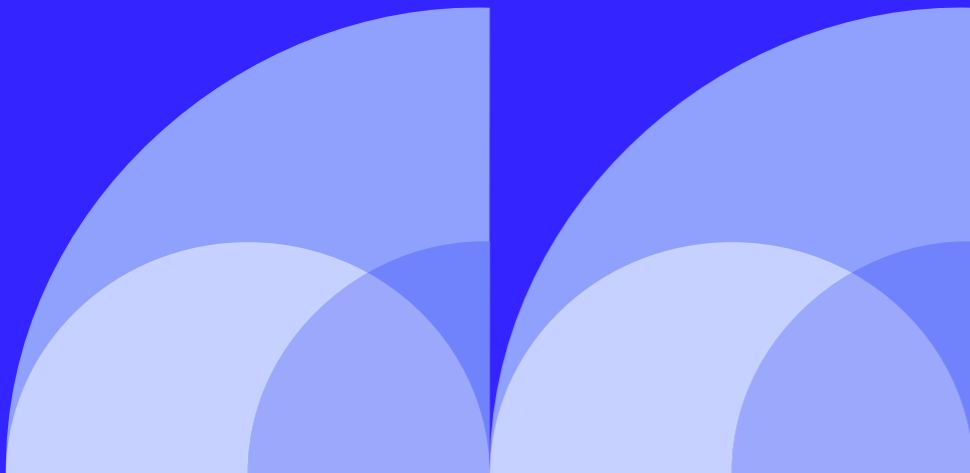
In our latest series on talent management, we aim to equip you with the knowledge and skills you need to create a skilled workforce of tomorrow that has learning embedded firmly in organisational culture.

It's time to think smart. It's time to talk talent.



# 04

## What is talent management?



Let's start with the basics – what do we mean by talent management?

The CIPD defines talent management as seeking to:

» *attract, identify, develop, engage, retain and deploy individuals who are considered particularly valuable to an organisation. To be effective, it needs to align with business goals and strategic objectives.* «

But what do we mean specifically by talent? For some, it means only the highest performers. For others, we could potentially be talking about the whole workforce.

In Europe especially, research by Fosway has revealed that 'talent' does not mean 'all staff' as often as it does in the US.

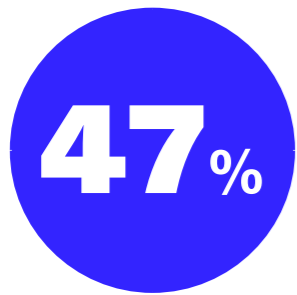
Instead, it often means:

» *a specially selected subset of executives and senior leaders, high performers, graduate in-takes and fast-track specialist roles, which could be referred to as 'critical' talent.* «

CIPD (2021), Talent management <https://www.cipd.co.uk/knowledge/strategy/resourcing/talent-factsheet#ref>  
Fosway (2022) Talent management:  
What's learning's role and why L&D need to fight their corner <https://www.fosway.com/article-time-for-learning-to-fight/>

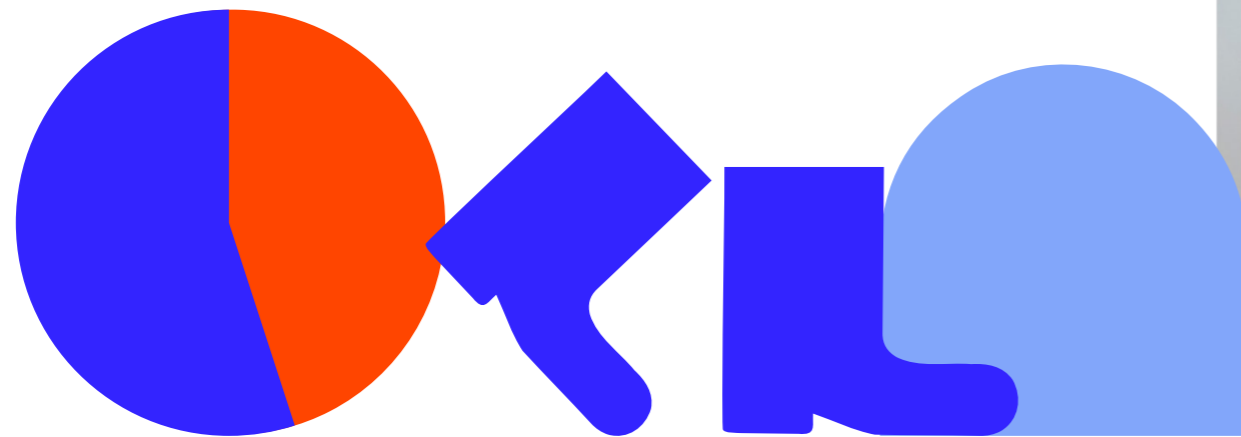
Today, talent management has never been so critical.

According to Microsoft's 2021 Work Trend Index, 41% of people are likely to consider leaving their jobs within the next year. A growing number of job openings and time to reconsider career options during the COVID-19 pandemic led to what is now dubbed 'The Great Resignation', with employees handing in their notice in droves. Remote work is now an option, meaning employees are seeking higher salaries and more flexible working options elsewhere.



*of people say they're likely to move because they can work remotely now.*

As the pressure to hold on to top-performing employees intensifies, an overarching talent management approach must be implemented to boost engagement throughout the entire employee lifecycle.



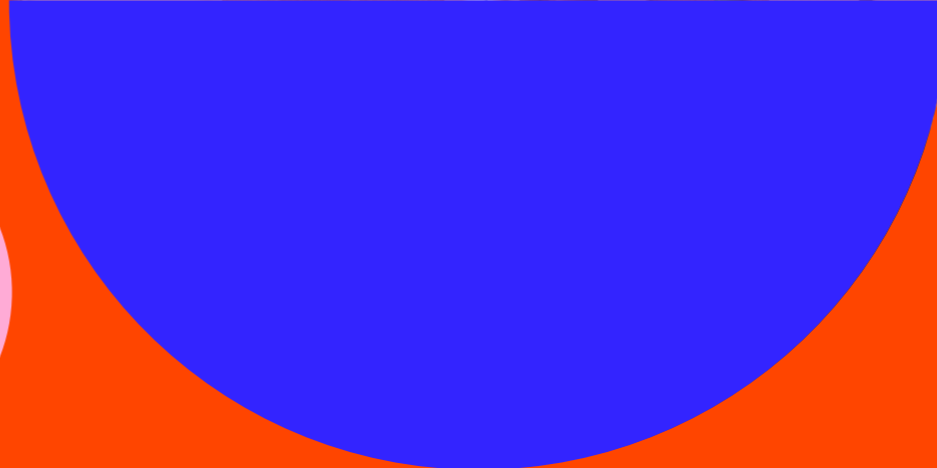
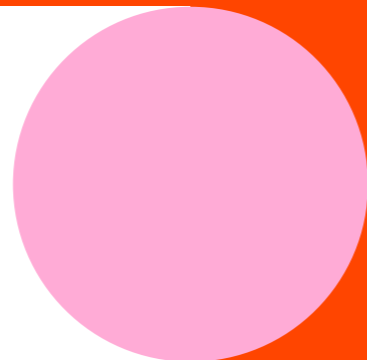
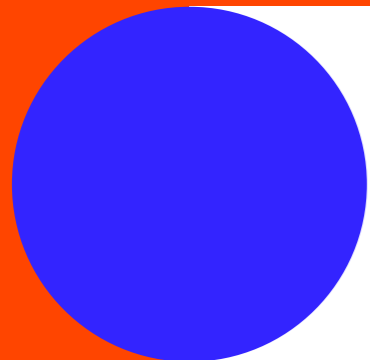
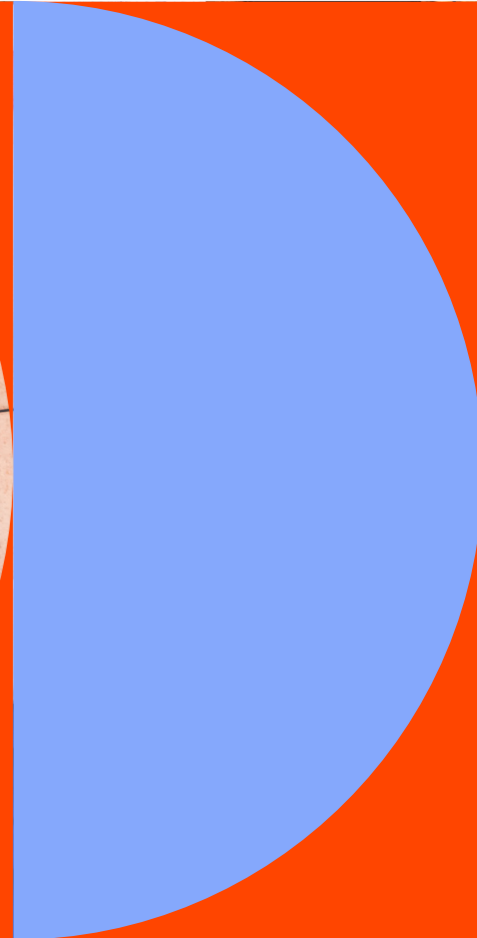
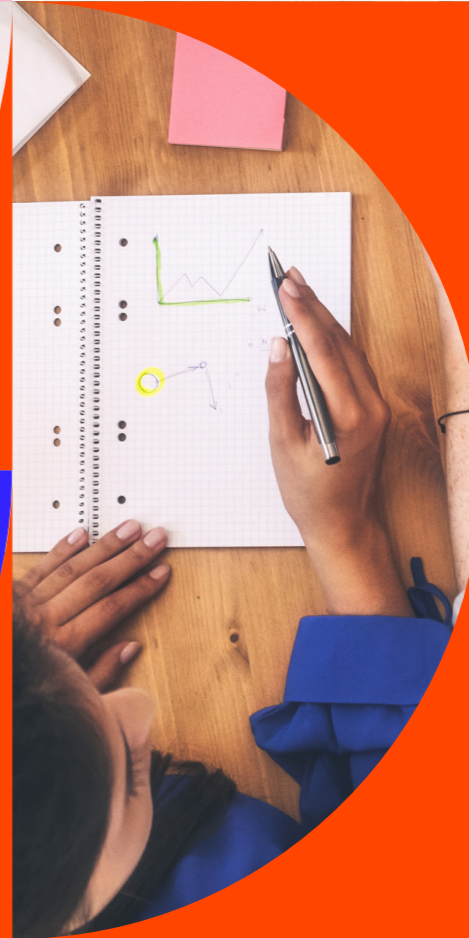
*In their 2021 Mid-Year Employee Retention Report, findings for the leading rate of attrition correlated with the previous 11 years:*



*Microsoft (2021), The Next Great Disruption Is Hybrid Work—Are We Ready? <https://www.microsoft.com/en-us/worklab/work-trend-index/hybrid-work>*

# 05

## L&D's role in talent management



# Career reasons continue to be the number one cause of an employee leaving the company.

If employers are intent on retaining current employees, they need to focus on providing them with a clear pathway for career development.

Learning is a core enabler for talent management as a whole.

Learning professionals need to look at skill-based planning and internal mobility as part of the talent management strategy to encourage a culture of continuous learning. Skills profiles within the organisation help to map competencies against where staff are currently and what needs to happen to help them fulfil required roles.

**thinqi** Search site

View all Success Profiles Manage Success Profile

## Executive Director

This is a success profile for people who aspire to be an executive director or have that position already. You can use it to develop your current competencies or find out if there's other you don't have yet.

### Success Profile Overview

**Description**

If you are considering an executive director post in the future – the Success Profile can help you to measure your current capability and experience against that needed to operate at executive level. The Profile can also support you in understanding how different aspects of your temperament and preferences may help or hinder your effectiveness as an executive director, and where you might choose to focus your development.

If you are operating as an executive director – the Success Profile can help you to review your current effectiveness and support you to take a more targeted approach to growing your capability within the role. It can also provide insights into areas of potential strength that remain untapped together with risk factors that you may need to manage differently.

**Competencies and Behaviours**

**Shaping the future**

*Competencies*

- Evolving the vision

*Competencies > Evolving the vision*

- Adopts a holistic view considering the relationship between key variables such as population health, accessibility of care, and the need for long-term value.
- Develops and evolves strategies through conversations and by listening to people, ensuring stakeholders play an important role in shaping future ambitions.

*Competencies > Harnessing collective ambition*

- Articulates a compelling view of the future that provides people with a sense of purpose and identity and which they connect with at a personal level.
- Involves others in the creation of an integrated plan which aligns team activities and connects the organisational strategy to the day-to-day work of individuals.

### Your results

**Success Profile**

70% (16/23)

**Shaping the future** 57% (5/8)

**Embedding the culture** 66% (6/9)

**Empowering the System** 71% (5/7)

[View Reports](#)

It's encouraging, therefore, to see that in the past two years L&D has been seen by leadership as critical to helping the workforce adapt and upskill to changing models of working. Budgets have grown, and along with it, the expectation that the learning function will continue to influence how the workforce adapts for the future.

# 46%

of L&D professionals say the skills gap is wider in their organisations now compared with previous years...



Learning is central to the overall culture—employees want and expect opportunities to grow and flourish within their roles with access to learning in the flow of work and ample mentoring/shadowing opportunities.



# 49%

say executives are concerned that employees do not have the right skills to execute business strategy versus 2021.

Roles such as 'Talent Acquisition Lead', 'Head of Resourcing and Talent' and 'Director of Leadership and Succession' reflect the growing convergence of HR, talent and L&D roles within organisations.

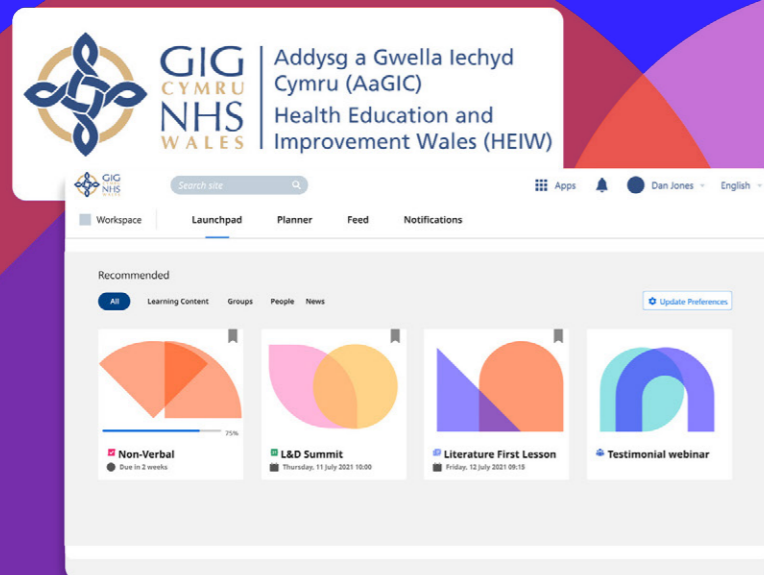
Organisations within the healthcare sector in particular, such as our partners Health Education and Improvement Wales (HEIW), have seen a greater focus on talent management to achieve strategic objectives for the organisation. Thinqi is the enabler for HEIW at NHS Wales to create talent pools and pipelines of talent, drilling down into the data and creating dashboards to assess readiness and identify aspiring talent.

It's enabled them, for the first time in NHS Wales, to develop an effective solution for talent management.



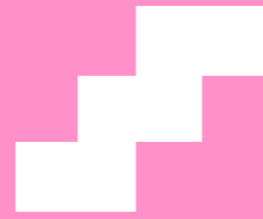
— Helen Thomas, HEIW

*“ The next thing we know, we have this talent management tool that looks amazing, is easy to use and gives a diagnostic at the end of it that allows us to test the maturity of the talent within organisations. ”*



# 06

## How to use the 9-box grid for talent management



How do you go about identifying and developing key talent in your organisation?

Without a robust talent management plan that brings together HR, L&D and the wider business, it can be difficult to map career paths and transition your top performers into more senior roles in future.

With enduring skills shortages and difficulty sourcing new talent, it's important to look within your own organisations to identify groups of jobs and develop potential successors for critical roles.

Allow us to introduce you to the 9-box grid for talent management and succession planning.



# What is the 9-box grid for talent management?

The 9-box grid, developed by McKinsey in the 1970s, is a useful tool for performance management, talent management and succession planning within the business. It began as an assessment framework for General Electric (GE) to prioritise its investments across the business, but has since been adapted by HR for selection and recruitment of employees based on performance and potential.

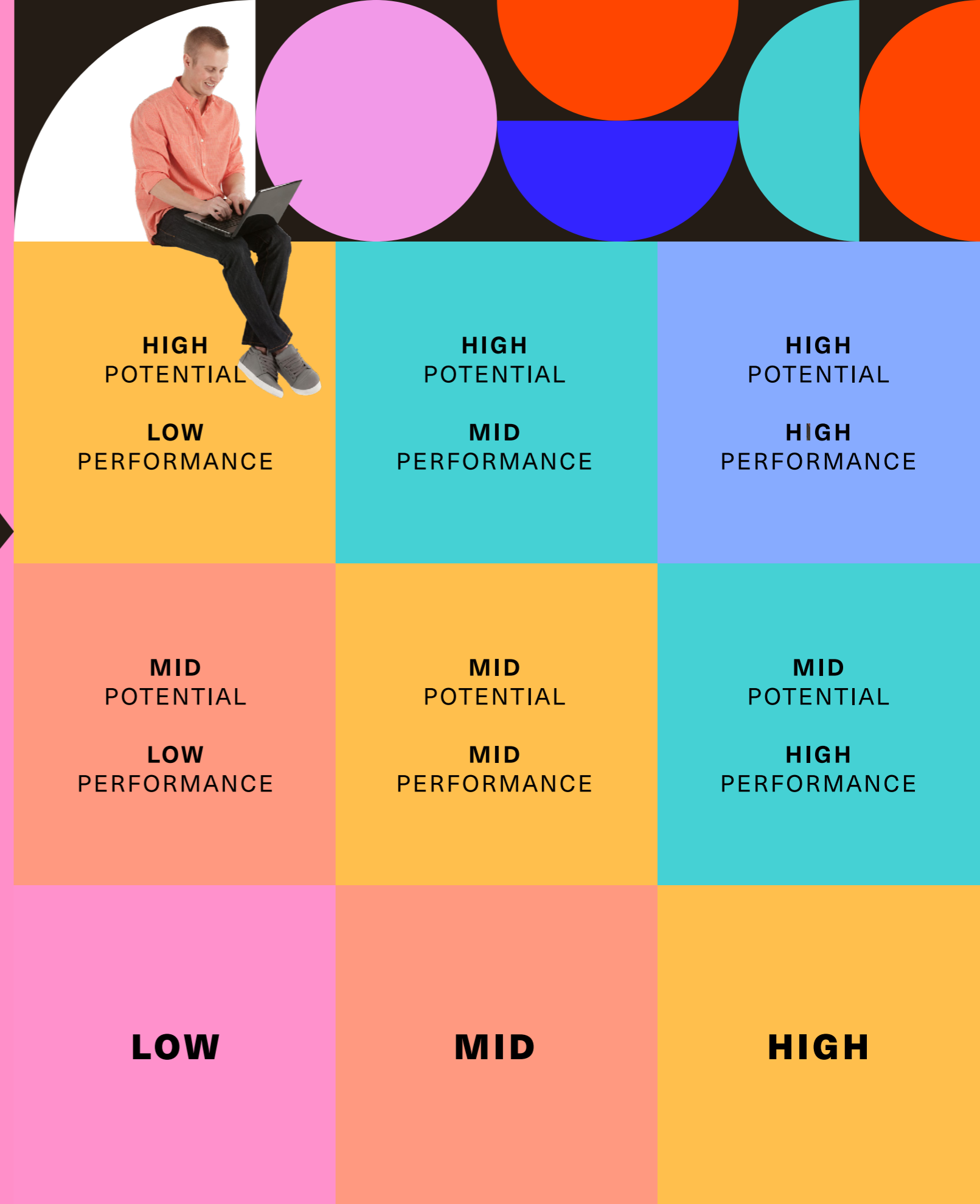
An example of the typical 9-box grid used today can be seen here

## How does the 9-box grid work?

The boxes on the grid indicate where people are currently performing mapped against their potential for development. For example, the people in the top-right box (the most desirable position, with maximum performance and potential for growth) are likely to be your future leaders.

Those in the boxes beneath may take a little longer to reach this point, but investing in their development should eventually move them into leadership roles (albeit over a longer period of time).

The 9-box grid is a great tool for determining the potential, risk and impact of loss of existing talent. It also helps inform where training resources should be allocated and helps to ensure the best return on investment for learning.





What are the **advantages** of the 9-box grid for talent management?

### Things to consider

*It encourages dialogue and discussion around internal talent management and succession planning between HR, leadership and L&D teams.*

*It helps you identify high-potential employees and informs the allocation of resources to those who will hold key positions in the future.*

*It's an easy-to-use framework that is relatively quick to create and iterate.*

*It helps improve succession planning and career development for the workforce.*

However, it's important that you're completely familiar with how the 9-box grid works before you put it into practice if you want to reap the benefits from its use.



What are the **disadvantages** of the 9-box grid for talent management?

### Things to consider

*It labels employees in relation to their potential and performance which can affect how they are perceived by members of management*

*Employees who are high performers may not necessarily make the best managers, nor might they want to move into a managerial position.*

*If you choose to share this information, some low-ranking employees are likely to become demotivated or resentful of their position on the 9-box grid.*

*Decisions made using the 9-box grid are likely to be subjective.*

These drawbacks are just some of the reasons organisations are looking for ways of supplementing the information from the 9-box grid to provide a more holistic understanding of talent and succession planning.

Let's take a look at how our NHS Wales partner, Health Education and Improvement Wales (HEIW) Leadership, is demonstrating a more holistic talent management and succession planning strategy.

## A multi-award winning talent strategy for NHS Wales

Through the lens of compassionate leadership, HEIW is creating leadership resources and programmes that enable them to develop executive and senior leaders across NHS Wales.

*"We need to identify and map existing executive roles including developing an inclusive process for recruiting talent, developing talent and deploying talent in line with our national NHS Wales Succession strategy 2017-27",* says Helen Thomas, Assistant Director of Leadership and Succession at HEIW.

Thinqi is HEIW's enabler for creating talent pools and pipelines of talent, drilling down into the data and creating dashboards to assess readiness and identify aspiring talent.

It's enabled them, for the first time in NHS Wales, to have some sort of maturity around the talent management process.

In 2021 and 2022, HEIW scooped Gold at the prestigious Learning Technologies Awards and were finalists with Thinqi in the Learning Awards 2022.

Thinqi features HEIW are implementing to achieve success include:

- ▶ Events and conferencing functionality
- ▶ Success profiles
- ▶ 360 evaluations tool
- ▶ A digital library of high-quality resources
- ▶ Personalised learning pathways
- ▶ Badges to reward demonstration of knowledge and real-world application (learning transfer)



For the full story on how each item of functionality has been used to support this powerful strategy, you can read it [here](#).

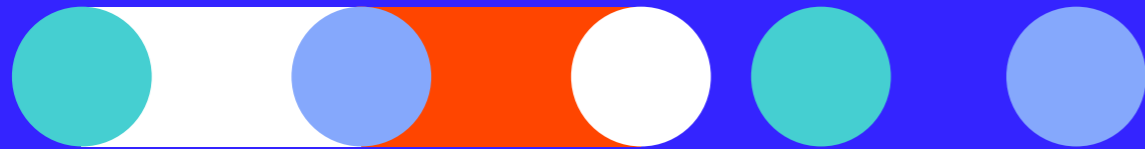
There are organisations that use the 9-box grid well and find it a highly effective tool for supplementing talent management and succession planning. However, like most frameworks, the 9-box grid is not a silver bullet.

The Lancaster University Management School whitepaper 'Talent Management: Time to Question the Tablets of Stone?', acknowledges the benefits of the 9-box grid but highlights its overemphasis on a 'Talent as Critical People' philosophy – i.e. that talent is only limited to people with skills and competencies that are essential to business performance. This philosophy needs to be counter-balanced by other activities and systems that contribute to the talent management process. In other words, you also need to consider the systems and support within your organisation as well as your talent pool.



# 07

## Where are your leaders of tomorrow coming from?



The challenge of the Great Resignation is particularly pertinent in leadership and management roles.

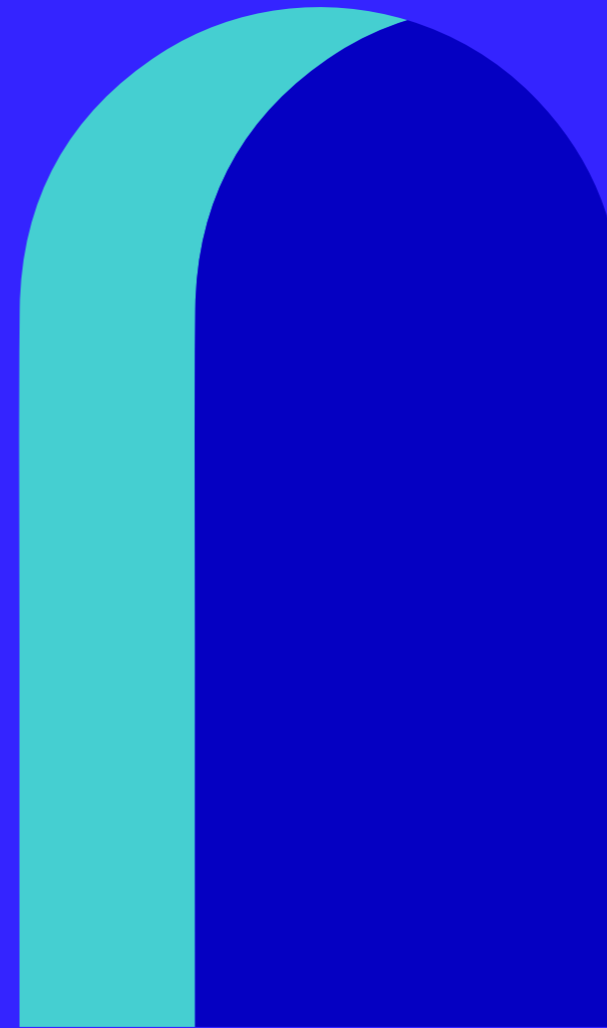
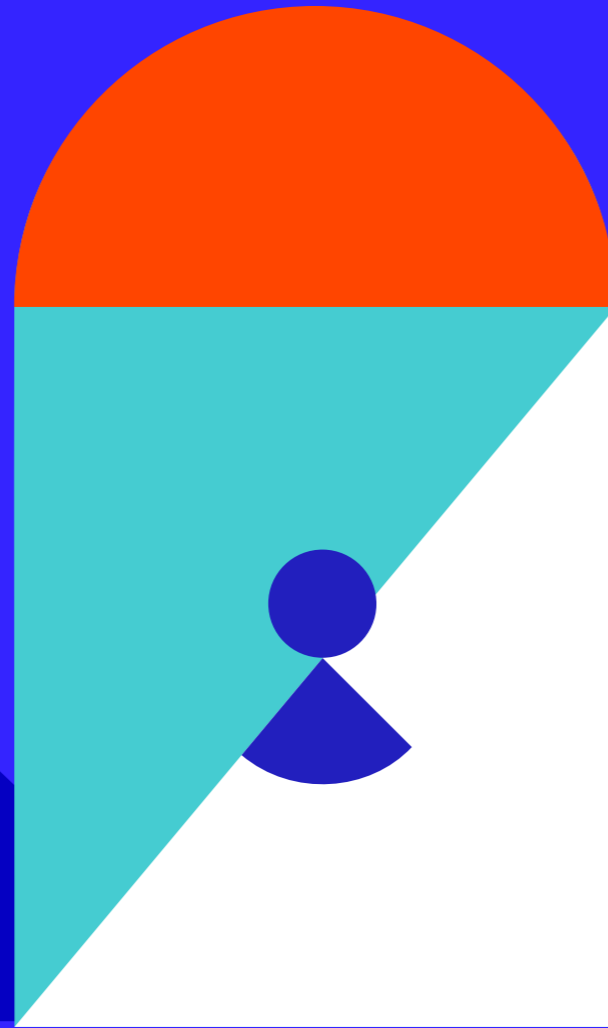
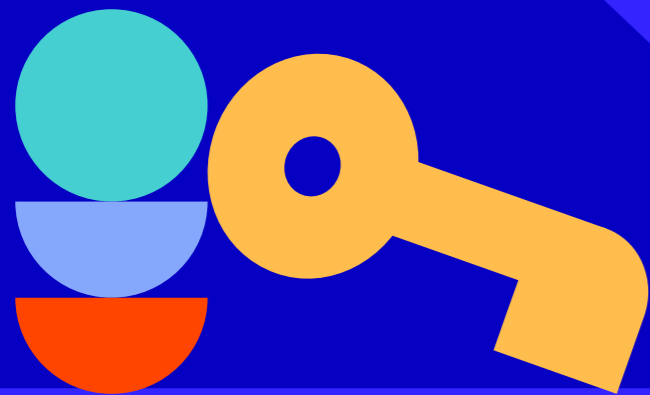
As your high-cost, high-value people are either choosing an alternative career pathway, early retirement or being headhunted by rival organisations, the task of filling these skills gaps becomes ever more challenging. You might be finding it difficult to plan succession for your organisation and to move it forward against growth targets.



A recent report from Humu revealed that:

*Managers are ready to quit. In fact, they're twice as likely as less senior staff members to be looking for new jobs.*

**EXIT**



While the Great Resignation has likely been subjected to a little dramatisation by the media, there's no denying that finding and recruiting talent is tough at the moment. This has meant having to be more resourceful when it comes to filling gaps in skills and resources and looking outside the box for solutions. You may, for example, have considered the following:

- ◆ **Agencies**



- ◆ **Headhunters**



- ◆ **Competitive perks**




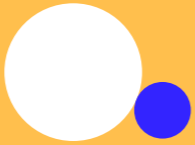



However, your answer may lie within...and may just be right under your nose.

What if your existing people have the potential to fill these roles? What if, with the help of some focused development, coaching and mentoring, you can liberate talent and reap the benefits of investing in your own people?



According to Fit Small Business, **the average time to hire for internal recruitment is around 2-3 weeks compared with 1-3 months for external hires.**

What's more, **turnover for internal recruitment is nominal** whereas this is around **20% within the first two months for external hires.** Costs can also be between **four and six times higher for external recruitment.**

|   | <br>Internal recruitment | <br>External recruitment |
|---|--|---|
|  <b>Time to hire</b> | 2-3 weeks  | 1-3 months  |
|  <b>Hiring costs</b> | Around \$1,000   | \$4,000 - \$6,000   |
|  <b>Turnover</b>     | Nominal  | About 20% within the first 2 months   |

Fit Small Business

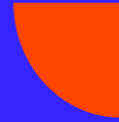
Time effectiveness, loyalty and retention of the people you've invested in means it's time to stop and think about what's really holding you back.

One major factor in this is the difficulty in understanding who in your organisation has the potential to fulfil these roles. What competencies do they have, what do the roles require and where are the gaps? Who in your organisation is ready now, or will be ready soon? And lastly, how do we get them to where we need them to be?

It's time to look at how technology can enrich your strategy with the tools you need to take your talent to the top.



# 08



## Learning management systems vs talent management systems



Talent management systems and learning management systems—whether standalone or as part of your HR system – have been around for a little while. However, we’ve seen a recent trend where the learning technologies used to deliver and monitor learning programmes are starting to incorporate talent and performance tools.

This enables you in L&D to join forces with your HR department, and get involved in conversations around performance management and people development.

No longer do you have to painstakingly compare learning systems against talent management systems. Integrated learning systems such as Thingi enable you to focus on talent management without compromising on learning management or experience.

Here’s how.





# Talent

# Performance manager

## How to connect talent and performance management with your learning programmes

Let's take a look at how you can bring together talent and performance management with the delivery of your learning programmes.

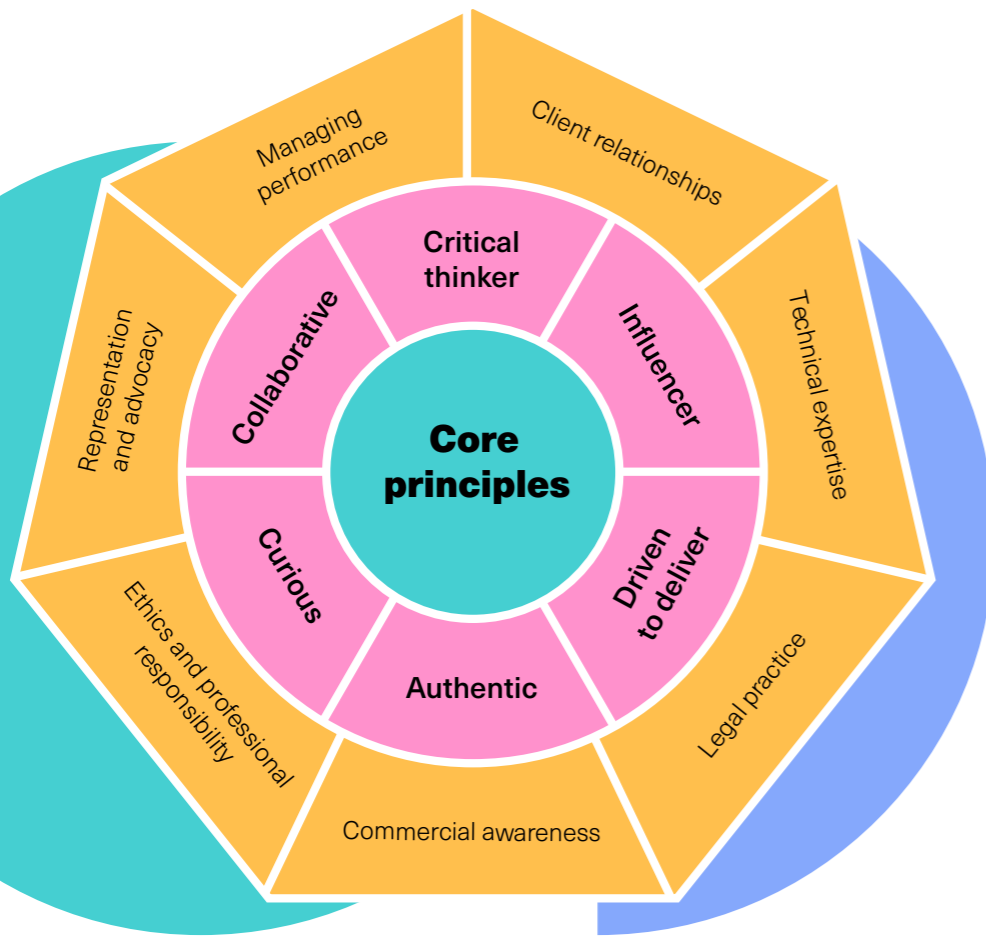
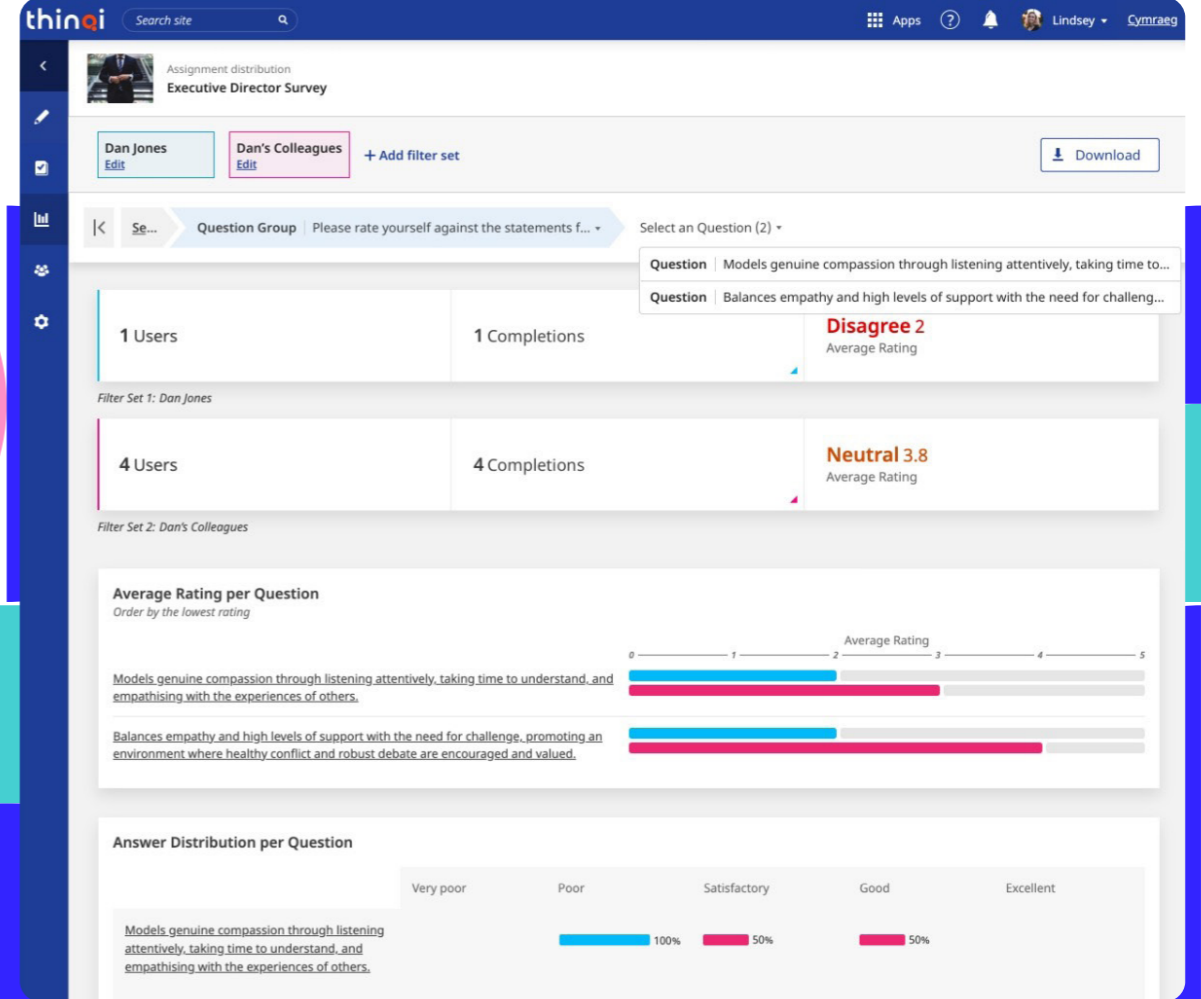
To support people in achieving their potential and fulfilling critical roles, you need to define the competencies needed for each role, diagnose the gaps between the individual and the role, and then join the dots with effective learning programmes.

This doesn't have to be complicated if you can break it down with a bit of careful planning around the following actions.

# Outline your competency frameworks

A good place to start, if you haven't already, is to create a competency framework for all the roles within your organisation.

First, identify and represent your employees' existing competencies and behaviours required across different departments to achieve organisational success.



# Create competency profiles

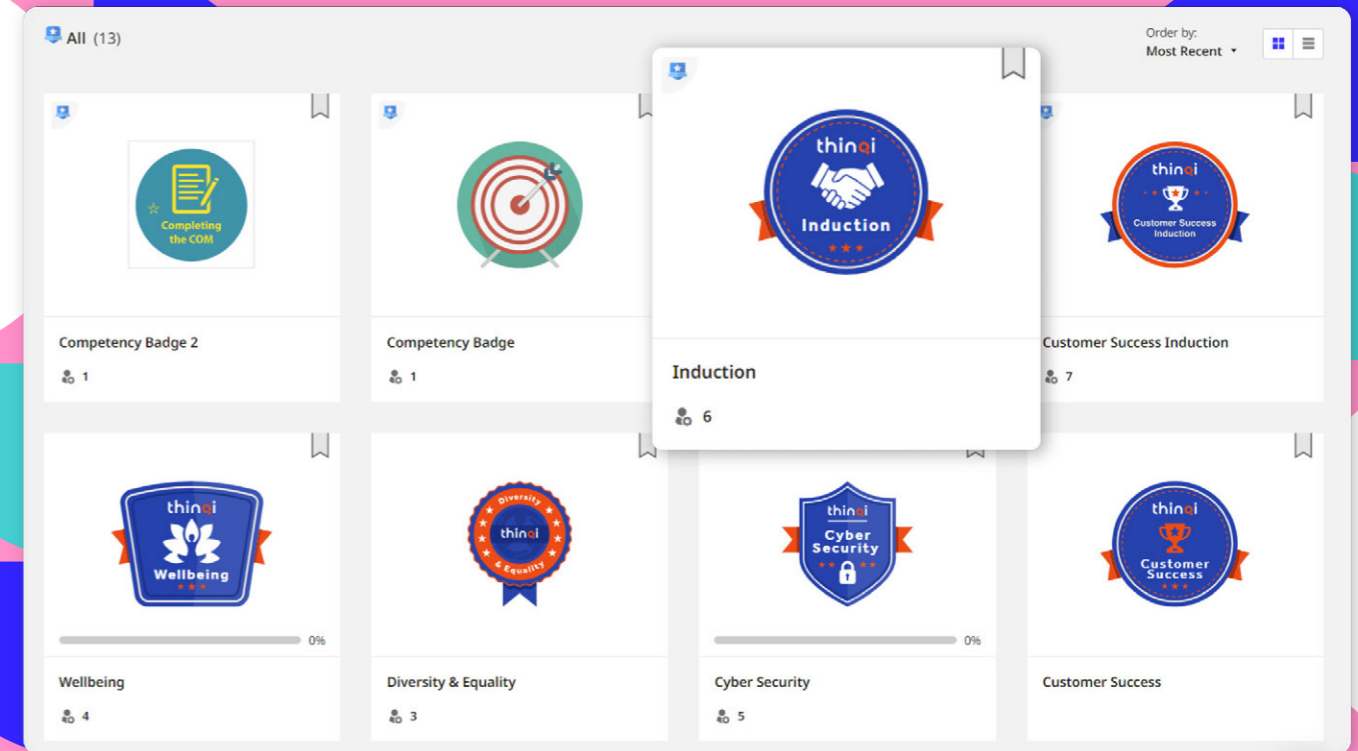
Next, it's time to drill down to individual roles and create **success profiles**. These enable you to align core competencies identified in your competency framework and apply them to individual job roles. For example, a successful customer service representative might have good communication skills, technical knowledge, interpersonal skills and excellent problem-solving abilities.

Making your success profiles discoverable across the business gives people visibility of potential roles and enables them to explore their potential and career direction independently.

## Diagnose gaps

Now you'll need a way to compare people's current competencies against success profiles for the role they aspire to. You can create individual **competency profiles** using the competency framework you created. How many of these competencies can you add to an employee's competency profile? Where are the gaps when compared with the success profile for the role they want?

This is a great way for your people to evaluate current competencies, identify gaps and take charge of their own development.



## Award the successful application of competencies

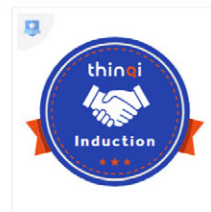
You can provide people with a rich, blended learning journey through which competencies can be demonstrated and recognised.

The **'Badges'** feature in Thinqi can be used to empower line managers with the ability to award people who are demonstrating successful application of new competencies following the learning intervention.

## Prescribe relevant learning pathways

Once an individual has checked their competency profile against the desired success profiles, you can link any missing competencies to programmes of learning to help fill the gaps.

Your learning programmes can take the form of workshops, coaching, mentoring or blended learning experiences where the learning outcomes address specific competencies. Learners can find programmes in your learning system and self-enrol. Alternatively, you can identify a cohort of individuals who are 'ready soon' and put them on the relevant pathway to develop any missing competencies.



Badge  
Thinqi Induction

Welcome to the Thinqi Induction Programme. In this programme, we will explore a number of items that will ensure success in your Thinqi career!

Expires in 365 days

Share Go to My Badges

This badge is issued by Dan Drewson

### How to earn this badge

We truly believe that being a Thinqi team member is far more than going through and ticking boxes along the way. Here at the Thinqi Learning Hub, we believe that we have access to a value-led learning experience, with a strong onboarding process that helps them understand their role and, just as importantly, what the company expects from them every day. During this program, you will achieve the following learning criteria:

- A clear understanding of the history and core values here at Thinqi;
- The ability to apply key skills for your role at Thinqi;
- An ability to explain core company principles within your chosen sector

This programme will be delivered in a blended format and is designed to educate, empower and enable

Thinqi Induction Pathway 0% 7 steps

- ✓ Complete the 'Thinqi Information Pack' Playlist
- ✓ Complete the 'Code of Conduct Handbook' Playlist
- ✓ Achieve 85% on the 'Code of Conduct Quiz' Assignment
- ✓ Attend the 'Investing in You (Webinar)' Event
- ✓ Attend the 'Induction Tour' Event
- ✓ Rate the 'How to Successfully Take the Leap into Blended Learning' resource
- ✓ Complete the 'Post-Induction Survey' Assignment

## Use evaluation & reporting

Your talent management tools should also let you run reports across your organisation against the success profiles you've created and the competencies people have. This allows you to target audiences or identify who in the business is 'ready now' (i.e. fulfils all the required competencies) or 'ready soon' (i.e. fulfils many of the competencies, but not all).

This is an effective way to see how healthy your succession pipeline is, where you are exposed and how prepared you are to fill critical roles from within

New talent functionality in today's learning systems will help you nurture talent to not only future-proof your organisation, but to ensure everyone has the opportunity to achieve their ambitions.

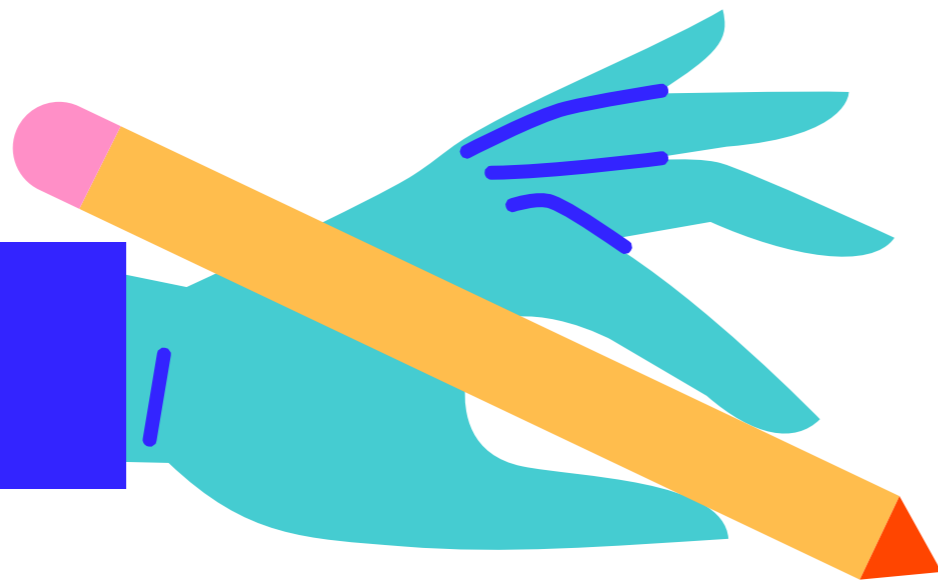
However, making the right choice of learning technology isn't easy. We recommend taking a look at the ['Guide to sourcing a learning system'](#) to help you define your requirements, engage stakeholders and prepare the right questions before engaging with vendors.

# 09

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## Summary

There's a lot to consider when creating an effective talent management and succession strategy, so here's a reminder of all we've covered.



1. In the midst of the Great Resignation and new ways of working, talent management is key to future-proofing your workforce.
2. The 9-box grid is a useful tool when used effectively for succession planning and identifying your leaders of tomorrow.
3. Newer, smarter learning systems mean you no longer have to make the painstaking choice between learning system and talent management system.
4. Empowering your people to take charge of their own development with personalised learning pathways is your key to retaining talent.

It's time to take  
your workplace  
talent to the top.

