

STRATEGIES AND TOOLS TO ATTRACT, DEVELOP AND RETAIN YOUR TALENT

# **Our Talent Management offering**



## The Challenge

There is a perfect talent storm brewing that requires competitive strategies and leadership capability to attract, develop and retain the best talent, despite global mobility, scarcity of skills and high expectations.

### **Catalyst Focus**

We co-design integrated & practical talent and succession strategies, processes and tools to attract, assess, engage, develop & retain current & future talent.

## **Catalyst Offerings & Tools**

- Talent strategies, processes, systems, tools: Talent 4.0 maturity diagnostic, toolkit & capacity building
- Talent & Potential Assessment
- Performance Management: 3D dialogue and contribution, growth plans
- Future Critical Workforce & Capability Planning: Enterprise capabilities, MCP tool
- Talent Risk Response Strategies: Strategic sourcing, succession, transformation, retention, accelerated development
- Accelerated Talent Development
- Coaching & Mentoring



## **Our Talent Management impact**

### WHAT IS TALFNT MANAGEMENT



### **TALENT CHALLENGES**

Can you confidently answer any of the following?

- Who are your leaders, technical specialists and critical positions of the future?
- What capabilities will drive competitive advantage in the future?
- Are you growing future-fit leaders able to deal with complexity and disruption?
- How do you attract, source, rotate and retain critical talent sustainably?
- · How do you accelerate development to manage transformation, succession risk and unleash potential?
- How do you broaden your search for talent in the SA context?
- Do you have the HC capability to drive critical talent management in these times?
- Do you have the technology to enable continuous insight for strategic investment in talent?
- Do you have the tools to identify potential in your current and future talent?

### WHAT OUR CLIENTS SAY

"True professionalism, embedded themselves within our culture, refining our talent practices for business needs, transferred skills to HR and leaders, successful project, expanded due to value add, right collaborators to build sustainable talent management! "- Taryn Marcus. Imperial Group OE & Talent Exec

"Invaluable experience partnering with Catalyst, knowledge, guidance and leadership of team, went far beyond just a framework, tangible and practical for our world, your team became one with ours, enthusiasm was seen and felt throughout the journey, gained knowledge on best practice as well as the tools to sustain this vision for years to come."-Vanessa Kodisang, **Massmart Group Talent Manager** 

### **TALENT BUSINESS CASE**

Global research shows that talent management has numerous benefits

### **Realise Benefits**

Leadership & decision making: Key talent in high leverage

positions – 70% culture, 50% performance

Engagement & potential: Engaged people = >3.5 x more profit,

87% more likely to stay

Skills. Innovation & culture: Pipeline of talent & critical skills, culture of innovation and learning

### **Manage Risks**

Retention risk: Cost of loss of key talent- 1-1.5x TCTC Succession risk: Cost of vacancy/not ready person filling a MCP Transformation risk: Cost of non compliance e.g. not meeting BBBEE targets or stakeholder expectations

### TRACK RECORD

We've been successfully implementing strategic talent management at numerous clients for over 12 years.

























**ENGEN** 





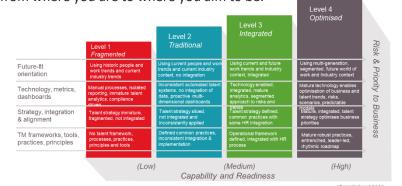


## Our approach and tools



### **OUR TALENT DIAGNOSTIC**

Our talent diagnostic tool guides the customised design of the journey from where you are to where you aim to be.



### CO CREATING THE JOURNEY

We co-design the approach with a core team to ensure we manage context, culture, readiness and build capacity to sustain over time.

Change & Capacity

Readiness for change Change & comms plan Branding & toolkits Capacity building Technology enablement

Talent design

### Diagnose & Co-Design Diagnostics

Strategy Framework & principles Roadmap & practices Tools & systems

Talent Seamentation

HC architecture & levels Demand & supply analysis Core capabilities Mission critical positions

Talent segments

### **Talent Assessments**

Performance Potential

#### Talent Conversations

Talent review

Conversation skills Conversation tool Manager / employee Talent summaries Talent action plans

### Talent Reviews (STR)

STR manager's prep STR day: talent decisions

- Strategic talent summary
- 3D matrix positioning
- Succession plan
- Talent action plan

### **OUR TALENT FRAMEWORK**

Our talent framework ensures an integrated approach to managing talent and building maturity over time.



### Talent Analytics

Talent metrics Talent KPIs Talent segment tracking Talent action reviews Succession management

### Talent Risk Responses

Cross-divisional talent review: risks & opportunities Strategic sourcing

- Transformation
- Accelerated development
- Retention

### **OUR TOOLS**

Our many user-friendly, practical tools & systems make the complexity of managing talent understandable and meaningful.







**Talent Conversation** 3D Talent Matrix







Succession & talent tools







Talent mapping



UMU mobile engagement



Talent intelligence



Potential assessments mobile, gamified, fit for purpose



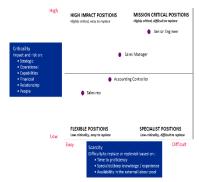
Talent Management Technology Platform E-learning platform

## **Talent tools - illustrative examples**

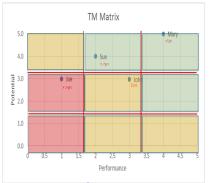
Buckman



### Performance standards & levels of work



**Mission Critical positions** 



3D talent matrix

Leadership framework

Catalyst

Leadership of Others

**Talent Discussion** 

| Succession Plan                                       |                      |            |  |   |  |
|---|----------------------|------------|--|---|--|
| Key Position<br>Incumbent<br>No. of years in Position | Potential Successors | Readi-ness | Comments                                   | s |  |
| eputy Head Operations<br>tephen Mhlangu<br>yyrs)      | Bheki Khumalo        |            | Stephen Mhlangu retiring in May 2007       |   |  |
|   | Siya Makhaye         |            |  |   |  |
|   |                      |            |  | F |  |
| rofessional Engineer                                  | Nondumiso Ntuli      |            | Ongoing coaching & development<br>underway | þ |  |
| pe Dean<br>8mnths)                                    | Ravika Pillay        |            | Rotational acting appointment              | L |  |
| ,   |                      |            |  | G |  |
| nance Manager<br>ax Khumalo                           |                      |            | No successors internally                   |   |  |
| yrs)  |                      |            |  |   |  |
|   |                      |            |  |   |  |



**Talent segmentation** 

| ŧ | Questions  | Response/Actions   |
|---|--|--|
| , | What are the top 3-5 strategic areas of focus for my BU?   |  |
| 2 | What are the top 3-5 people priorities my BU in the coming year? e.g. Recruitment, retention, succession, transformation, etc. |  |
| 3 | What changes may be required the structure or skill requirements of my BU in the next 2-3 years?                               |  |
|   | What are my BU critical and specialist roles as per the<br>segmentation matrix?  |  |
| 5 | What is the progress against transformation strategy,<br>EE plans and targets and what are the challenges?                     |  |
| 6 | What are my talent metrics  Succession  Recruitment  Development  Reterition   | - Bench depth % for MCDe - % of EE candidates recruited – EE plan target - Time to fill vacancies - Planned retirements - Turnover % of key talent segments - Reasons for voluntary turnover - Leadership and engagement survey results - % internal promotional transfers of key fatent - % internal promotional retential competency audit |
|   | Documents required:  | Organisation chart<br>Workforce plan   |

Strategic talent summary

| Suggested development and talent actions for both individuals and the unit/department must be completed. |  |                                |                  |  |  |  |  |
|--|--|--------------------------------|------------------|--|--|--|--|
|  | be discussed, agreed and updated duri<br>rith the unit/department manager. | ing the TMC and responsibility | for implementing |  |  |  |  |
| Individual   | Action Item  | By Who                         | By When          |  |  |  |  |
|  |  |                                |                  |  |  |  |  |
|  |  |                                |                  |  |  |  |  |
|  |  |                                |                  |  |  |  |  |
|  |  |                                |                  |  |  |  |  |
|  |  |                                |                  |  |  |  |  |
| General Items  | Action Item  | By Who                         | By When          |  |  |  |  |
|  |  |                                |                  |  |  |  |  |
|  |  |                                |                  |  |  |  |  |
|  |  |                                |                  |  |  |  |  |
|  |  |                                |                  |  |  |  |  |

Our talent tools are designed with a current or future talent system in mind to minimise re-work and optimise talent analytics and the user-experience. We have worked with many HR and talent system providers.

|   |                      | Aspect                           | Current    |
|---|----------------------|----------------------------------|------------|
| na  | Current ye           | ar                               | 3          |
| forr  | Last year            |                                  |            |
| Perf  | Year before last     |                                  | 3          |
|   |                      | Diagnostic                       | 4          |
|   |                      | Transformation                   |            |
|   |                      | Alignment                        | 2          |
|   | Leadership           | Enrolment                        |            |
|   |                      | Involvement                      | 4          |
|   |                      | Practical Leadership             | 5          |
|   |                      | Impact                           | 3          |
|   |                      | Sustainability                   | 4          |
|   |                      | Average Leadership               | 4.0        |
|   | Cognitive            | СРР                              | 3          |
|   |                      | Average Cognitive                | 3          |
|   | Defining             | Other e.g. EQ, Personality       |            |
| Ability   |                      | Average Defining characteristics |            |
| Ą   |                      | Average Ability                  | 3.5        |
|   | Ambition             |                                  | 4          |
|   | Activity             | 3                                |            |
|   | Autonomy             | 2                                |            |
|   | Flexibility          | 2                                |            |
|   | Immersion            | 3                                |            |
|   | Interest             |                                  | 3          |
|   | Power                |                                  | 3          |
| Aspiration  | Acting on (          | 2                                |            |
| oira  | Achieving (          | 2                                |            |
| Asp   | Average Aspiration   |                                  | 2.7        |
|   | Show a hig           | h level of interest in work      | 4          |
|   | Invests tim          | 4                                |            |
|   | Volunteers<br>needed | 2                                |            |
|   | Encourage            |                                  |            |
| L .   | positive wa          | 3                                |            |
| ent   | Asks quest           |                                  |            |
| gem   | organisatio          | 3                                |            |
| nga   | organisation.        |                                  | 2.2        |
| шO  | Average Engagement   |                                  | 3.3        |
| ssau  |                      |                                  |            |
| din   | Person to i          |                                  |            |
| Asks questions that demonstrate an interest organisation and its success organisation.  Average Engagement  Person to next level role match (consider knowledge, skills, experience, learning ability |                      |                                  | 4          |
|   |                      |                                  | Willing to |
| ility   |                      | relocate -                       |            |
| Mobility  | Willingnes           | limited time i.e                 |            |
| 2   |                      | nal, limited, extensive          | 1 year     |
|   | Gender               |                                  | Male<br>55 |
| Risk  | Age                  |                                  | 15         |
|   | Tenure<br>EE Group   |                                  | White      |
| Œ   | LL Group             |                                  | vviiite    |

**Succession Plan** 

**Talent Action Plan** 

**Individual Talent scorecard** 

# Talent analytics – illustrative examples





## **Our Talent track record**



















### RAND MERCHANT BANK (2015 – current) www.rmb.co.za

Talent management strategy, toolkit and training. Accelerated Learning Program for potential successors.

### IMPERIAL GROUP (2015 – 2017) www.imperial.co.za

Talent Management Strategy, Process, Toolkits and Capacity Building across all divisions. Talent management training for executives, leaders and HR professional across the group. System and analytics integration

#### **SANTAM** (2016 – 2017) www.santam.co.za

Talent management strategy, toolkit and capacity building. Digital learning guides and toolkits for talent and key HC processes.

### ETHOS (2013-current) www.ethos.co.za

Talent Management Strategy, Process, Toolkits and Capacity Building including the Leadership Pipeline. Succession Management for Partners and new CEO. High performance teams for Partnership Team Leadership Brand and Competency Development. Culture Transformation and Staff Engagement sessions.

### AVENG GROUP: Duraset (2012-2013) www.avengman.com

Talent Management Strategy, Toolkit and Capacity Building.

### DE BEERS GROUP (1999-2004) www.debeersgroup.com

Talent Management Strategy, Process, Toolkits and Capacity Building including the Leadership Pipeline and HR Capacity Building Programs. (In association with MAC Consulting)

## TRANSNET AND TRANSNET CAPITAL PROJECTS (2005-2012) www.transnet.net

Leadership Pipeline, performance and competency standards across all leadership levels.

Talent Management strategy, tools and capacity building. Rated most effective culture change intervention by external auditors.

#### BANKSERVAFRICA (2015 – current) www.bankservafrica.com

Talent Management strategy, tools and capacity building as part of a Human Capital Transformation Journey

### MASSMART GROUP (2016 - current) www.massmart.co.za

Talent Management Strategy, Process, Toolkits and Capacity Building across all divisions. System and analytics integration

### FIRST RAND GROUP (2017 - current) www.firstrand.co.za

Strategic alignment of talent strategy, frameworks, minimum standards and technology across franchises.

### TONGAAT HULETT STARCH (2011-current) www.tongaathulettstarch.co.za

Talent and competency Management strategy, tools and capacity building as part of a Business and Human Capital "Journey to Excellence"

### BUCKMAN (2007-2015) www.buckman.com

(Africa, SE Asia, China, USA, Mexico, Canada, S America, Europe)
Talent and competency management strategy, tools and capacity building

Talent and competency management strategy, tools and capacity building as part of a Business and Human Capital transformation journey – global roll-out

### **ENGEN** (2009 – 2013) <u>www.engen.co.za</u>

Talent Management Strategy, Process, Toolkits and Capacity Building including the Leadership Pipeline.

Retention Strategy implementation in partnership with the Senior HR Leadership Team and line talent champions.

Leadership Competency Profiling, HR Capacity Building Programs.

### ETHEKWINI MUNICIPALITY (2009-2010) www.durban.gov.za

Talent and competency management implementation & capacity building HR capacity building program















## **Contact Us**

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