

Boardroom Questions

Talent management... or talent risk?

KPMG International

Typical 'War for Talent' practices do not work, so what are the alternatives?



As organizations become more **global**, the workforce supporting them continues to evolve: **youth unemployment, later retirement ages, gender parity, pay equality, key skill shortages** . . . which is why talent management is critical

Potential impact and possible implications for Boards



- Inability to maintain leadership skills without a **robust pipeline of future leaders**
- **Business strategy deliverable** may be in doubt due to a lack of internal candidates for critical roles
- **Loss of competitive advantage** due to an inability to attract and retain top talent
- **Rising total cost** of workforce



- Loss of **intellectual capital** from your organization because of poor talent retention
- An ageing population is causing the current skills scarcity within the **marketplace**
- Workforce **productivity** and disengagement in many Western economies is on the rise
- Addressing the **balance of expertise** between regions

Does your management ...



Have a strong **understanding of the total cost** the of workforce?



Have a consistent and robust **performance management** process?



Have the ability to **reward team performance**?



Have capability in coaching and mentoring to **engage new generations** in the workforce?



Share talent effectively cross divisionally/ functionally or is local talent hoarded?



Have robust discussions with their teams regarding of **objectives and behaviors**?

Boardroom Questions



Do we ...

- 1 Fully understand the **skill mix within our organization** and whether this can meet future strategic aims?
- 2 Deploy predictive workforce analytics so that **we know the people drivers of business outcome success** and can manage them actively?
- 3 **Identify high performance individuals and teams** as well as practices to plan for the succession of key roles?
- 4 Take full advantage of **diversity** within the workforce and have a **pipeline of diverse talent** to supply leadership roles?
- 5 Have processes to **explore scenarios for understanding the 'shape and size' of the workforce** that will be needed to deliver strategy when digital, cognitive and robotic technologies will be deployed across the business?

How do we ...

- 6 Utilize new talent Management technology and systems to **engage new generations** and **promote collaboration across our organisation boundaries**?
- 7 Ensure **leadership positions in emerging markets** are filled by local talent?
- 8 Successfully keep in contact and track **our alumni** for rehire?
- 9 Encourage cross **divisional and functional moves** to share knowledge?
- 10 Utilize **enterprise facing social media solutions** for talent identification, including by other employees for agile working; crowdsourcing of ideas and real time engagement?
- 11 Become **sufficiently involved** in developing and retaining top talent and mentoring our emerging leaders, especially women?

What actions could the Board consider?



Ensure the **executive team has accountability** for managing talent rather than HR



Undertake a **talent gap analysis between current and future state** to have a clear view on where talent lies, where the future needs to be, and how to align the two



Identify and ensure **talent risks are high on the Boardroom agenda**, and formally embedded in enterprise risk management



Grow talent internally to **reduce recruitment costs**. It is also a mark of a high performing organization



Identify opportunities to improve on talent investment outcomes and ensure they help to drive strategy execution



Assess the maturity of **talent governance and infrastructure**



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