Talent Management

Devising Effective Strategies for Recruiting, Retraining, Training and Developing Your Talent Pool
Why Choose Queen’s IRC?

Queen’s IRC focuses on developing and delivering human resources (HR), labour relations (LR) and organizational development (OD) programs for busy practitioners.

- 85 years of evidence-based and practitioner-focused training
- In-person, virtual and custom programs available
- Coaching from industry leaders with real-world experience
- Certificate-based programs in HR, LR and OD
- Practical simulations and tools that apply to your work environment
Talent management has emerged as a top priority for organizations over the last decade and has only been accelerated by the pandemic. The need to design and implement agile and flexible talent management programs has never been more critical in attracting and retaining top talent. The challenges posed for organizations managing geographically dispersed workforces, the ongoing supply and demand issues for top-talent, and the need to keep pace with the speed of technological, environmental, and social change are unprecedented.

What will set organizations apart is an integrated, human-centred, and forward-thinking approach to talent management design and implementation, that aligns with strategic priorities. In this program, you will learn how to develop leaders to effectively manage remote and hybrid teams, plug identified gaps in your workforce plan, and keep the pipeline filled with skilled and motivated workers who are aligned with organizational goals and values.

**Learning Objectives**

- Understand the key components needed to successfully develop an effective and aligned talent management strategy
- Recognize the steps required to effectively modernize your performance management program
- Forecast future skills requirements and conduct a gap analysis
- Use tools and processes to successfully acquire and develop top talent
- Explore best practices for designing a high-value succession plan
- Design a plan to engage and retain skilled talent
- Examine the HR metrics and measures required to track progress and improve decision making

**Organizational Benefits**

- Improved strategic capabilities for your HR function
- Modernized talent management programs that adapt to the pace of change
- Internal experts and advocates for talent management
- Alignment of talent management systems and organizational goals and values

**Takeaway Tools**

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

Our module-by-module overview introduces the topics that will be explored in depth over the course of the program.

**MODULE 1**

Introduction to Talent Management: Setting the Foundation for a Successful Talent Management Strategy

- Understand the components of an effective and integrated talent management strategy
- Examine the key roles and responsibilities required to successfully implement your talent management programs
- Identify critical success factors in rolling out talent management tools and processes

**MODULE 2**

Strategic Talent Planning: Having the Right Talent, in the Right Place, at the Right Time

- Design a workforce planning forecast framework for your organization
- Understand how to differentiate and segment your workforce
- Identify and assess the critical internal and external conditions that will impact and shape your plan

**MODULE 3**

Succession Planning and Performance Management: Designing a High-Value Talent Assessment and Succession Plan

- Identify and evaluate critical roles
- Use the 9-Box Framework to guide a leadership discussion that will calibrate talent
- Discover how to manage performance remotely and leverage coaching skills to have effective conversations

**MODULE 4**

Talent Acquisition: Elevating Your Sourcing Strategy and Diversifying Your Employee Base

- Assess your organization’s current sourcing strategy
- Understand the components of developing an effective sourcing plan
- Acquire the critical skills and practices to recruit diverse groups of candidates and build an inclusive experience
Learning, Development, and Leadership: Building the Workforce of the Future
- Explore how to design an effective learning and career pathing strategy
- Align your learning and development strategy to organizational priorities
- Identify the core components required to create a culture of learning, and discover how to leverage learning to mobilize your workforce

Engagement and Retention: How to Become an Employer of Choice
- Design an effective engagement strategy
- Use the main principles of EDI in designing and implementing your engagement and retention plans
- Identify and implement key retention strategies in remote and hybrid work environments

HR Metrics: Leveraging HR Analytics to Make Your Talent Management Strategy a Success
- Explore what metrics to use to assess each component of your talent management strategy
- Leverage metrics in decision making and planning
- Create templates to track key data
Facilitators and Speakers

Wylie Burke (Lead Facilitator)
Wylie is an innovation consultant, facilitator, and leadership coach. She has over 15 years of experience in business administration, human resources, strategic and operational planning, and leading high performing teams. She brings a unique perspective to her work, having had the pleasure of working for a diverse range of organizations including United Way Toronto, CIBC, SickKids, WSIB, and Toronto Metropolitan University.

Having led large-scale merger and integration initiatives, cultural transformation, and change strategies, she is recognized for taking a people-centred and creative approach to her work and is inspired by helping people and organizations realize potential and reach new heights.

As a sought-after coach, consultant, and facilitator, Wylie is recognized for creating inclusive environments that inspire insights, connection, fun, and shared learning, that result in personal and organizational integration. She thinks of her work as community building and recognizes that there is never a one-size-fits-all approach. It’s about learning and applying concepts in an adaptive way that brings about sustainable change, taking into account the dynamic, unique, and varied needs of individuals and organizations while also nurturing a shared understanding and appreciation of differences.

Wylie is passionate about her work with clients in reimagining the overarching HR function, turning it from a process heavy one into a strategically designed talent hub. Employing a design thinking methodology, Wylie helps to evolve talent models, programs, and strategies into innovative, agile, flexible, relevant assets that connect talent decisions to value-creating outcomes.

Wylie holds an MBA from Queen’s University, an Honours Degree in Sociology from York University, and she is an Adler Trained Coach.

Janet Stewart (Guest Speaker)
Janet is an accomplished human resource leader with a deep understanding of both theory and practice. Her passion for strengthening human resource practices is informed by her experiences working in diverse human resource and labour relations roles – at both managerial and C-suite levels – within large, politically complex organizations. In her consulting practice, Janet works with organizations across Canada to help them augment performance by addressing gaps in human resource policies, procedures and structures. As a mediator and certified organizational coach, she also supports teams to enhance trust, improve communication and minimize interpersonal conflict.

Janet is particularly passionate about supporting organizations in their efforts to build diverse workforces and deepen respectful and inclusive workplace cultures. In this regard, she actively works with organizations to formally assess workplace dynamics, design improvement plans and implement strategies to address barriers to workplace equity, diversity and inclusion.

In addition to having a master’s degree in Adult Education, Janet holds a post-graduate Certificate in Organizational Coaching from the University of British Columbia, a Certificate in Organizational Development from Queen’s IRC, and a Certificate in Conflict Resolution from the Justice Institute of BC. She also completed the mediation program at the Harvard Law School Negotiation Institute. Janet is a Professional Certified Coach (International Coaching Federation), a Qualified Mediator (ADR Institute of Canada), a Certified Professional in Human Resources (BC & Yukon) and is PROSCI® change-management certified. She is a regular contributor to publications on topics related to human resource leadership.

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