

A black and white photograph of a woman in a cafe setting. She is leaning over a counter, looking down at a coffee grinder. The background shows shelves with glassware and a window with plants. The lighting is soft, with pendant lamps hanging from the ceiling.

Talent Management

(where to start)

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Agenda

- 1 Employee Perspective**
Segmenting Talent
- 2 Organisational Perspective**
Succession Planning
- 3 Development Framework**



Employee Perspective

“Growth is the only
evidence of life”

John Henry Newman

What is employee segmentation?

Employee or workforce segmentation groups employees with similar characteristics, like skills or work styles. This allows for targeted initiatives to improve **development, engagement and retention.**

Why is segmenting talent important?

- Tailored Development
- Addressing Diverse Goals
- Optimising Resources
- Enhancing Engagement, Improves Retention

How can we segment our employees?

Start with the engagement, retention or development challenge you are solving?

JOB BASED

GENERATION
BASED

EMPLOYMENT
BASED

ENGAGEMENT
LEVELS

TENURE

PERFORMANCE &
POTENTIAL

????



In pairs or threes discuss what are your key people challenges and how best could you segment your talent to help you engage, develop and retain your people.

Employee segmentation criteria

1

Ensure there are actionable differences

2

Identify size and significance

3

Be aware of evolving needs

4

Track and measure impact

5 steps to employee segmentation

Identify Factors

Which engagement, retention or development challenges are most important in your organisation?

Analyse/Categorise

Map each employee or team to the appropriate segment

Gather Data

To understand the needs of each segment. Surveys, performance data, HR data. Listen & learn.

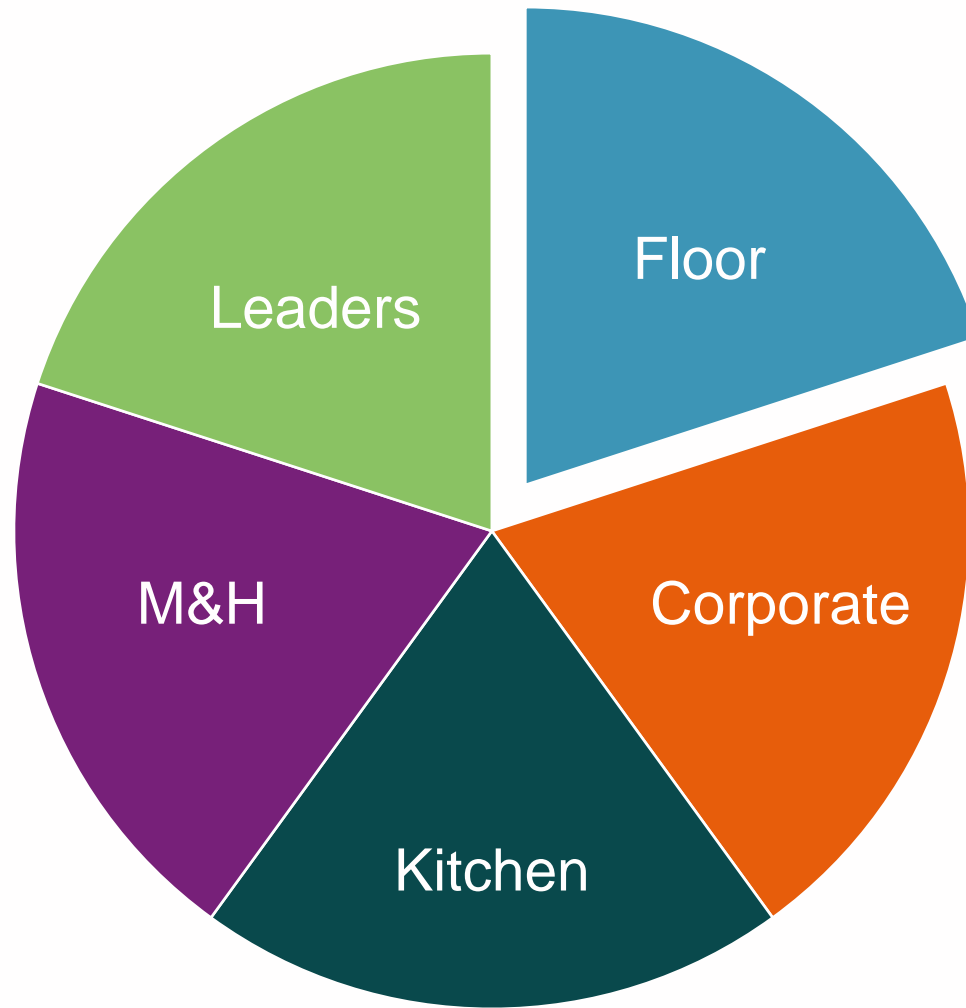
Develop Strategies

These should optimise performance, growth, engagement & retention

Monitor/Adjust

Make adjustments as needed. Add or subtract segments. Move employees

Developing tailored strategies



Developing tailored strategies

Segment definitions

CASUAL

- Looking for flexibility to balance other commitments
- Motivated by financial rewards, growth opportunities work environment and flexibility
- Varying levels of experience

Onboarding & Training

Skill Development

Career Pathways

Attendance rewards

PERMANENT

- Looking for stability, career progression
- Motivated by career growth, promotion, job security, recognition, work environment
- May have more depth of experience

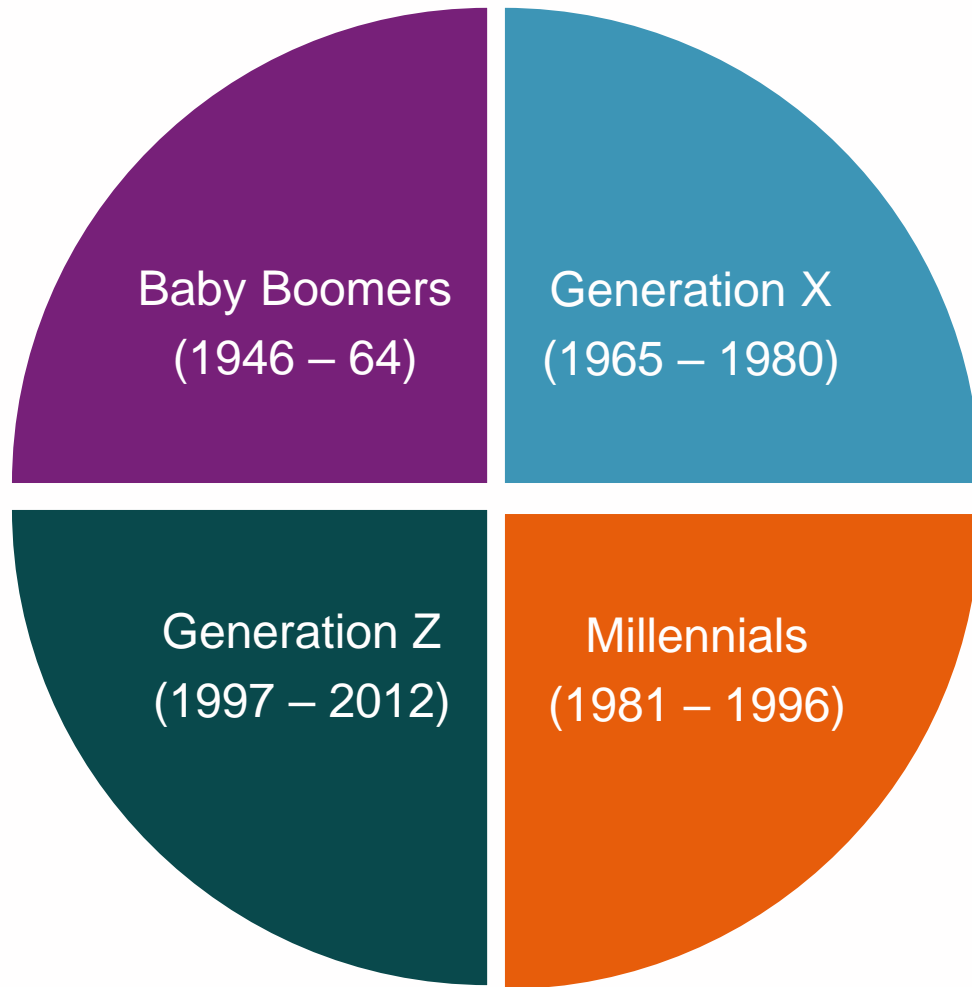
Ongoing Training

Career Advancement

Cross Training

Stable Schedule

Developing tailored strategies



Developing tailored strategies

Baby Boomers

Group 2

- Value loyalty, stability, job security
- Prefer face-to-face interactions
- Appreciate recognition for their experience
- Some may be approaching retirement

Generation X

Group 4

- Known for being independent and resourceful
- Prefer a balanced approach to work and personal life
- Value autonomy and recognition for contributions
- Appreciate tech to support productivity

Generation Z

Group 1

- Digital natives with a strong grasp of technology
- Value diversity and inclusion
- Likely to be just entering the workforce
- Value flexible working
- Want to work for organisations with positive social and environmental impact

Millennials

Group 3

- Tech savvy and highly adaptable
- Value meaningful work and social responsibility
- Desire clear career paths and opportunity for quick progression
- Continuous learning is highly valued

In your group brainstorm training, learning, or career development initiatives you would use to meet your generational group's needs.

Each group nominate a spokesperson

Some suggestions

Baby Boomers

- Leadership development
- Advanced training programs
- Opportunities to Mentor others
- Health and wellness programs

Generation X

- Opportunities for project based work
- Lateral moves
- Leadership training
- Training on new technology

Generation Z

- Fundamentals e.g. customer service, Career coaching and feedback
- Opportunity to be mentored
- Diversity and inclusion programs

Millennials

- Inclusion in community programs
- Cross functional projects
- Secondments to other teams
- Online learning



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Organisational Perspective

Why is succession planning important?

- Protects the business from unexpected changes
- Promotes development
- Provides career opportunities for talented staff
- Enables knowledge transfer
- Protects your brand and reputation

What is a critical role?

A critical role is a position in your club that is essential to its success and operation. If this role becomes vacant, it could significantly impact the club's performance.

5 steps to identifying critical roles

Analyse Positions

Which roles, if vacant for a period, will impact the effective running of your club/s.

Identify Potentials

Which employees have the potential to move into these roles?

Determine Readiness

When is it likely that these potential successors could move into the identified role?

Plan Development

Create a development plan to address any gaps in skills, knowledge, experience.

Monitor/Adjust

Regularly check in regarding progress of individuals. Regularly adjust your succession plan as things change.

Your potential successors (or talent pool) become another of your talent segments.

Defining Potential



Aspiration

The extent to which someone is motivated to consistently outperform their existing responsibilities and has the desire to progress their career within the organisation.

Engagement

The degree the individual demonstrates their commitment to the organisation, positively contributes to the culture and applies discretionary effort.

Aptitude

The degree the individual demonstrates the aptitude and willingness to solve problems in new situations, learn from experience and apply that learning.

Underpinned by high performance over time

Assessing Potential

Aspiration

- What do you know of their career aspirations?
- How proactively do they seek out opportunities to develop their skills, knowledge and experience?
- How open are they to broadening their experience outside of their immediate area of expertise?
- Is it important for them to rise to a more senior role? Or is it more important for them to deepen their expertise in their field?
- How motivated are they to be pushed outside of their comfort zone?

Engagement

- How is this person a role model of the organisation's values?
- What is their level of commitment to growing their career here?
- Do they take accountability for delivering excellent outcomes?
- Are they willing to go above and beyond expectations to achieve goals?

Aptitude

- How quickly can they take in and process new information?
- How self-aware are they? How aware are they of their impact on others?
- Do they respond positively to feedback?
- How effectively do they understand multiple perspectives?
- To what extent can they transfer their learning to perform in new situations?
- How comfortable are they holding authority?

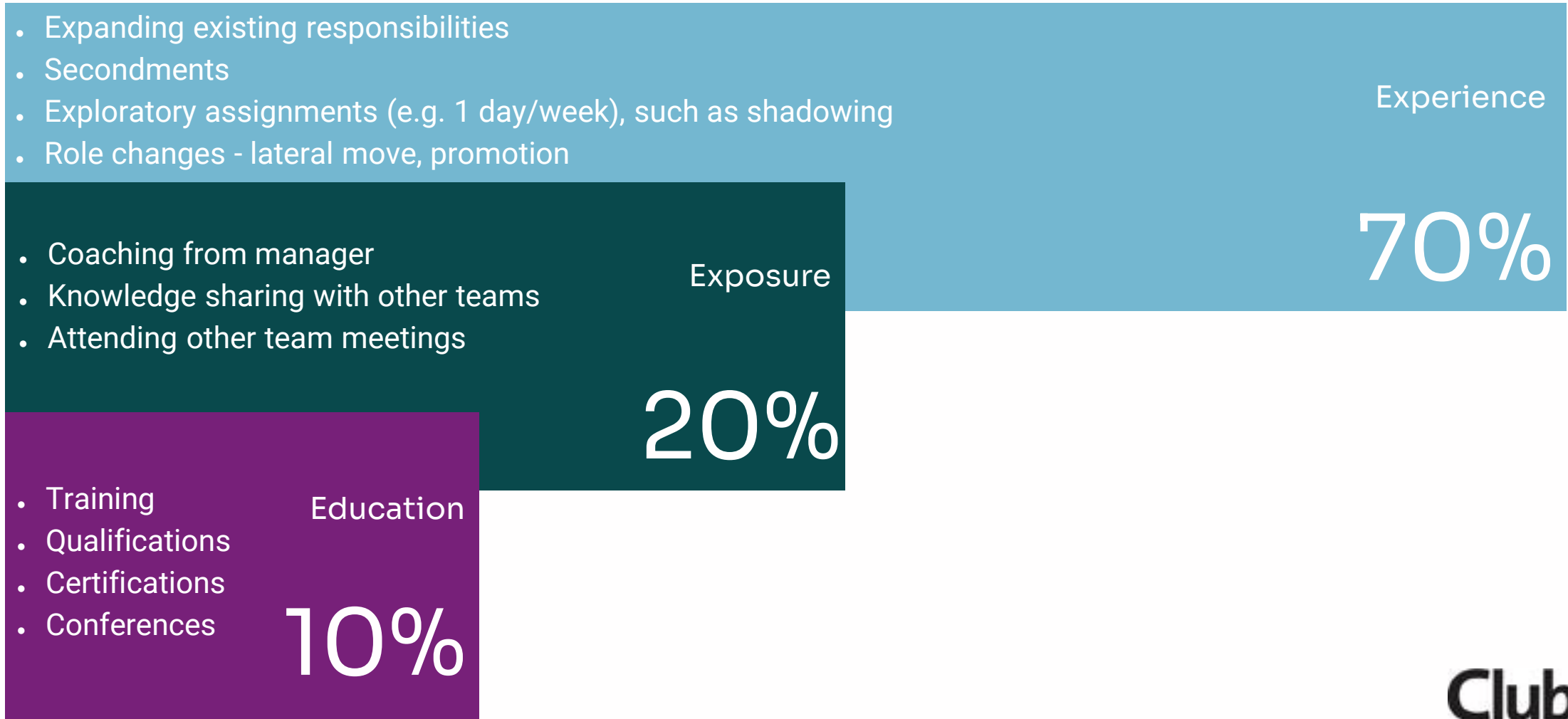


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Development Framework

Developing Talent

Effective learning involves a combination of development strategies 70: 20 : 10



Next Steps?

In the next month, try

- Identifying one segment and their needs, or
- Identifying one critical role and 1 or 2 potential successors



Questions?

Thank you.

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