

### 6Talent Management Engagement Scale

	Talent - Ignition	Talent - Generator	Talent - Factory
High	<ul style="list-style-type: none"> <li><input type="checkbox"/> Buy in at senior level – Board/Exec identified TM as an organisational priority or as part of a wider strategic OD plan but limited implementation due to one or more of the following:                             <ul style="list-style-type: none"> <li><input type="checkbox"/> Little resource given (financial or staff)</li> <li><input type="checkbox"/> Early stages of implementation</li> <li><input type="checkbox"/> Lack of clarity on org lead for TM</li> <li><input type="checkbox"/> Disconnected from other OD interventions such as leadership development, transformation agenda</li> </ul> </li> <li><input type="checkbox"/> Intent is to initiate work once any of the above barriers have been mitigated for or resolved.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Senior team act as role models or champions for talent management.</li> <li><input type="checkbox"/> Building blocks for workforce-wide TM (values-based appraisal, talent conversation training, succession planning) have been designed and piloted.</li> <li><input type="checkbox"/> Time allocated to TM at Board periodically.</li> <li><input type="checkbox"/> Multiple pilots of TM processes &amp; TM conversations have been undertaken &amp; are proving of value.</li> <li><input type="checkbox"/> Workforce-wide TM implementation strategy/plan agreed.</li> <li><input type="checkbox"/> Process for collation of talent data from across organisation developed</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Meaningful talent strategy</li> <li><input type="checkbox"/> Organisation wide definition of talent</li> <li><input type="checkbox"/> Regular Board discussion TM/succession planning</li> <li><input type="checkbox"/> TM embedded in management systems/training.</li> <li><input type="checkbox"/> Talent/potential conversations standard practice</li> <li><input type="checkbox"/> CEO &amp; Exec Team endorse/champion TM</li> <li><input type="checkbox"/> TM data is collated &amp; used to inform workforce/succession planning &amp; L&amp;D plan</li> <li><input type="checkbox"/> Measurement of ROIT (using succession planning to fill key roles)</li> <li><input type="checkbox"/> Talent is allowed to 'migrate' or be 'loaned' to neighbouring organisations to gain external experience or advance integration/new models of care/transformation.</li> </ul>
	Talent - Sparks	Talent - Engine	Talent - Batteries
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Buy in from some senior leaders but yet to translate to dedicated Board or executive team agenda /seminar.</li> <li><input type="checkbox"/> Recognition of need &amp; benefits but limited understanding of tools, processes &amp; enablers to support TM.</li> <li><input type="checkbox"/> Lack of clarity of ownership of talent as an organisational process therefore no accountability &amp; no activity at an operational level.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> TM is implemented in some parts of org &amp; may be used to select participants onto leadership programmes or to identify key role successors.</li> <li><input type="checkbox"/> Tools, processes &amp; talent conversations are adopted in a number of areas but not workforce-wide or accepted as a standardised practice (such as mandatory training/appraisals)</li> <li><input type="checkbox"/> Pilot of TM &amp; succession planning underway with workforce wide progression plan under development.</li> <li><input type="checkbox"/> Values-based appraisal system has been designed and piloted.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Some TM practices are in action but in isolation &amp; not connected to a wider organisational objective.</li> <li><input type="checkbox"/> Tools &amp; practices implemented extensively (more widespread) but not managed centrally or strategically to meet senior succession planning or to drive OD plan or training needs analysis.</li> <li><input type="checkbox"/> Acceptance that TM is required for organisational success but lower priority than other activity.</li> <li><input type="checkbox"/> Multiple definitions of TM &amp; led by professions or work areas rather than strategically.</li> <li><input type="checkbox"/> TM is seen as part of transactional HR tick box process rather than a strategic enabler/advantage</li> </ul>
	Talent - stall	Talent - False start	Talent - Embers
Low	<ul style="list-style-type: none"> <li><input type="checkbox"/> Minimum discussion undertaken in org.</li> <li><input type="checkbox"/> Minimum engagement.</li> <li><input type="checkbox"/> Minimum action.</li> </ul> <p>Avoidance of TM processes &amp; approach due to:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Crisis</li> <li><input type="checkbox"/> Financial challenge</li> <li><input type="checkbox"/> Special measures</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> TM only actioned on an ad hoc basis</li> <li><input type="checkbox"/> Viewed by organisational senior leaders as a low priority 'nice to have'.</li> <li><input type="checkbox"/> Resource allocated to meet short term need/crisis &amp; not sustained.</li> <li><input type="checkbox"/> TM initiative launched previously with little success and/or under previous leadership team.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> CEO &amp; senior team spend little time on TM.</li> <li><input type="checkbox"/> No TM strategy &amp; unclear definition of talent.</li> <li><input type="checkbox"/> Lots of TM activity going on in terms of talent conversations, secondments &amp; succession planning but not using a standardised model or toolkit across organisation (no consistency)</li> <li><input type="checkbox"/> Wards, departments &amp; teams as beacons of best practice &amp; areas of excellence in terms of attraction &amp; retention but this best practice is not translated in organisation-wide learning or practice</li> </ul>

Conceptual Acceptance

Low 
→
 High

### Practical Implementation