

## Identifying Talent: A Case Study

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### The need

It goes without saying that 2020 brought unprecedented challenges into our personal and professional lives. The scale and pace of the global crisis forced organisations around the world to act swiftly and to adapt. The empathy, courage and capability of leaders has been tested to the limit as they address issues of sustainability and profitability, employee safety, anxiety, and uncertainty around job security, managing performance expectations and new ways of working, and burnout - almost daily. Talent management has taken a much wider scope, beyond the obvious ambitions of identification, attraction, rapid reskilling and development, and retention. It requires a much deeper human connection and compassion to ensure employees are safe and engaged as a unified, productive, blended workforce. One of our clients in the financial services sector embraced this new leader context and challenge and engaged Catalyst to reimagine how they build the capability of their leaders to ***identify talent.***

### The design

We identified the following key learning needs to be addressed:

- Discrimination and bias – how curious are we?
- Competency based interviews – active listening and respectful questioning
- Culture and EVP - what employees really want
- Managing the moments that matter with authenticity
- What organisations really, really want and need
- Harnessing a passion for people
- Matching people, jobs, and teams
- Cultivating diversity – being empathetic and tough
- Building capability and careers
- Engaging a blended workforce post COVID

### The solution

In addition to providing leaders with the guidelines and templates to expand and deepen their knowledge and skills, we shifted the focus to behaviour not tools. To help achieve this our programme included:

- ***Moments of reflection:*** what you know, how you show up and who you want to be (curiosity, authenticity, empathy, passion and purpose)
- ***Group discussions:*** healthy discussion and debate and an opportunity learning from each other
- ***Practical exercises:*** putting the tools into practice and create the results we are looking for
- ***Action learning:*** activities and reflections to be completed in the workplace using tools and templates to embed the learning



### The outcomes

Catalyst facilitated a high-impact practical 2-day face-to-face session (what a treat after 14 months behind a computer screen) on ***Identifying Talent***. Managers left with a practical understanding of:

- The factors that impact engagement and how to connect with, motivate and engage their people in a post-lockdown world
- How to be more effective in identifying talent and potential
- How to be more effective in interviewing and selecting talent
- How to assess competency gaps and build capability
- How to retain their talent
- How to create a great place to work to unleash potential

### What some of the delegates had to say

- “Lots of application, very practical use of techniques. Biggest take out is around biases and using my inherent skills to grow my leadership skills.”
- “I am more aware of my own unconscious bias (Halo vs Horn theory), the importance of the onboarding process and having newcomers buy into the team culture.”
- “Having the opportunity to understand the impact of my role on others and to carry it out to the best of my ability.”
- “Understanding people differences in terms of discrimination, being curious, ask people curious questions and get to know your people well, learned a lot about how to conduct interviews.”

With an overwhelmingly positive response from the delegates and learning leads, we will be running our next session on Identifying Talent later this year.

We would love to share more of our cases studies, innovations, ideas and learnings with you.

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