



WHY HAVE TALENT ADVISORY?



Talent Advisory increases the chance of gaining required talent to meet business needs while improving staff retention and engagement.

Talent Advisors partner with the business providing internal and external talent market information to make optimal talent decisions. By understanding internal skills, these decisions tend to improve internal mobility leading to enhanced retention and employee engagement.

To be seen as trusted advisors in times of sudden change such as COVID, the Talent Advisors need to provide alignment between existing and future skills required by the business. They require reliable data to help de-risk and make talent decisions faster. Internal matching and helping to save regretted leavers will enable them to be a hybrid between Human Resources and Talent Acquisition.

The degree of future scoping required for your organisation needs to be considered and will determine the scope of the Talent Advisory function.

Section 24 of this report considers how Talent Advisory is measured. The measurements include lead and lag metrics on business partnering to talent capability.





How do you sell to C-Suite?

Selling the idea of Talent Advisory to the C-Suite may be challenging, especially where recruitment has been very transactional.

The advice is to focus on the workforce's skills and influence the stakeholders through data. If you have workforce planning in place, this can be tied to strategy to understand the skills gap and use internal data to show what you can bring from the ground up.

Creating programs to source other skills should include where and when to ensure they provide helpful insight; this can form the basis of a workforce plan if you don't have one in place.

Furthermore, Talent Advisors can provide market insights or intelligence around employment policy changes, diversity and inclusion, and automation to assist with strategic planning.

When entering new markets or creating new product offerings, it's essential to demonstrate the required talent availability. If the skills are not readily available, understanding degrees of separation for transferable skills is vital to influence hiring managers to accept second-degree skills.

The elevator pitch for "Why have Talent Advisory" would depend on the type and

nature of the business, but some reasons may be:

- Ensure business sustainability and growth by providing the right people at the right time
- Improve productivity in the medium and longer-term
- Internal mobility tends to improve staff engagement and reduce turnover
- Provide a career path and growth for the Internal Talent Team.

Talent Advisory can be the competitive differentiator in the market, bringing external or uncovering internal talent required by the business. Advisory has a dual focus of external and internal, which traditionally, for medium to large organisations, is too big a span. Typically, there is no central function where this sits, leading to a piecemeal and inconsistent approach.

Leading recruitment functions are developing well-versed recruitment experts who can provide high-touch services to their stakeholders. The hiring manager wants the knowledge that a Talent Advisor can provide but getting out of the machine of "rinse and repeat" is hard; they need the right technology, time, and space to get into the market and understand what is happening.

Providing the space to do this requires that businesses understand the commercial value and that the strategy helps retain and develop talent.



Moving to Talent Advisory would, for most organisations, mean a smaller number of roles actively being recruited, enabling greater focus on these. Many lessons learned during the lean COVID years revolved around improving data streams, with organisations having to use external tools to find internal people.

Understanding the skills and capabilities to deliver them and provide mobility should lessen the transactional nature of recruitment and improve the experience simultaneously.

Many internal talent goals are retention based, but if few people leave, there is no upward mobility. In this case, we can create a progression through skills and use these for development. Headhunt internally for projects, understand what skills people want to develop and focus on these. Create a 3d view of the people for succession planning for the leadership team; come with data and insight to elevate the conversation.

If, due to limited sourcing pools, you need to reach out to third separation skills (i.e., two or more different industries, locations, etc.), being able to match core competencies is the key to demonstrating the potential to senior leaders. Most organisations can't make this leap now but may need to in the future, so having the skillset within the team to influence this is an excellent future-proofing step.

Talent Advisory elevator pitch



Diagram 2.



Persuading the C-Suite – steps to success

1 Highlight the importance of talent management

Make a case for the importance of talent management in achieving the organisation's overall goals and objectives. Demonstrate how talent advisory services can help the organisation attract, retain, and engage top talent.

2 Provide examples of the benefits of talent advisory services

Share examples of how other organisations have benefited from talent advisory services, such as improved employee retention and engagement, increased productivity, and cost savings.

3 Show how talent advisory services align with business objectives

Align talent advisory services with the organisation's specific business objectives and demonstrate how they can support its overall strategic goals.

4 Use data and analytics

Use data and analytics to demonstrate the need for talent advisory services and the potential ROI for the organisation.

5 Address any concerns

Address any concerns the C-suite may have about the cost or implementation of talent advisory services, and provide a clear plan for how the organisation will implement and measure the success of the services.

6 Propose a pilot

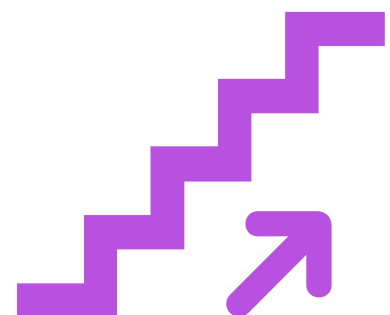
Offer to launch a pilot project to test the effectiveness of talent advisory services and gather data to support the case for a more significant investment.

7 Position talent advisory as a competitive advantage

Highlight how talent advisory services can give the organisation a competitive edge in attracting top talent and creating a positive and productive work environment.

8 Be prepared to answer questions

Be prepared to answer any questions the C-suite may have about talent advisory services and be able to provide detailed information about the services, the costs, and the potential benefits.



Ultimately, it's essential to articulate the value proposition of talent advisory services and how they will positively impact the organisation's bottom line, employee engagement and retention, and overall performance.

