



Savvy Organisations Continue to Invest in Talent Management



It appears that there is a clearing in the cloud of redundancies that has shadowed the UK for the last 10 months; with many organisations once again directing their focus to talent management. It is unclear whether this spell of clarity will be long lasting or whether it is a brief burst of recognition in the midst of a continued downturn; but what is clear is that this focus on nurturing and managing talent is a real and necessary requirement for organisations to be successful in sustaining performance in the longer-term.

Rewarding high performers...

During a downturn it can be all too easy to focus on cutting costs and the organisation as a whole can get caught up in the drama of restructurings and redundancies. However, successful organisations are beginning to recognise that those who 'survive' will often work harder (under significant stress) to achieve success and that rewarding those high performers will influence their decision to remain with the organisation when the market picks up; while also enhancing staff morale in the short term.

Promoting a healthy workforce...

Employee health and well-being can have a significant impact on the bottom line; with a healthy workforce exhibiting lower rates of absenteeism; higher productivity; and enhanced team working (HDA, HSE, IOSH). Promoting staff wellness also plays a significant role in building and sustaining a cohesive unit of committed employees - something which many organisations are beginning to recognise and act upon with the introduction of various initiatives, including:

- *Stress Management Support* - taking steps to proactively manage stress; creating an understanding of the point of balance between helpful and unhelpful levels of stress (through training programmes) minimises disruption to the business;
- *Change Management Support* - introducing training programmes aimed at creating an understanding of reactions to change; resistance to change; how the mind can impact behaviour; and how to take control of change enables staff members to work effectively through any transition; and
- *HR Support* - equipping HR with the tools and techniques required to facilitate discussion; promote career development; and engage and motivate staff; thereby creating a culture of career ownership amongst staff members.

The role of leader...

Successful organisations are continuing to recognise the role that leaders play in determining future organisational success. Leaders will experience new challenges over the coming year, as organisations continue to morph into a new way of working in order to remain competitive and in some cases even to survive. With this in mind, many savvy organisations are offering executive coaching support to their senior leaders (CIPD Learning & Development Survey 2009, HDA HR Agenda, 2008). Coaching can become an enabler of change – driving leaders and in turn the company forward to achieve success. Therefore, although the initial investment will be made at the top of the organisation, the benefits will be experienced throughout - maximum impact, minimum spend!

Over the last year, with restructurings, redundancies and tighter cost controls, it has become increasingly difficult for HR to retain a focus on managing talent. However, in these uncertain times it is as important (*if not more important*) to effectively manage your key talent to promote long-term commitment and enhance employee engagement. Those that continue to do so will reap the benefits in the longer-term.

As part of our commitment to support the UK HR community we are running a series of complimentary summer sessions aimed at supporting HR professionals to develop their own career while also tackling some of the key issues of concern to them in their current roles.



For more information please contact Melissa Gallagher (mag@hda.co.uk) or click on the following link: <http://www.hda.co.uk/corporate/hda-overview/SummerSessions.asp>