

# Developing your Talent Management Strategy

## Quick Guide



­

www.leadershipacademy.nhs.uk

**Developing your Talent Management Strategy**

At its simplest level, a talent strategy is about getting the best from people you’ve invested in bringing into the organisation. The ultimate goal of this should be to ensure that the potential of all individuals is harnessed, whether they are destined to become future leaders, or if they are to thrive and excel where there are.

A talent strategy, whether a separate document or if it is integrated into other people, workforce and/or organisational development plans provides a platform from which you can outline your high-level approach to talent management.

Having this in place can help to ensure it is a strategic priority and that deliverables within the strategy are regularly monitored and refreshed. It can provide a focus on both the challenges and be used as a vehicle to celebrate successes. Within your strategy you can also demonstrate how your talent management approach is connected to other interventions within and outside of the organisation.

**Example structure – 12 steps for your strategy**

A suggested structure with some pointers on content is outlined below. You may also wish to view the Talent Strategy Template to see a more detailed example.

* **Introduction and definition**
* Why are you creating this strategy now?
* What is your local definition of talent management?
* What are the key aims of the strategy for your organisation?
* **National and regional context**
* Which national and regional drivers resonate with your organisation?
* Developing People: Improving Care
* NHS Long-Term Plan
* NHS Interim People Plan
* CQC Well-Led Framework
* Involvement in Regional Talent Board work

* **Local context including supply and demand**

Here you may wish to provide some further background about the current context/climate you are operating. This may include information such as:

* Your talent management journey to date
* What are the current changes taking place externally that impact on your organisation?
* What are the internal drivers for change?
* What are the possible future scenarios that you need to plan for?
* Are there any constraints that must be mentioned?
* What are the significant organisational goals?
* What are the likely implications of the business goals for staffing?
* **Benefits you are seeking to derive**
* Outline benefits that will drive delivery of your organisation’s strategy and priorities
* Specify the outcomes you want talent management to achieve
* What short, medium and long term impact do you expect it to have?
* **Your approach**
* Describe at a high level, how talent management will apply to different groups in the organisation, where you are going to start and what will be different.
* Link this to the outcomes you are seeking to achieve and provide a brief explanation of how your approach will underpin/support this.
* **Promoting diversity and inclusion in your talent management practice**
* Demonstrate how you will promote diversity and inclusion in your talent management practice and outline any specific issues that you intend to address in this area through your approach
* **Roles and responsibilities**
* Provide a brief summary of the responsibilities of key stakeholders in delivering the strategy – you can add a more detailed breakdown of expectations as part of your implementation plan or add this as an appendix.
* Who is the Executive Sponsor?
* Who is the delivery/implementation lead?
* **Link to system working**
* Make a connection to any work you are involved in with local system partners or talent management work you have a role in beyond your organisation’s own boundaries.
* **Link to your other strategies and plans**
* List any strategies or plans this should be read in conjunction with or connects to.
* **Measurement, reporting and evaluation**
* Outline your key measures of success – use measures you already have and seek to improve the quality of them as a starting point
* Provide detail on how these will be monitored and reported
* **Link to your implementation plan**
* Signpost readers to your detailed plan which outlines the deliverables and timescales associated with the approach you have defined.
* **Review arrangements**
* Specify how and when this strategy will be reviewed and how progress will be monitored.

**Top tips**

* Ensure your narrative is compelling – keep it simple, short and to the point. Your strategy should frame your approach and be easy for people to understand.
* Underpin the strategy with a clear action plan – your implementation plan is the place to describe your deliverables in detail, who is accountable and the timeframes you want to embed talent management within.
* Establish regular air time with key stakeholders - discuss your talent management strategy and plans regularly at the appropriate forums to monitor progress and ensure your approach continues to meet the organisational needs
* Build on information you already have – existing workforce measures and/or key performance indicators can be a useful starting point and a baseline to use against which you can measure progress.