



TALENT MANAGEMENT



Talent is of critical importance

“Go after the cream of the cream. A small team of A+ players can run circles around a giant team of B and C players.”

Steve Jobs

"The single biggest constraint on the success of my organization is the ability to get and to hang on to enough of the right people."

Jim Collins

"Almost one third of senior leaders cite finding talent as their most significant managerial challenge."

McKinsey

Organisations need a Talent Mindset

Old Mindset About People	New Talent Mindset
A vague notion that "people are our most important asset"	A deep conviction that better talent leads to better corporate performance
HR is responsible for people management	All managers are accountable for strengthening their talent pool
We have a two-day succession planning exercise once a year	Talent Management is a central part of how we run the company
I work with the people I inherit	I take bold actions to build the talent pool I need

Excerpt from *The War for Talent*, McKinsey & Company
(Published by Harvard Business School Press)

Two simple questions for COOs

1. How do we attract the best people?

2. Once we've got them, how do we keep them?

How to compete in the war for talent

Support
alternative
career paths

Understand the
next generation

Competing in
the war for
Talent

Exploit workplace
design to your
advantage

Promote agility
for all

What do Millennials want?

Understand
the next
generation

Social Impact

86% of millennials believe financial performance is less important than social impact as a measure of business success (Deloitte)

Direct Communication with leadership

DLA Piper's crowdsourcing initiative generated over 30,00 ideas, comments and votes from 2,755 people, in two weeks. (DLA Piper)

Entrepreneurial opportunities

62% of millennials have considered starting their own business (Forbes)

Agile working is good for business

What is agile working?

Allowing people flexibility around where, when, and how they work, with a focus on results delivered rather than hours spent at a desk in the office

Why is it good for business?

- Increased ability to attract and retain talent
- Greater inclusion
- Increased culture of remote teaming
- Lower cost of office space and overheads

Office layout can change behaviour

Exploit workplace design to your advantage



Examples of PwC Office Interiors

Not one size fits all

Support
alternative
career paths

■ Returnships

Sabbaticals

Career breaks

Cycles of
experience

More than one path
to partnership

Secondments

She's Back – published May 24th 2018



"A must-have guide to get more women back into the workplace"
Arianna Huffington

"If you're a CEO or business owner who wants to unlock the potential of your whole workforce, this book is for you."
Sarah Wood OBE