

Talent Management

Devising Effective Strategies for Recruiting, Assessing,
Developing, and Retaining Your Talent Pool

Toronto: March 6-7, 2012

Calgary: October 30-31, 2012



Register at: irc.queensu.ca or call toll-free: 1-888-858-7838



Queen's IRC open programs and practice-based research help next-generation leaders **resolve** disputes, **champion** change, and **align** people and purpose.

In the years to come, the demand for smart, technologically savvy, and globally astute business people will outstrip the supply. At the same time, an aging population of Baby Boomers and the tendency for Generations X and Y to frequently change jobs make it increasingly difficult to attract and retain skilled leaders and knowledge workers. Not only will organizations need to become better equipped to recruit skilled talent, but they will also be challenged to retain them.

Talent management is a top concern among HR professionals, yet research shows that only five percent of organizations are confident that they have a clear talent management strategy and operational procedures in place. An effective talent management strategy, however, is essential: it enables you to identify the right mix of individuals required to fulfill corporate strategic objectives, plug identified gaps in your workforce plan, and keep the pipeline filled with skilled and motivated workers who are aligned with corporate goals. This new program from Canada's people management development specialists will give you a roadmap for building an effective talent management strategy that will turn a potential vulnerability into a competitive edge.

Learning Outcomes

By the end of the week, you will be better positioned to:

- Understand what is required to align human resource strategy with strategic objectives of your business
- Identify the steps required to conduct an effective talent review of performance and potential
- Examine strategies to fill critical needs identified through a gap analysis
- Identify key requirements to attract and acquire skilled talent
- Explore best practices for developing talent
- Understand the key elements to engage and retain skilled resources
- Examine HR metrics and measures of success for your talent management strategy
- Acquire the skills and knowledge to build an effective talent management strategy for your own organization

Organizational Benefits

- Internal resource and advocate for talent management
- Well-designed and coherent talent management strategy
- Wide-scale alignment of goals and actions

Essentials

Date and Location

Two Days

Toronto: March 6-7, 2012

Calgary: October 30-31, 2012

Please refer to our website, irc.queensu.ca, for the latest information on venues.

Fee

\$2,295

Who Benefits

This program has been designed for human resources and organization development professionals and internal consultants with a strategic mindset, who have a role in developing a talent management strategy.

Takeaways

Receive practical tools and approaches that are easy to take back to the workplace and implement at both the team and organizational levels.





Tour of the Program

a) Establishing a Foundation for Planning

Your first step in crafting a talent management strategy is to plan for your needs and assemble key information. Learn to identify the critical roles required to support strategic objectives and how to conduct a talent review that accurately assesses the performance and potential of current staff.

In this opening module, you also learn how to:

- Use the 9-Box Framework to guide a leadership discussion that will calibrate talent
- Determine how open and transparent to be in communicating assessment of high-potential staff
- Conduct a gap analysis to determine critical areas that are vulnerable
- Explore strategies to fill gaps

b) Making an Honest Assessment of Your Organization's Value

In this section, discuss the importance of an employer brand; what is it made of and how is it perceived internally and by prospective employees?

- Examine your internal value proposition for employees, and see how it stacks up
- Consider the most effective strategies to attract your target market
- Identify best practices for selecting talent that aligns with your strategic needs and organizational culture

c) Developing Your Bench Strength

The first place to look for a solution to your talent shortfall is in your own house. Learn how well your organization is developing its own employees. Explore the best practices in formulating development plans that yield real and effective results.

- Understand the role of 360-degree feedback to inform development plans
- Discuss the use of action learning strategies
- Examine special considerations when creating development plans for high potential employees

d) Engaging and Retaining Employees

How well does your organization perform in employee engagement surveys? Is your turnover rate over the past few years going up or down? Chances are, there is always more your organization can do to engage and retain your most valuable and irreplaceable employees. In this module, we explore the options you need to consider for your talent management strategy.

- Examine the role of career development in generating employee engagement and ensuring retention
- Understand the role that compensation and rewards play in engaging and retaining employees
- Explore the use of "stay interviews" to improve retention

e) Developing an Evaluation Platform

Your talent management strategy cannot be a seat-of-the-pants affair. Rigour is the rule, and metrics will show how well the organization is doing and help win ongoing buy-in from senior management. In this module, we identify the essential HR metrics to use in order to monitor your progress and evaluate the success of your talent management strategy.

Interactive Learning

Participate in max-mix discussions that offer the opportunity to test your assumptions about what can be done within your own organization.

Facilitators and Speakers

Diane Locke

Diane is a senior partner at Ellis Locke & Associates, a Toronto-based human resource management consultancy. She has more than 20 years experience in the areas of executive assessment, leadership development and talent management, including both internal and external consulting roles.

Diane has worked with best in class organizations to design, develop and implement succession planning and talent management processes. She has been actively involved in the use of assessment tools and strategies to identify and develop high potential. She has provided training, coaching, and consulting services to a broad range of organizations in the public and private sectors.

Prior to becoming a consultant, Diane created and led the Leadership Effectiveness Department at American Express, where she was responsible for organizational effectiveness, leadership development, management coaching, employee engagement, and internal communication. In addition, she has worked as a professional development specialist at Scotiabank and as a senior associate in one of the premier human resource consulting firms in North America.

Diane obtained her Masters Degree in Psychology from the Adler School of Professional Psychology and holds an Honours Bachelor of Business Administration Degree from Wilfrid Laurier University. She is certified in several assessment instruments including the Myers-Briggs Type Indicator, the Birkman Method, and the Herrmann Brain Dominance Indicator. Diane is an experienced facilitator and frequent speaker on talent management, and leadership assessment and development at programs across Canada.

The roster of speakers may change. We will do our best to keep you informed of program changes.

Registration Kiosk

Talent Management

- **Toronto:** March 6-7, 2012: \$2,295
- **Calgary:** October 30-31, 2012: \$2,295

We offer four easy ways to register:

Web: Complete the online form at: irc.queensu.ca

Telephone: Reserve by calling toll-free: 1-888-858-7838

Fax: (613) 533-6812

E-mail: irc@queensu.ca

Confirmation and information on program location, check-in time, and agenda will follow.

Registration and Fees

Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register and pay two months before the start of a program and save \$300 on the tuition of four- and five-day programs, and \$150 on two- and three-day programs.

Register three people **from the same organization in the same program at the same time**, and receive a **10% discount** on program fees. Register five or more people **in the same program at the same time**, and receive a **20% discount**.

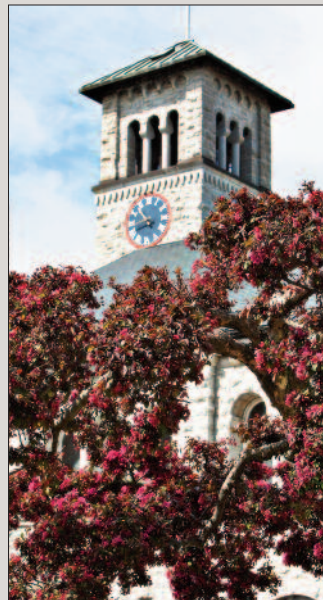
If you know you will be pursuing a Queen's Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

Note: Only *one* discount may be applied.

Cancellations and No-Shows: Substitutions are permitted with no penalty at any time. Transfers and cancellations are permitted with no penalty **up to 3 weeks prior to the program start date**. There will be a \$500 fee charged for cancellations, transfers, and no-shows **within 3 weeks of the program start date**.

Location and Accommodation

Please refer to our website, irc.queensu.ca, for the latest information on venues.



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