



Talent Management Framework Guide

Introduction

A talent management framework is a dynamic structure that supports an organization's strategy. It helps organizations align their talent management efforts to business strategy, plan for talent demands, and helps to prioritize suitable talent management activities.

This guide provides you with a framework that you can use to:

- Recognize the external factors influencing your talent strategy.
- Identify the key business questions to take into account to define your talent strategy.
- Select the right talent philosophy.
- Identify the tools to manage the demand and supply of your talent pipeline.
- Compare the right talent supply methods.
- Monitor the success of your talent efforts.

This resource also includes an outline with guiding key business questions to create your talent management framework based on your organization and business strategy.

Keep in mind !

- Each decision will impact the next step in your framework, so do not skip any steps.
- This framework is dynamic, so make sure you update it as you require over time.

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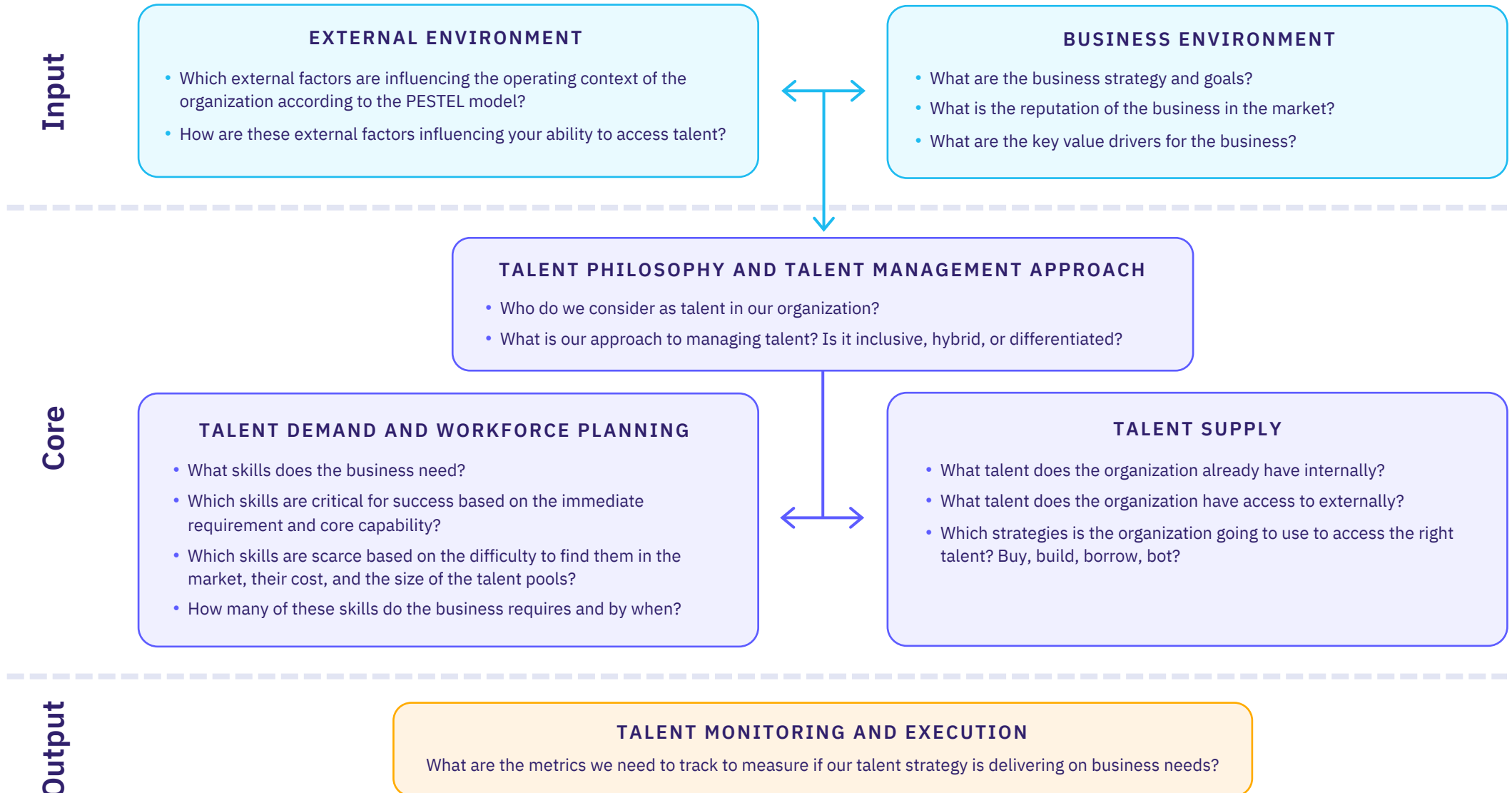
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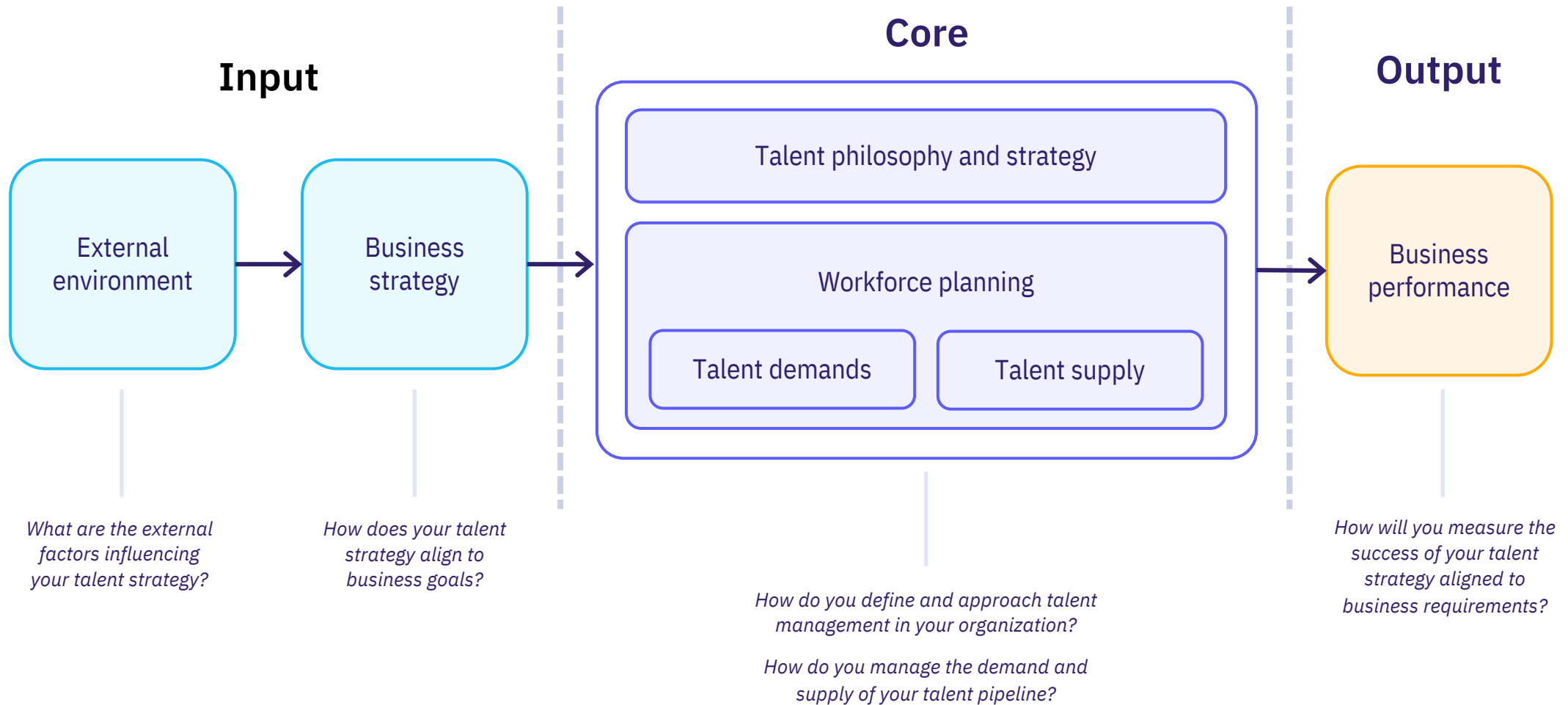
Factors to consider in a framework blueprint and the information organizations use when considering their talent strategy

Key Business Questions and Outline

Use these questions to drive the conversation with your stakeholders as you complete your talent management framework.

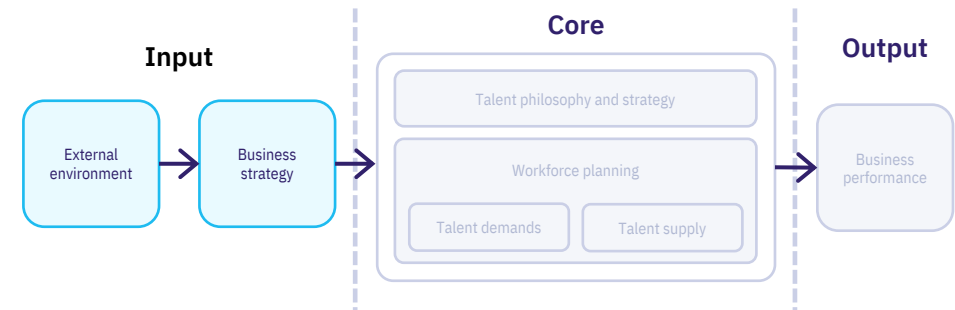


Developing the Framework



Developing the Framework // Input

The external environment refers to how a company is influenced by the industry it operates in. The business strategy sets the tone for how organizations think about their talent strategy.



EXTERNAL ENVIRONMENT

Do

- Consider the characteristics of the industry in which your organization operates.
- Define what the competitive advantage of your organization is and what sets it apart in the market.
- Focus on the factors that influence how your organization can best attract and retain talent within its context.

Apply

Conduct a PESTEL analysis to identify external factors that are relevant to your organization. This analysis contemplates political, economic, social, technological, environmental, and legal factors.

Focus on

Political, economic, social, technological, environmental, and legal factors and their implications for your talent strategy.

BUSINESS STRATEGY

Do

- Align with your HR team on strategic business priorities, what HR practices to focus on, and how they contribute to the business.
- Align with the leadership team on value propositions, activities, and value drivers.
- Engage with your core customers.
- Set clear expectations and communicate openly with your stakeholders about them.

Apply

Create a business strategy and an execution plan.

Focus on

The key information to be included that is applicable to talent.

Developing the Framework // Core

The talent philosophy focuses on how an organization defines talent and who talent practices are applicable to. An organization's talent philosophy influences its framework. Talent philosophies can be inclusive, differentiated, or hybrid, depending on the context.

TALENT PHILOSOPHY AND STRATEGY

Do

Perform a talent philosophy assessment to identify which talent approach is more suitable for your organization. This will be based on the nature of the work, the skills needed for business continuity, growth perception, and decision-making styles.

Apply

Implement the talent philosophy that is the best fit for your business.

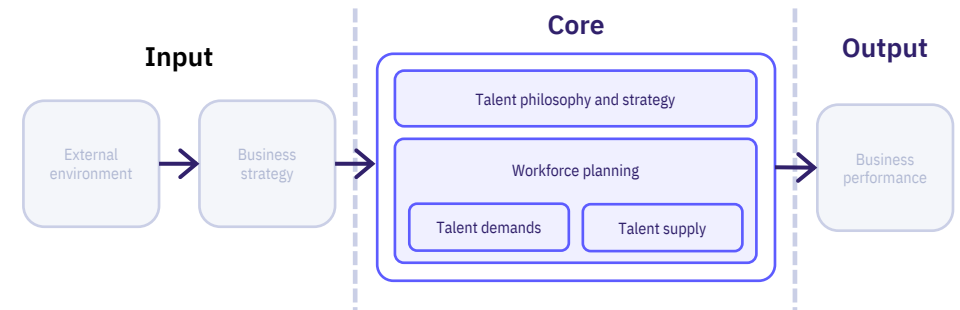
TALENT PHILOSOPHIES

<i>Inclusive</i>	<i>Differentiated</i>	<i>Hybrid</i>
Everyone is considered talent, but they can contribute in different ways and at different points in time. Talent practices are applicable to all.	Only specific people with critical and scarce skills are considered as talent, closely aligned to the organizational strategy and core capabilities. Keep in mind that a differentiated strategy is not a bad thing.	The inclusive and differentiated approaches are combined and applied according to business needs.



Focus on

The ways in which you can bring the outcomes of the talent philosophy assessment into the framework.



Workforce planning determines the current and future talent needs of a business. This includes talent demand and talent supply. Talent demand is about how critical and scarce key skills are.

TALENT DEMAND

Do

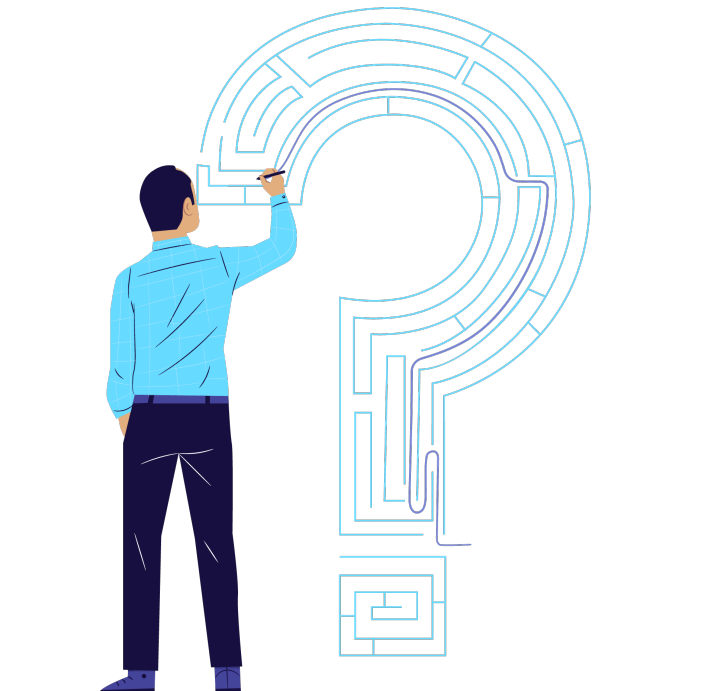
- Reflect on the talent your organization needs and what is critical for the business now and in the future.
- Look at how scarce that talent currently is in the market, and how easy it is to find and retain.

Apply

- Identify key resources to deliver on the organizational strategy.
- Identify the building blocks of the business and the key skills that enable them.
- Gather external market data about the availability of the roles that are critical for business continuity.
- Divide talent into pools based on skill criticality and scarcity.
- Identify your workforce requirements in terms of volume.

Focus on

- The skills that are critical to achieving the business goals.
- The scarcity of critical skills given the current market.
- The volume you will need for each skill.



Managing talent supply is the combination of strategies to ensure that the talent demands to deliver on the business strategy are met.


TALENT SUPPLY

Do

- Reflect on how to meet the talent demands that you have defined through the best possible approaches.
- Look at how these approaches reflect your talent philosophy.
- Gather internal talent data to understand your internal talent supply.
- Decide on a talent strategy or talent strategies to meet talent demands depending on business needs and talent segments.

Apply

- Use internal talent data to understand the talent supply you have access to.
- Look at external talent pools and take an informed approach toward talent decisions and actions to execute your talent strategy.
- Create an action plan to keep your current talent engaged through a great employee experience.

 Focus on

- The talent that you already have internally and the access that you have to external talent.
- The strategies you will use to access the right talent.

TALENT STRATEGIES	
Buy	Build
<div>The focus</div> <div>Employer brand, attraction, and recruitment</div> <div>The goal</div> <div>Accessing external talent to meet demands</div>	<div>The focus</div> <div>Learning and development, succession planning, career management</div> <div>The goal</div> <div>Growing and retaining internal talent</div>
Borrow	Bot
<div>The focus</div> <div>Alternative work arrangements and freelance talent</div> <div>The goal</div> <div>Flex talent pools to meet changing demands</div>	<div>The focus</div> <div>Automation and intelligent technologies</div> <div>The goal</div> <div>Meet talent demands through augmented talent pools</div>

Developing the Framework // output

The output is the business performance. It measures critical areas of success to demonstrate the impact of the organization's talent strategy on business based on the company's objectives and context.

TALENT PHILOSOPHY AND STRATEGY

Do

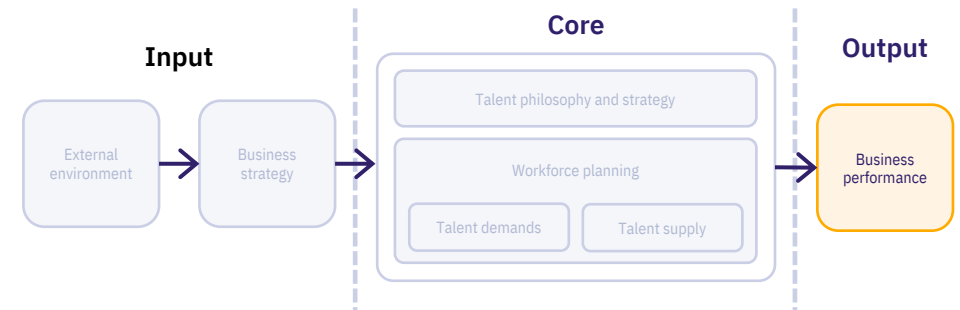
- Evaluate your business and talent strategy objectives.
- Define what success would look like in concrete terms.
- Select metrics to measure how successful your organization is in achieving these objectives.

Apply

- Analyze the data you have gathered and identify any trends or patterns related to your success metrics and objectives.
- Use this information to make relevant, well-informed decisions regarding possible changes in the talent strategy.
- Translate these metrics into business outcomes and communicate to relevant stakeholders.

Focus on

- Monitoring talent.
- Executing your talent strategy.
- Tracking and measuring your talent strategy through metrics to ensure that it is delivering on business needs.



Some metrics you can use are succession coverage, NPS ratings, employee retention, and employee engagement levels.