

Critical moves for Talent Leaders to deliver value in 2023...

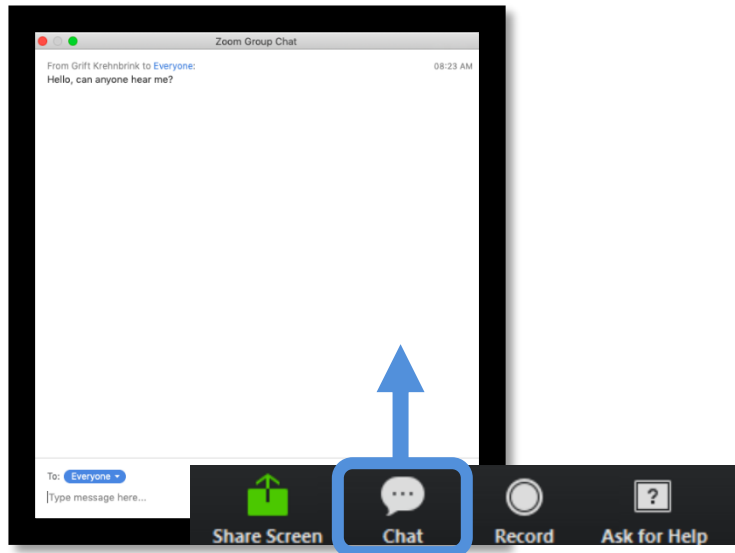
Deep Dive Session

Accelerating the Talent System to Deliver More with Less



A warm welcome!

Change your Zoom name - name and company (e.g. James Blaker - bts)



Critical moves for Talent Leaders to deliver value in 2023

Share

What are your questions coming into today's session?

Please post in Chat

Your bts team today...



Co-Host
James Blaker



Host
Tara Cherniawski



Expert
Paul Wilson



Our research

Talent Leaders Critical Moves **BTS**

The 8 critical moves for Talent Leaders to deliver value in 2023



By Stephanie Peskett, David Bernal, Lisa Sprenkle, Michael Lehman, Lynn Collins, Lianne Yee, Jim Perry, Jerry Connor, Larisa Balleani, Andrew Burns, Brad Chambers

As 2023 kicks off in a flurry of economic uncertainty, political turmoil, and lingering pandemic impacts, Chief Talent and Learning Officers and their peers are doubling down on preparing their leaders and teams to survive, and more importantly thrive, in the new year.

In 2023 it's time to **believe** and **do differently** in your talent, learning and leadership strategy. We are seeing eight high impact critical moves in leadership, talent, and learning emerge as priorities for CLOs and CTOs in 2023. Furthermore, we have also identified the critical



What are leading enterprises focusing on to thrive in 2023

1

Making Bold Investments in Core Leadership



2

Accelerating the Talent System to Deliver More with Less



3

Scaling the Learning Culture to Help People Adapt



Why are we all obsessed with talent, isn't it all about technology these days?

67%

say technology will create greater value

63%

believe technology will be greatest source of competitive advantage

44%

believe technology will make people 'largely irrelevant' in the future of work

When CEOs were asked to rank what their organisation's top 5 assets will likely be in 5 years, the company's workforce didn't even make the top 5 list



Why are we all obsessed with talent?

An economic analysis conducted by CEBR predicts that human capital represents a potential value of...

USD1,215 trillion

2.33 times physical assets value



Priority #2: Talent

Accelerating the Talent System to Deliver More with Less



**Accelerating
the Talent
System to
Deliver
More with
Less**



Critical Moves

**Embed employee-focused
leadership framework
and language**

**Implement adaptive and
dynamic HiPo selection and
development approach**

**Scale effective external candidate
acquisition process to win the
war for talent**



**Accelerating
the Talent
System to
Deliver
More with
Less**



Critical Moves

**Embed employee-focused
leadership framework
and language**

**Implement adaptive and
dynamic HiPo selection and
development approach**

**Scale effective external candidate
acquisition process to win the
war for talent**

Post in Chat...

In your organisation is leadership a:

- 1. Role**
- 2. Capability**
- 3. Mindset**

Or something else?



Embed an employee-focused leadership framework and language

What isn't working:

- **Generic leadership frameworks** selected from a vendor standard
- Leadership expectations that **stand alone** from the people processes, policies and strategies
- **Lack of input or awareness** from **employees**
- **Too lengthy, too wordy**
- Focus on what **framework says** rather than how it will **enable leaders to act differently**
- **Lacking explanation** at the level of the **job**

Client Story

Scenario

Leadership Expectations

Partnered with a European retailer to develop their leaders in order to support their strategic priorities of growth through international expansion.

They were facing challenges in balancing centralisation and meeting the unique needs of local customers.

The CHRO knew their leaders needed to think and operate differently if a transformation was to be successful.



What we believe

...and will ensure business continuity

Customise what leadership is for you. Don't be generic.



Authorship is ownership - co-create with the organisation.



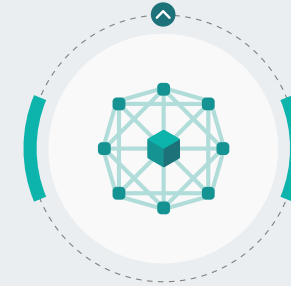
Make it **personal** to the role and everyday activities.



Embed. Less time on building, more time on **executing**.



Give people lived **exposure/ experience** to the framework.





**Accelerating
the Talent
System to
Deliver
More with
Less**



Critical Moves

**Embed employee-focused
leadership framework
and language**

**Implement adaptive and
dynamic HiPo selection and
development approach**

**Scale effective external candidate
acquisition process to win the
war for talent**

Discussion

How would you evaluate the quality of the talent pools in your organisations today?

What gains have been made?

What gaps still exist?

BTS HiPO 5 Factor Model..



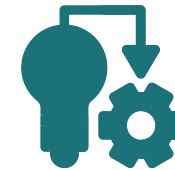
Leadership Maturity



**Aspirational and
Inspirational Mindset**



People Acumen



Business Acumen



X-Factor

Client Story

Scenario

HiPo Assessment

A global chemical company came to BTS to request support in helping identify their executive leaders of the future.

They were implementing a new strategy, and needed to build a strong pipeline of leaders who would drive and role model the necessary organisational and culture changes.

Previous approaches had not provided the right insights, were too generic and didn't prepare leaders for the next step up.





**Accelerating
the Talent
System to
Deliver
More with
Less**



Critical Moves

**Embed employee-focused
leadership framework
and language**

**Implement adaptive and
dynamic HiPo selection and
development approach**

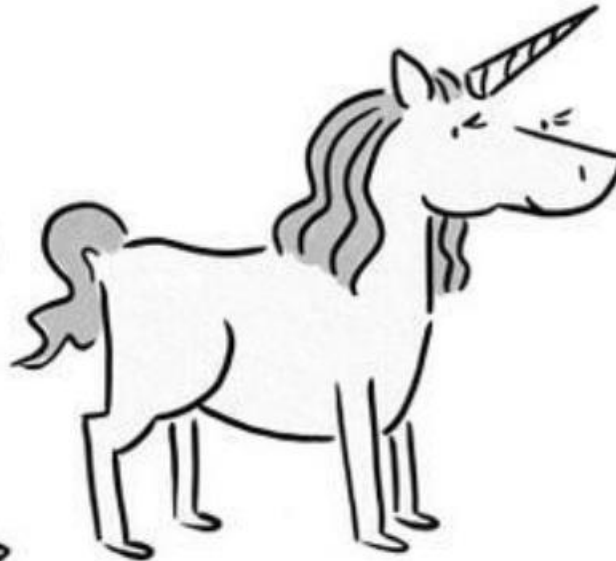
**Scale effective external candidate
acquisition process to win the
war for talent**

RARE SPECIES

BIGFOOT



UNICORN



AVAILABLE .NET
DEVELOPER

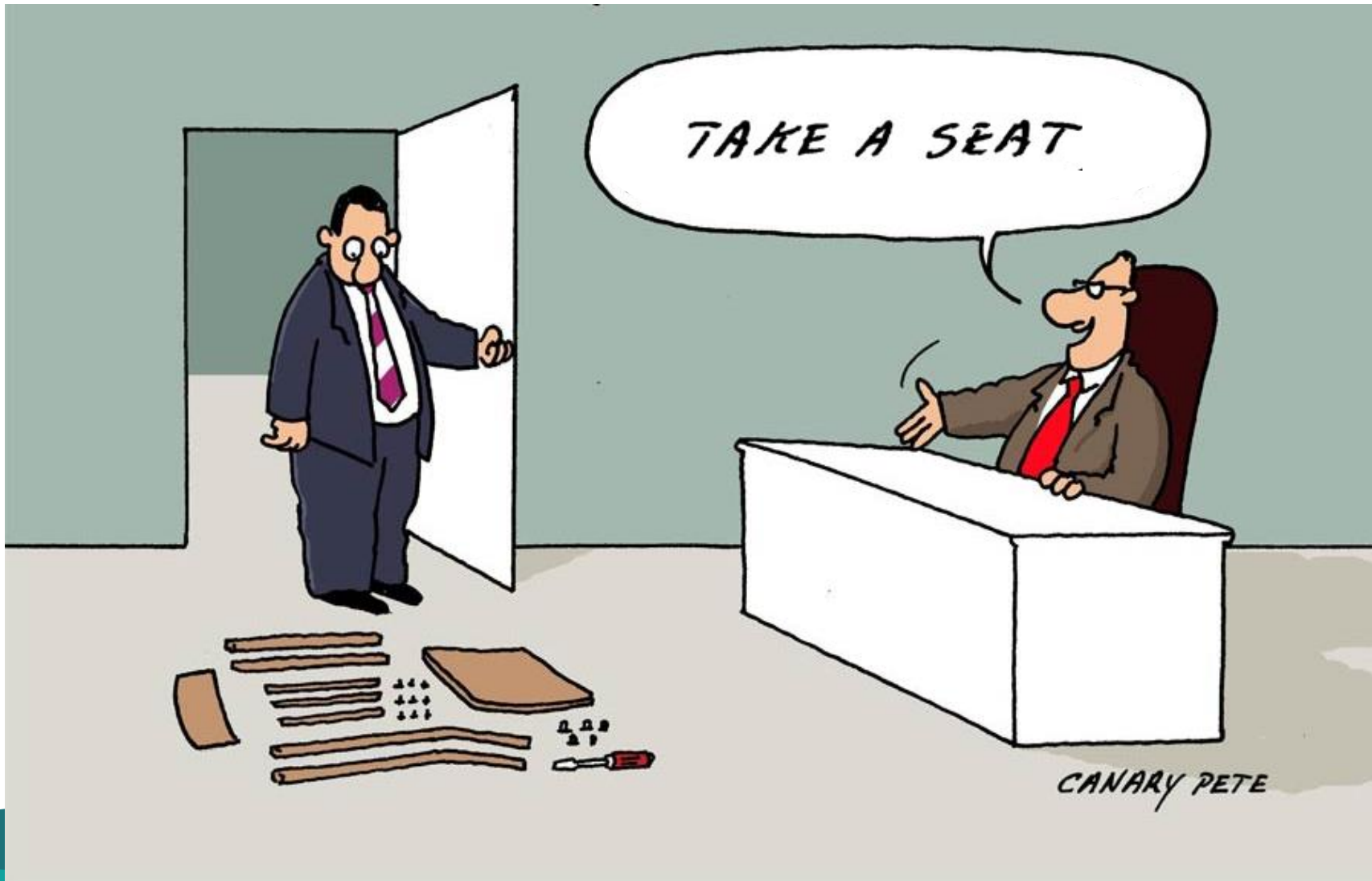




Scale effective external candidate acquisition process to win the war for talent

What isn't working:

- **Generic** talent acquisition **assessments**
- All about **process and tools**
- Forgetting the **candidate experience**
- **Limited** information for the **candidate**
- 'Good enough is good enough'



CANARY PETE



Scale effective external candidate acquisition process to win the war for talent

What great looks like:

- Process is designed to enable the **company *and* the candidate** to make **informed employment decisions**
- **Aligning candidates** with **strengths and motivations**
- Providing **value to candidates**
- Candidates **feel** that they are just as **important as employees**
- A clear **connection** between **pre-hire assessments** and the **onboarding plan**

What we believe

...and will ensure business continuity

...in the **context** of your strategy, business model, and culture...



Assess the **whole person**...



...on **targeted** capabilities and attributes...



...in a **real** way...



...that produces **actionable insights** for role success.

What are leading enterprises focusing on to thrive in 2023...

1

**Making Bold
Investments
in Core
Leadership**



2

**Accelerating
the Talent
System to
Deliver More
with Less**



3

**Scaling the
Learning
Culture to
Help People
Adapt**





Thoughts we want to leave you with...

- **Talent is critical**, make smart moves to disrupt the old methods that aren't serving you
- **Personalisation is key** to offer **meaningful and valuable** experiences, both to the **people and the organisation**
- **Win the war for talent** by providing value to candidates

What you'll walk away with today...



**Invitation to
Deep Dive
Sessions**



**Scaling the learning
culture *Deep Dive*
September 18th
at 12 pm CET**



**Resources from
BTS**



White Paper



Case Studies



Podcast



Connections

BTS On-Standby

Are you left with more questions than answers?

BTS will stay on the call for 30 minutes to answer any questions.

Strategy made

personal

