



STRUCTURING TALENT ADVISORY IN THE BUSINESS

Setting context & gaining buy-in

Aligning an organisation's business drivers to Talent Advisory will assist in focusing the output such that it makes a positive contribution to the business.

For example, your primary organisational business drivers may be:

- Business growth – having the required talent to meet forecasted growth; or
- Business sustainability – minimising unwanted turnover; or
- Business agility – ability to move talent between projects as needed.

While these business drivers sound similar, they all have different nuances; you can build the Talent Advisory function around the most important ones and report on these progressively.

Holding a workshop with key business leaders to define how Talent Advisory supports desired business drivers and comparing the future state to the current state will optimise the function and gain buy-in plus funding.



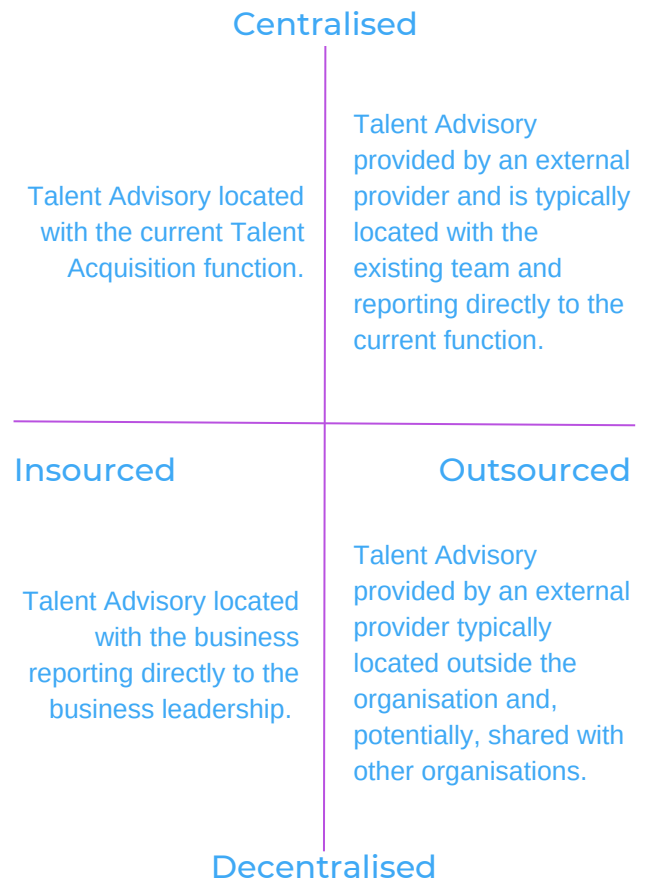
Different Talent Advisory models & their location

Many different approaches can be taken to implementing Talent Advisory. Some of these include:

- Current Talent Acquisition function set up.
- Investment required, funding and ownership.
- Technology stack and its functionality.
- Skills and capabilities of your current Talent Acquisition team.
- Number of requisitions.

Many organisations will typically assume Talent Advisory may reside with the existing function. The workshop above should decide optimally where Talent Advisory sits.

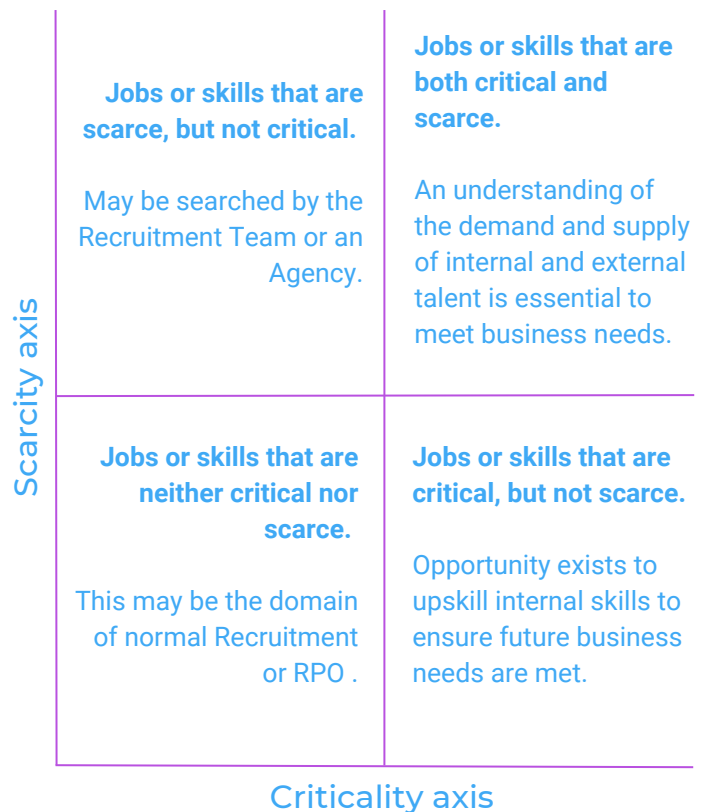
Alternatives are outlined in diagram 3.



Where do you focus on Talent Advisory?

As mentioned above, using a Criticality and Scarcity matrix and classifying positions or skills is an excellent way to understand the scope and focus of Talent Advisory. As shown in the diagram below, it makes sense to commence Talent Advisory in the Critical & Scarce segment.

Determining which skills or jobs fall into this category should be undertaken in a workshop between talent and the business. The focus should be on the short-term for external recruitment and the medium-term for skills that can be developed.



How do you run the machine effectively?

Sourcing, selection, creation and fill of the funnel remain paramount. However, doing so in a way that reduces extra work and leverages data to narrow down the right people faster will increase capacity across the team.

Taking a holistic approach to team build and results enables the workload to be spread more effectively, increasing capacity across the team.

Service credibility must be defined to explain that Talent Advisory will reduce open roles, but it takes time to fix. Education about the approaches and expected results is vital to confirm critical data points, sources, and outputs.

"The goal is to be involved in the discussion before the discussion happens."

Where do Talent Advisory and organisational development meet?

Talent Advisory informs talent strategy. The Human Resources functions need to know what our data means and how to leverage it effectively. Talent Advisory can identify the skills we have today, those we need today, and the skills we need tomorrow. A skills ontology combined with data around location, job categories, trends, and automation can be used to build a hyper-personalised approach to resourcing.

When looking at skills or an internal talent diagram, Talent Advisory can help identify opportunities, and Organisational development can operationalise this. This can be more demanding, particularly considering the speed of upcoming waves of skills changes. In the past many businesses have considered it time-consuming and costly to upskill current staff instead of buying in ready-to-go external people. Talent Advisory assists with proactively upskilling internal talent ahead of the need.

To maintain a competitive edge and leverage the skills/advisors around them, the internal resources must be presented with opportunities first.

