

TALENT MANAGEMENT & CAREER DEVELOPMENT

CASE STUDY: EMPOWERING MANAGERS TO TAKE OWNERSHIP OF DEVELOPING & RETAINING TALENT

HOLDING ON TO GOOD EMPLOYEES

Keeping the modern employee happy, engaged and committed takes far more than paying attractive salaries. Companies need to actively manage individual employee's career development in order to ensure staff retention.

After losing some business-critical staff, the client asked us to design and implement a process to support talent retention. It needed to be employee driven, personalised and ensure regular career development discussions with the manager they report to.

To this end we designed a questionnaire that enables employees to take ownership of and be intentional about their career development in a structured manner.

MEASURING NUMERICALLY

Using the questionnaire the employee rates him/herself on questions under a number of different headings. The form is passed on to the manager, who adds his/her ratings re the employee. The results form the basis for regular and structured discussions.

By making the process numerically driven one removes some of the intangibility and subjectivity associated with the topic.

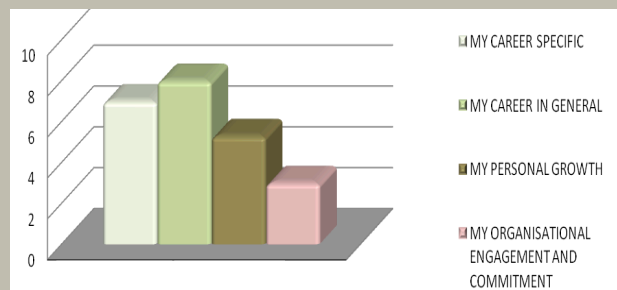
The resulting Personal Career Development Scorecard (see table) gives both the employee and employer an overall sense of the employee's personal and career development progress.

QUESTIONNAIRE

The Career Development and Talent management structure includes the following main sections:

- **My career specific** is customised to include questions on all the elements that are relevant for success in the employee's specific position.
- **My career general** reviews the more general factors that influence the employee's career. The section includes headings on: quality of work; future growth opportunities; and rewards.
- **My personal growth** reflects on the personal characteristics that influence an employee's career success (consistent excellent performance); his/her overall wellbeing in the workplace; and the status of his/her personal development.
- **My organisational engagement and commitment** looks at the employee's alignment to and engagement with the with the organisation and what it stands for.

MY CAREER AND DEVELOPMENT SCORE CARD



‘True listening gives you the best sense of who your employees are and what they’re capable of doing. In the process, it creates an atmosphere of mutual respect — one where people feel valued and encouraged to express their ideas, opinions, and concerns. When they are genuinely listened to, employees tend to put down roots and to thrive — to be loyal and committed, and to be more enthusiastic about achieving great results’

ERIKA ANDERSEN,
GROWING GREAT EMPLOYEES



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