

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

Deep Dive Session

Accelerating the Talent System to Deliver More with Less

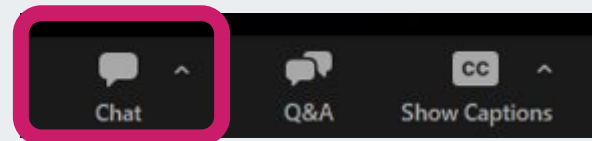


A warm welcome!

Critical moves for Talent Leaders to deliver value in 2023

Share in Chat

**What are some of your
Talent related
questions coming into
today's session?**



Your BTS team today...



Meghan Mariner
SVP & Partner



Lance Wilke
**SVP, Head of
Talent, Learning, &
Leadership**



Kile Dyer
**Senior Director,
Assessment Center
of Expertise**



What you'll walk away with today...



**Invitation to
Deep Dive
Sessions**



Learning Culture
Deep Dive
July 11 at 2:00pm CT



**Resources from
BTS**



White Paper



Case Studies



Podcast



Connections



Global and local uncertainties

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?

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

USD1,215 trillion/quadrillion

2.33 times physical assets value



Priority #2: Talent

Accelerating the Talent System to Deliver More with Less



**Accelerating
the Talent
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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**



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Poll 1

How well do your people understand what is expected of leaders and how they can practically apply those expectations in the rhythm of their day to day work?

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

A 70 year old insurance organization was acquired by a Japanese based organization to expand the global foothold in the market.

As a legacy insurance provider, they were facing certain disruption if they could not successfully pivot to a modern, technology driven organization.

The CEO knew her 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.



Make it personal to the role and everyday activities.



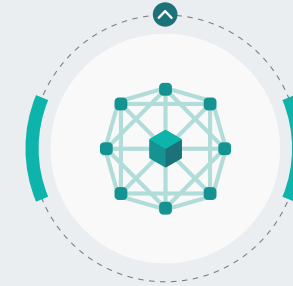
Authorship is ownership
– co-create with the organisation.



Give people lived exposure/ experience to the framework.



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





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Poll 2

How does your organization feel about its ability to select, develop and retain high potentials...in an unbiased way?

Discussion

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

What gains have been made?

What gaps still exist?

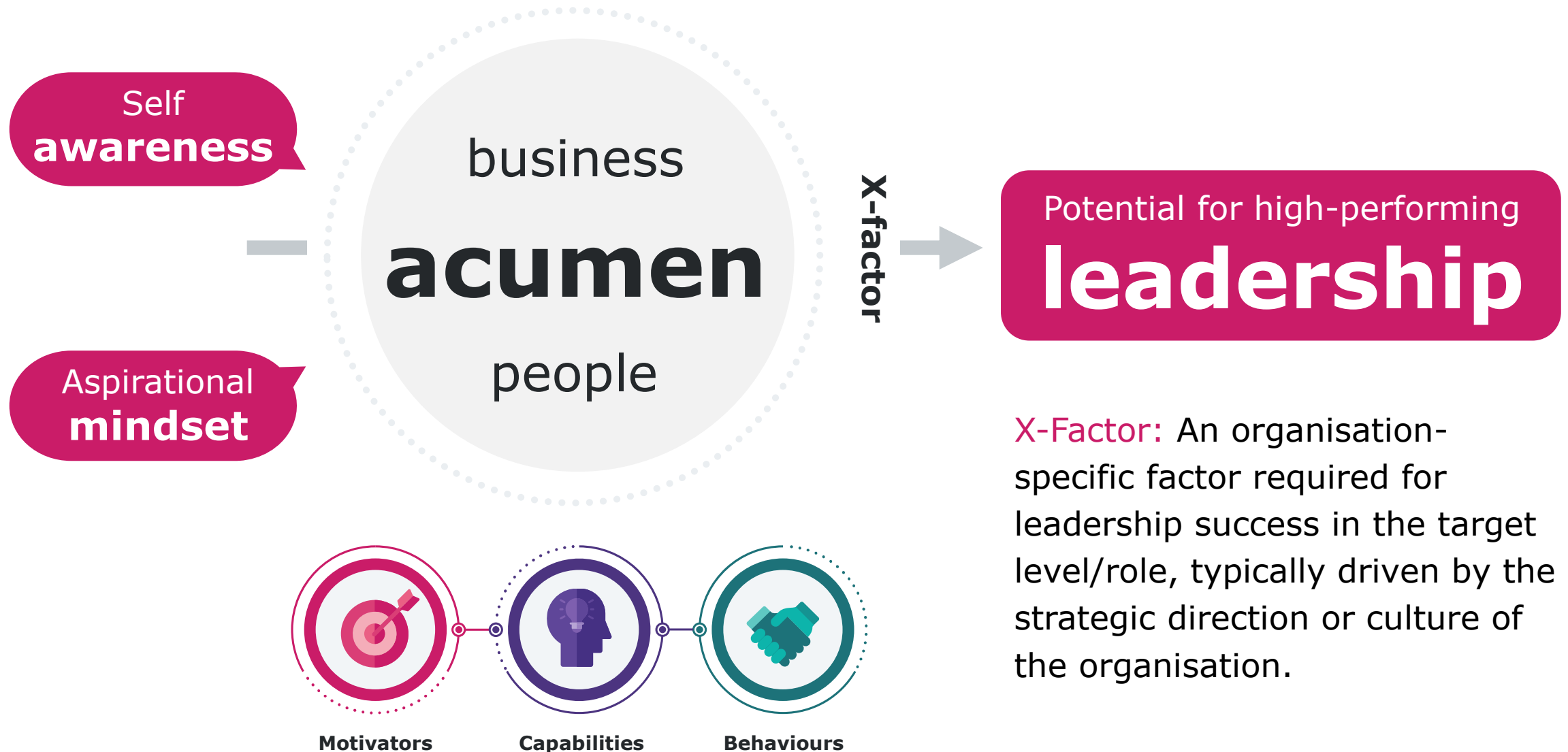


Implement a high potential selection and development approach that reflects the speed and agility needed in the market

What isn't working:

- **Not identifying the right talent**
- **High potential not defined** in the **context** of the specific company and **its future**
- **Performance** should be just '**table stakes**' for any employee but often is the main reason for listing as high potential
- **Business acumen** of candidates is often poor
- Failing to revisit the high potential listers with **ongoing rigour**
- Too much focus on only **developing people and leadership capabilities**
- Candidates are unable to fulfill **long-term requirements of a changing strategy**

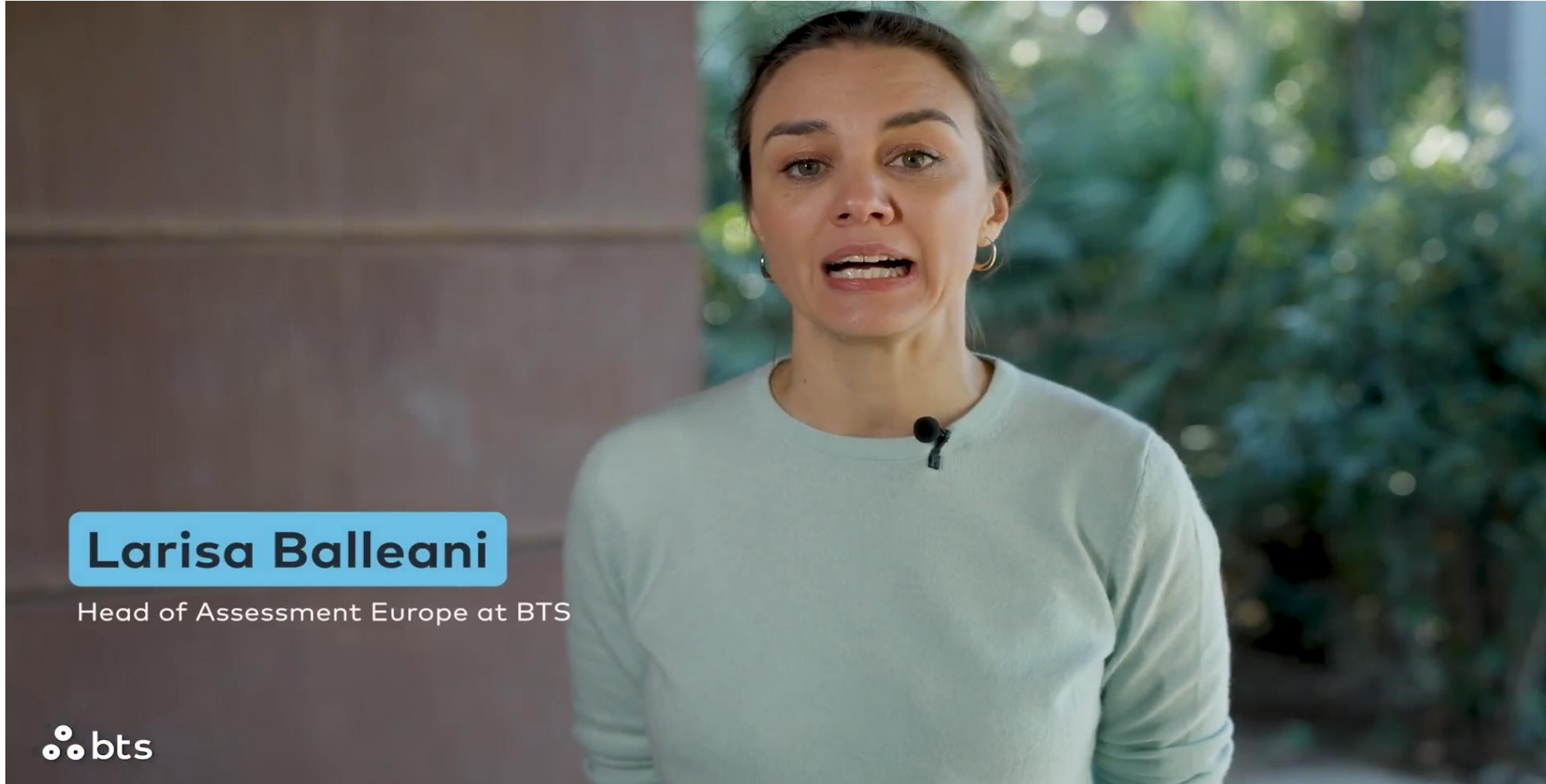
BTS POV for High Potential Success...



X-Factor: An organisation-specific factor required for leadership success in the target level/role, typically driven by the strategic direction or culture of the organisation.

BTS Client Story - BTS Europe

Multinational company upscales its high-potential program



Larisa Balleani

Head of Assessment Europe at BTS



What we believe

...and will ensure business continuity

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

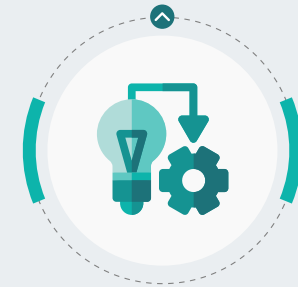


Assess the whole
person...



...on targeted
capabilities and
attributes...

...in a real way...



...that produces
actionable
insights for role
success.



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Poll 3

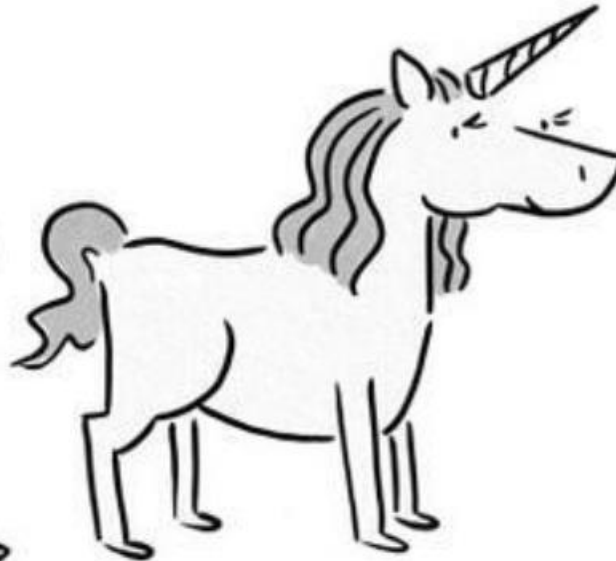
Broadly speaking, how effective is your organization at attracting the level of talent your organization requires to thrive?

RARE SPECIES

BIGFOOT



UNICORN



AVAILABLE .NET
DEVELOPER

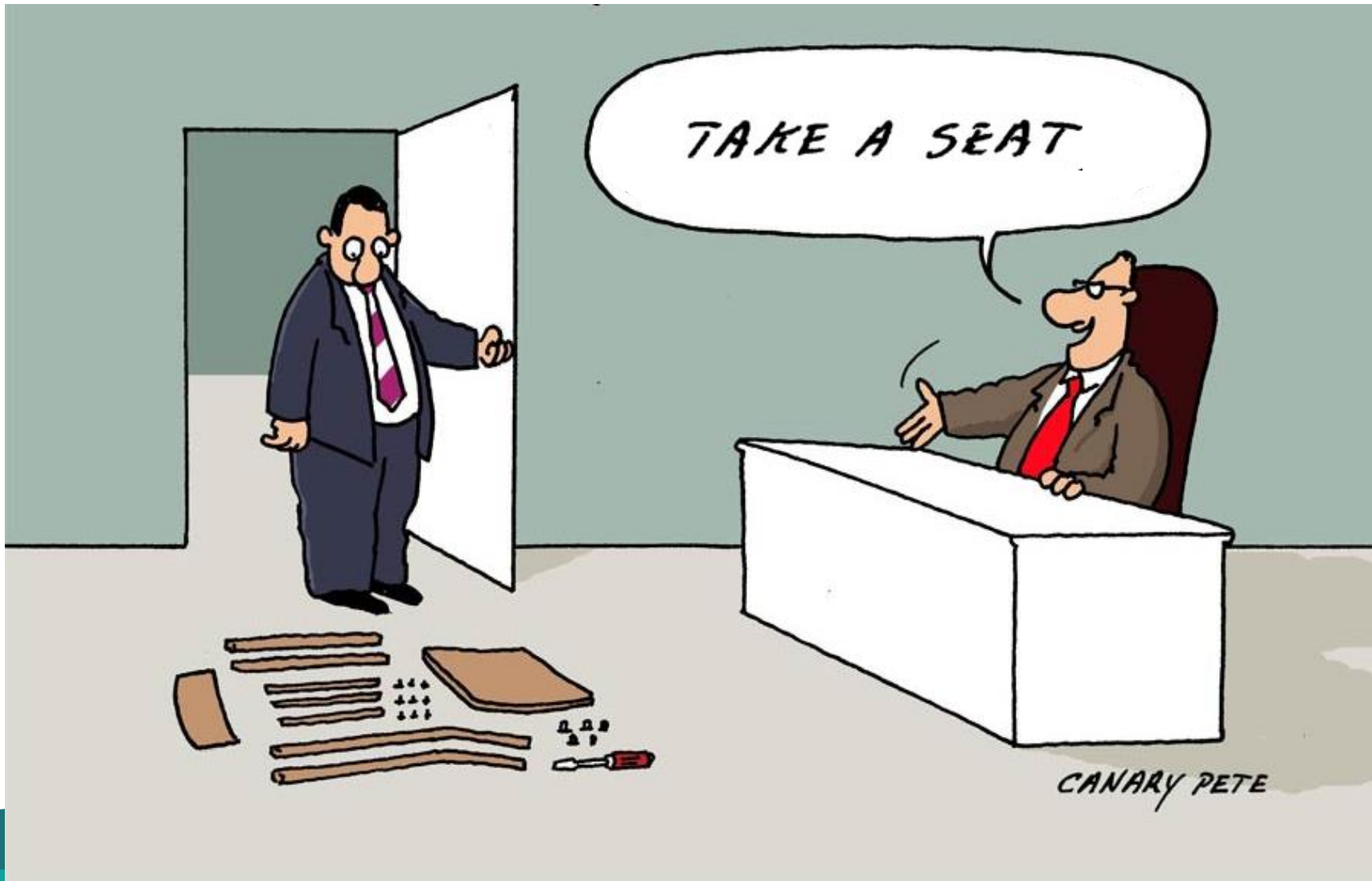




Scale effective external candidate acquisition process to win the war for talent

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'



Scaled Candidate Assessment



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**

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Thoughts we want to leave you with...

- **Talent is critical**, make smart move to disrupt the old methods that aren't serving in the challenge of scale
- **Personalisation is key** to offer **meaningful and valuable** experiences, both to the **people and the organisation**
- **Win the war for talent**: provide value to candidates

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