

After the Talent Conversation

Documenting and follow up

Following the talent conversation, the outcome should be recorded and focused on developing the individual, whether maintaining their development to continue doing the good job they are currently doing, addressing specific development needs identified within their current role, or tapping into potential strengths and talents to prepare them for their next role.

The conversation you have will be a catalyst for individual development which will then link into a choice of development interventions.

These should be documented, enacted, monitored and evaluated on an on-going basis to review the impact they are having in getting the employee where they need to be in maximising their potential.

Managers also have a responsibility to work with their organisational learning and development functions to help them understand the development needs of their staff, and find ways of supporting these.

Holding the Talent Management Conversation



Please go to the NHS Talent Management Hub for further supportive tools and resources.

<http://www.leadershipacademy.nhs.uk/talent>

Holding the Talent Conversation

Having a talent conversation is very much like an appraisal and often many organisations will amalgamate talent and employee potential discussions with their appraisal process. This is because it helps to explore what/how you're achieving in your current role to maximise your potential within it, and then naturally move onto what you are able to achieve in the future to maximise your longer term potential.

Adopting a coaching style in the Talent Management Conversation

To see a conversation in practice using this approach go to www.leadershipacademy.nhs.uk/talent

1

Establish the Talent Conversation

- Greet the individual in an appropriate manner and establish rapport
- Deal with agenda, e.g. duration of conversation, any potential interruptions
- Establish and make explicit that this is a two way process with each party taking responsibility for maximising the opportunities
- Create an appropriate sense of occasion i.e. we are beginning the Talent Conversation now

2

Identify topic of conversation and end goal

- Agree what you are going to talk about (the individual's performance, behaviours & potential)
- Agree desired outcome e.g. to ascertain path of leadership development

3

Surface understanding and build insight

- Enquire, build mutual understanding (ask questions as per quick reference guides)
- Enable knowledge and values to surface/enable reflection for individual

4

Shape agreements and reach conclusions

- Acknowledge what insights and conclusions have been gained
- Refine summarise conclusions and agree specific actions
- You may have to go back to step 2 for wider exploration; is there anything you haven't discussed yet?

5

Summarise and completion/closure

- Establish closure to the Talent Conversation
- Summarise and discuss what happens next (development opportunities identified)