



The 'wicked problems' of talent management:

how to create an effective and joined-up
talent management system



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Executive summary

Organisations today face unprecedented talent management challenges. Global demographic trends, the political and economic environment, as well as increasing changes to how and where people work, have arguably created a ‘wicked problem’ (Rittel & Webber, 1973; Grint, 2010) for HR and talent management systems.

We surveyed over 70 HR and L&D professionals from a wide range of industries to explore the challenges they are facing and how their organisations are responding.

What we found:

- 77% report that **loss of talent** is a current problem in their organisation and 79% report current problems in **recruiting talent**.
- In both cases, over a fifth say these are ‘significant problems’ for their organisations.

And yet...

- Only 7% say that improving or sustaining the talent pipeline is the top priority of their executive leadership teams, and 35% say it is **not among their top priorities at all**.
- Over half of the organisations we surveyed do not have an **HR professional on their executive team**.
- 34% do not have a **talent strategy**.
- 86% say that their current **talent management processes are not ‘joined-up’** throughout their organisation.

Our analysis, in this whitepaper, suggests that the often siloed and fragmented way organisations manage talent may not be adaptive and effective enough in mitigating the significant, interconnected problems within the labour market and their impact on organisations. Further, findings from our surveys of over 100,000 employees over the past five years suggest that this has a significantly negative impact on the employee experience, particularly regarding their perceived prospects of career progression, fairness of promotion processes and development opportunities.

Here, we offer new insights, tools and methods to help those who work in talent to create a joined-up, effective system which can deliver improved employee engagement, better leadership and sustainable organisational success.

Introduction

Talent management has been a hot topic for many years. It is well-known that excellent talent management practices lead to significantly better economic performance. For example, a recent study by Boston Consulting Group found that Fortune 100 companies enjoy significantly higher profit margins and ROI on talent management (BCG, 2022). And global data from Gallup tells us that organisations in the top quartile of employee engagement have higher earnings per share, and report 22% greater profitability and 10% higher customer ratings.

“ [Our research] highlights the value of taking a more dynamic and systemic approach, recognising the interrelated and interdependent nature of different talent management practices.

WHYSALL, OWTRAM &
BRITTAİN, 2019

Yet many organisations struggle to get talent management right such that it creates competitive advantage for their organisations as well as fantastic employee experiences. There are several reasons for this, including a lack of clear strategy, failure to measure success and adapt based on feedback, and not continuously investing in talent management. An overarching theme is that organisations take a siloed or fragmented approach to talent management. This is even more of a danger in our post-pandemic, hybrid working world where teams are more dispersed than ever, and can lead to problems such as failing finding the best talent, retaining top performers or developing employees into the leaders of tomorrow.

We surveyed over 70 HR and L&D professionals from organisations all over the UK and internationally and over three quarters report that their organisations have a problem with loss of talent and with recruiting talent in 2022. Around a quarter said these problems were ‘significant’. And yet, over a third of organisations don’t have a talent strategy and only half said that talent was in the top three priorities of their executive leadership teams.

EDGE CUMBE, 2022

So, what’s the answer? We believe that organisations need to take a more holistic, systemic and ‘joined-up’ approach to talent management to enhance employee experience, win the war for talent and create sustainable success. In this whitepaper, we will show how you can implement this approach in your organisation through a series of simple steps.



What is talent management?

Talent management can be understood as a set of strategies that leverage human capital to the competitive advantage of the organisation, and as a coherent system of activities that result in *“putting the right people with the right competencies in the right job in the right place, and at the right cost”* (Claus, 2013). Along with operational excellence, effective leadership and talent management are crucial drivers of an organisation’s ability to implement its strategy successfully.

There are many different approaches to talent management and some are derived from fields beyond HR, including concepts borrowed from marketing (employer branding and employee value propositions), management science (pivotal positions and yield curves) and operations (talent supply chain management).

The tools and processes of talent management that most often provide touchpoints with employees include some combination of assessment, development, and retention activities. Organisations typically use assessments to identify employees with high potential in order to provide them with opportunities for development through initiatives like mentorship, training and secondments. They also work to retain these employees by offering competitive compensation and benefits packages and creating an engaging work environment.

Over the last decade, newer approaches have been applied to the talent management arsenal, such as design thinking, agile management, behavioural economics and analytics. The latest report on resourcing and talent planning from the CIPD (2022) shows that over a third of organisations are increasing efforts to meet their skills requirements by developing more talent in-house. However, our analysis of the issues facing organisations in the next section suggests that talent management may not be adapting sufficiently quickly and effectively in many organisations and industries.

The business benefits of investing in talent management

Research over several decades shows that good talent management provides significant returns on investment. One influential study found that a one standard deviation increase in investment in aligning talent strategy with organisation strategy and integrating HR activities is associated with a 7.5 percent decrease in employee turnover and, on a per employee basis, \$27,044 more in revenue, \$18,641 more in market value, and \$3,814 more in profit (Huselid, 1995). More recent research supporting these figures finds that effective talent management processes are associated with revenues 2.2 times higher than other organisations and 1.5 times higher profitability (BCG Report, 2015).

Other benefits of strong talent management found in research include increased employee morale (Huang, 2001), increased productivity (Youndt et al., 1996), lower staff turnover (Bird & Beechler, 1995), higher customer satisfaction (Youndt et al., 1996), and enhanced organisational innovation (Verburg et al., 2007).

Therefore, investing in an aligned talent management strategy and joined-up talent activities is key to ensuring sustainable success for any organisation.



Issues facing talent management

Organisations today are facing unprecedented challenges regarding talent management. Global demographic trends, the political and economic environment, changes to how and where people can and want to work since the Covid-19 pandemic, and the small matter of the Fourth Industrial Revolution, have created significant, interconnected problems for HR and talent management. Here, we discuss a few of these problems in more detail.

“... there is a pressing need to explore the extent to which existing talent management theory and practice holds within this context

WHYSALL, OWTRAM &
BRITTAIN, 2019

Skills gaps are widening across industries

The unprecedented pace and scale of change we are seeing as a result of what is called the Fourth Industrial Revolution (Industry 4.0) has meant that technology is increasingly overtaking the ability of individuals, organisations and societies to adapt.

Modelling by McKinsey (2019) suggests that by 2030 two thirds of the UK workforce could be lacking in basic digital skills, while more than 10 million people could be under-skilled in leadership, communication, and decision making; a claim that is backed up by earlier work from the Industrial Strategy Council (2019). It is likely that these shortages are already impacting organisations.

Three quarters of organisations reported that access to skills was the most significant threat to the UK's labour market competitiveness; nearly half who faced talent shortages in the past year were unable to meet the output demands for their products or services.

SURVEY BY THE CBI (2022)

Organisations are struggling to recruit the talent they need

Over the past few years, a drop in self-employed workers coincided with many people retiring and others leaving their jobs during the pandemic. The pandemic changed people's perceptions of work, with many changing career paths to pursue better job security, more meaningful work or more flexible careers allowing them to work from home. All of this has led to a record number of vacancies in the UK, according to government data.

In our survey of talent professionals, 79% report current problems in recruiting talent, with 30% conceding that this is a significant problem. Supporting these findings, the CIPD (2022) shows that 47% of organisations have hard-to-fill vacancies. These are most common in education (56%), transport and storage (55%), and the voluntary sector (53%).

Leadership selection and development is not always fit for purpose

In today's organisations, people expect more from those who lead them beyond technical leadership skills. Different capabilities and qualities are needed such as compassion, emotional intelligence and softer influencing skills. Many organisations find themselves in a position where they have an 'old guard' that needs to develop quickly, as well as a 'new guard' of recent hires. The two can clash and create sub-cultures to the detriment of an organisation's alignment.

Middle management may offer the potential to stem this problem, but this population is often neglected in terms of talent management investment in favour of the small 'hi-po' population of future leaders. However, middle managers have a critical and difficult role in influencing up, down and across the organisation, so investment in the development of enabling leadership styles and skills could be of greatest need here.

Skills gaps in senior leaders' ability to develop their people is a big challenge in many of the organisations we work with. Training in coaching skills is common within senior leadership programmes, but is this enough? A mindset shift is required about the role of a leader. Should a leader achieve particular results as per traditional thinking? We argue that in today's organisations a leader's primary role is to serve and develop others to enable them to achieve these results. This leadership role needs to be communicated through an organisation's language of leadership and must be ingrained in methods of performance review, rewards and sanctions. How many leaders do you think have employee engagement, retention and mobility of their people as priority targets? And how many organisations measure inputs rather than outputs (targets around how many 1:1s they run, how many development plans they create, etc.)? In our experience, the answer is not many!

Cross-organisation collaboration is poor

Research has found that organisations often take a siloed approach to performance management and that this is a huge barrier to cross-organisation collaboration (Gardner & Matviak, 2022).

Our in-house research and analytics team has surveyed over 100,000 employees across industries and our findings indicate that 40% of employees across organisations feel collaboration between their team and other areas of the organisation is poor. Poor cross-organisational collaboration can limit an employee's view of career development and progression opportunities; our data shows that only around half of all employees think their organisation has good career prospects. Effective collaboration not only supports productivity but, through working together, people build social connections and gain insight into other parts of the organisation, fostering a stronger sense of belonging and building team spirit.

Employee engagement is suffering

We are seeing within our own client base that even those organisations with highly emotionally engaged workforces are facing the prospect of losing staff. Similar results were reported in this year's CIPD Good Work Index report in which a lack of remote working and flexible working opportunities was the number one reason given for moving on. With unfounded and unhelpful statements coming out from UK government officials, and large companies like BT and Goldman Sachs rolling back on homeworking, this could create a chasm in employee engagement and only add to the Great Resignation and related recruitment issues facing organisations.

Our research has shown that between a fifth and a quarter of staff are intending to leave within the next 12 months.

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The cost of high employee attrition in The Great Resignation

Organisations that don't invest in their talent management strategy are more likely to experience a high turnover rate, which can be costly and disruptive.

In our survey, 77% of all organisations reported a problem with loss of talent and 29% say that this is a 'significant problem'.

EDGE CUMBE, 2022

The Society for Strategic Human Resource Management estimates that it can cost, on average, between 6-9 months' salary to replace a salaried employee. This covers recruitment costs, training expenses and salary. For senior leadership positions, this cost is eye-wateringly high; organisations can expect to pay up to 213% of the leader's salary to replace them (Boushey & Glynn, 2012). There are also costs associated with downtime between employees and lower performance whilst new recruits get up to speed. This undoubtedly impacts the bottom line, but it can also have a significantly negative impact on wider employee morale.



‘Wicked’ problems, tame solutions?

Our survey found that over a quarter of respondents do not even have an HR professional on their executive team. Furthermore, it is concerning that a third of organisations we surveyed say they do not have a talent strategy.

EDGE CUMBE, 2022

This leads us into thinking about the solutions people and organisations have turned to thus far. The context we have just described could be termed as a ‘wicked problem’ (a typology derived from Rittel and Webber’s 1973 work); a complex, interdependent set of issues, some of which we have never seen before and thus have no playbook of solutions upon which to rely (Grint, 2010). Another difficulty with wicked problems is the tendency that in solving one part of the problem, we create further issues elsewhere.

Take as an example the issue of the skills gap and recent retention issues. Organisations cannot simply hire their way out of this issue; the extent to which external hires can impact on an organisation’s performance depends significantly on how quickly and effectively those hires are able to access and tap into supportive social networks (Amankwah-Amoah and Sarpong, 2014). It has been said that it takes people seven years to develop their internal network to a highly successful level, so this strategy may not be as quick or indeed as effective a fix to the skills shortage as it may seem. Moreover, if a focus on recruitment takes away from internal development, then the impacts could be counterbalanced by a reduction in employee engagement and increase in employee turnover.

This is a common problem in tame responses to wicked problems; we target and focus on the outcomes rather than the process/inputs, and we narrow down our solutions rather than looking at the whole system (Grint, 2010). We see the same issue in leadership development. The field as a whole (and particularly external residential programmes) has developed a reputation for failing to deliver results in terms of improved leadership capabilities, although a recent review of the



academic field suggested there is little empirical evidence for positive or negative impacts of leadership development (Vogel et al., 2021). However, it is a significant oversimplification to think that the solution to improved leadership capability lies solely within the leaders themselves and therefore to ignore both the followers and the organisational context, especially regarding policies, processes and structures. Susan Wheelan (2014) points out, in her notable work on high performing teams, that we are well rehearsed in teaching leaders how to lead, but we never think to teach team members how to be a good member of a team. Similarly, organisational design and development are important foundations of leadership development; you can't effectively improve one without the other:

“ We have thought of ourselves as an engineering business that is quite good at the people stuff, but we need to be a people business that is quite good at the engineering stuff.

WHYSALL, OWTRAM &
BRITTAİN, 2019

“Leadership development cannot be separated from the context and culture of organizational design. Mayo Clinic’s organizational and governance systems are designed to develop culturally aligned leaders, build social capital, grow employee engagement, foster collaboration, nurture collegiality and engender trust.” (Swensen et al., 2016)

Wicked problems require holistic, joined-up solutions involving cross-disciplinary interaction and long-term strategic thinking. We need a systemic approach which taps into and takes account of influences across the organisation and outside of it. This is why, we argue, that every organisation’s top team needs to place talent issues front and centre.

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What does a more joined-up approach to talent management look like?

We like to think about talent processes as bridges between different stages of the employee lifecycle as people enter the organisation, build their networks, develop their understanding of the culture, use their skills, do their work and seek skills and career development. Thinking in this way helps us to see that where those bridges don't connect with each other, employees' journeys become harder and slower, and they may get lost or fall through the cracks in the system. We need to ensure these connections between stages and processes within the talent lifecycle are strong, seamless and consistent.

In our survey of talent professionals, a staggering 89% said that their talent management processes and tools are not joined-up; they do not have a common framework for talent and consistent integration of tools, processes and analysis across their organisation and the talent lifecycle.

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A more joined-up, holistic approach to talent management means taking a strategic view of talent and leadership, and aligning these with the organisation's culture, values and long-term objectives; it needs to look and feel like a comprehensive, interconnected system rather than a set of disparate, siloed processes. It takes account of the whole employee lifecycle from recruitment



and selection right through to development and succession, ensuring there are 'red threads' throughout the tools and processes at each of these stages so that employees get a sense of themselves being on a journey. This means integrating all the different talent processes so they work together seamlessly. It is also important to have clear communication and collaboration among all the different people involved in managing talent.

There is no one-size-fits-all answer as the best approach to talent management will vary depending on the specific needs of the organisation. However, some common elements of a more joined-up approach to talent management can be identified:

- 01 The top team places talent management among their top three priorities.
- 02 A clear, long-term, and wide-reaching talent strategy that links directly from the organisation's strategic objectives, its desired culture and values.
- 03 A shared language across and all the way down the organisation communicating what it takes to achieve success individually, in teams and collectively.
- 04 Use of the same systems and tools across all the different processes and all levels of the organisation.
- 05 A focus on the skills the organisation needs now, and in the future, rather than simply the roles it needs.
- 06 The collection of data, including employee/candidate feedback, shared across HR departments and used at all stages of the talent lifecycle to inform talent decisions and solutions.
- 07 All talent processes, programmes and tools are regularly evaluated and refined, using feedback, impact data and external insight.
- 08 Talent activity in one area of HR is understood in terms of its impact on the other areas of HR.
- 09 A focus on leadership development at all levels, from succession planning right down to leadership skills training.
- 10 Every new recruit has a development plan in place from day one.
- 11 Rather than relying on HR, managers and leaders are responsible for, and actively involved in, the development of their people.
- 12 There is a strong link between people and organisational development; when learning needs are identified, the requisite organisational development needs are identified and implemented. No more 'putting clean fish back into dirty water'.
- 13 Performance reviews and KPIs drive the kinds of behaviours needed for team and organisational success, not just individual success.
- 14 Employees can provide their opinions and feedback via regular surveys, focus groups or other mechanisms and can see feedback and actions coming directly from these.
- 15 Talent processes (such as performance reviews) are experienced by employees as simple, enjoyable, fair and valuable.

Taken together, the elements above represent a 'design thinking' approach to talent management; the needs of, and problems faced by, the employee population are understood, processes/solutions are designed based on these and are tested, evaluated and refined over time based on continuous feedback loops.

By taking this more comprehensive approach, businesses will be better equipped to find, retain and develop the talent they need to succeed.

The importance of a single shared talent or leadership model throughout the organisation

When the results we need to achieve cannot be delivered through our own efforts alone, we need to lead.

EDGE CUMBE, 2022

Number three on our list above states the importance of having a ‘shared language’ across the organisation. Why does a unified definition of talent or leadership matter in talent management?

You might think that a leadership model will only be relevant for the few at the top of the organisation, so what place does it have in a joined-up approach which spans the whole organisation? Put simply, a definition of leadership helps people across organisations see how they can best get things done through people and in teams.

In our survey of talent professionals, over two thirds of organisations reported not having a single model or framework to assess and develop talent throughout their organisation. The vast majority (91%) say they use different models across talent management processes and levels of the organisation. Yet the 2022 Messenger review of NHS leadership pointed to the need for “*a single set of unified, core leadership and management standards for managers*” as well as the need to “*deliver a consistent approach to leadership development at all levels within the NHS*”.

A shared model of leadership across the organisation forms a consistent language. Language shapes culture and behaviour in organisations (and societies). It can be used to create a sense of belonging, build trust and respect, and promote cooperation and collaboration (Bjorn & Ngwenyama 2009). Language can also be used to influence the way people think about themselves and their work, and to motivate them to achieve their goals. Bjorn & Ngwenyama assert that shared language and meaning are a necessity in more widely dispersed teams, such as the hybrid working environment in which many of us now find ourselves.

What does a good leadership model look like?

We have designed many leadership models for clients over more than 20 years and have developed our own proprietary model, which has been adopted by many of our partners and clients. Based on our experience, there are various key factors shared by effective and enduring models:

- They are designed to meet the specific needs of the organisation and its employees.
- They are grounded in the specific context of the organisation at the time of their creation, reflecting what it takes to successfully lead in this organisation at this time.
- They are flexible enough to change as the organisation grows and evolves; the expectation of regular evaluation and refinement is built into the tools and processes use by the model.
- They represent the practical life of leaders and can be used as a language in their day-to-day work.
- They are simple (but not simplistic) and memorable (considering that we can typically remember 7 +/- 2 pieces of information at a time).

An effective leadership model can help people understand the different approaches to leadership that are available to them, allowing them to decide on the approach that is most effective based on their context. Goleman (2000) found that leaders commonly default to their preferred style rather than adapting their style to the situation. Building on this, Blanchard (2000) suggests that 54% of leaders only ever apply one leadership style regardless of the situation, suggesting that almost half of the time, leaders are using an ineffective approach to achieve their current goal or meet the needs of their people. There are said to be over 60 extant theories of leadership (Mango,



2018), and this is one of the core criticisms levelled at academics in the field of leadership study; theories tend to focus in on a particular style or factor of leadership and stay quiet on the myriad of other factors or styles (House & Aditya, 1997).

Since no single model covers the whole territory, we argue that an integrated definition and approach are required.

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Numerous leadership theories are influential at any one time, each of which views leadership through a single lens. At the time of writing the most influential include:

- servant leadership;
- compassionate leadership;
- transformational/ charismatic leadership;
- transactional leadership;
- authentic leadership.

Given the breadth of important leadership styles, behaviours and competencies, we believe that it is impossible to develop a shared language of leadership based at this level; there are too many to remember, so creating a shared language is unlikely. Instead, an effective, shared leadership model needs to be based at a more macro level to act as the organising framework (the glue, if you like) for a more joined-up talent management process.

When mapped onto assessment, performance review and development tools and methods, a whole organisation talent model anchors the employees' experience and creates a more seamless journey for them whilst streamlining processes for HR teams who do not need to train in a wide range of assessments, each with their own varying and often clashing lexicons. [Find out here](#) about an assessment tool used by our clients which can be mapped onto a shared leadership model (as it has been to our own proprietary model) and used across talent processes and throughout an organisation's hierarchy.

Of the talent professionals we surveyed, even the third who said their organisations have a single model of talent mostly reported that they don't use it across recruitment, promotion, development and performance review.

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Tips for creating a joined-up approach to talent management

We hope we have made a compelling case for a joined-up approach to talent management to address the significant challenges faced by organisations today. So, if you want to join up the approach in your organisation, where do you start? Whilst the interconnected nature of a joined-up approach means there is no specific place to begin, we can offer some tips to help you instigate the process:

- 01 Understand the business context and strategy which talent needs to drive and enable.
- 02 Identify the requisite organisational capabilities and talent implications of the business context and strategy.
- 03 Align the talent strategy to the business context and strategy, and across all HR processes.
- 04 Continuously review and refine your talent management strategy at quarterly meetings with managers from all departments involved in the talent lifecycle.
- 05 Identify the 'red threads' that must run through all talent touchpoints (tools, processes, etc.) to create a seamless journey for employees. These could be related to your organisation's values or a unified, organisation-wide leadership model.
- 06 Use systems thinking tools such as causal loops, double-q diagrams and policy structure diagrams to plot the current state of talent management within your organisation and identify problem or pain-points, blockers, broken links, siloes or clunky connections.
- 07 Use employee experience mapping (a tool similar to customer journey mapping in marketing) to visualise the complete experience and all employee touchpoints with the



“The “new” and “reinvented” talent management approach focuses on agility, customized solutions, letting go of control, and finding the sustainability sweet spot... [using] design thinking to craft meaningful experiences for their workers independent of their employment status.

CLAUS, 2019

organisation and talent management system before, during and after their employment. Ensure these are charted from the employees' points of view, not HR's.

- 08 Talent assessments are a big source of inefficiency and disconnection between talent processes. Choose or build a core set of assessment tools that use the same language and can be used for all talent processes (recruitment, development, promotion, etc.) at all levels in your organisation.
- 09 Involve stakeholders from other areas of HR from the outset in every change project or newly developed process/tool to ensure the dependencies and influences on other areas are worked through.
- 10 Gather feedback and views from all stakeholders, and especially employees themselves.
- 11 Ensure you build in regular evaluation points and ROI measurement over time; this is not a one-time investment so organisations will need to see positive impacts to support the continuous investment and improvements needed for long-term sustainable success.
- 12 Use organisational design frameworks such as Galbraith's Star Model and the Burke-Litwin Model for understanding organisational change and performance to plot the interconnecting variables and influences of talent management and the wider organisation on each other.
- 13 Use agile methods to develop solutions such as experimentation, rapid prototyping and feedback loops.

If you are interested in seeing an example of how the creation of an organisation-wide leadership model enabled the implementation of a more consistent and integrated approach and common assessment methods across different talent processes, take a look at our [case study](#) about our work with the FTSE 100 financial services firm, Hargreaves Lansdown.

Conclusions

An aligned and integrated talent management strategy can give organisations a significant competitive advantage by ensuring that they have the right people in place to meet their business goals. Joined-up talent management is also about building a dynamic capability (Teece, 2018) to ensure the ready supply of the talent resources needed by organisations, now and in the future. This goes beyond having a skills/values fit between person and role; it should include the social networks (social capital) they need to be effective, visibility of emerging challenges across the organisation, the associated opportunities to learn and stretch themselves, and the sense of progression which helps keep them engaged and committed to the organisation.

Our analysis of the issues facing organisations around recruitment, development, progression and retention suggests that talent management may not be adapting quickly and effectively enough to mitigate the 'wicked' problems within the labour market and their impact on organisations. It is our contention, based on the reviewed literature and our experience of working with client organisations of all sizes and across industries, that past and current methods used within organisations to manage their talent are often not effective in the face of these issues because they are disjointed, incomplete or focussing on the wrong part of the system.

It was our aim in this whitepaper to offer new frameworks, tips and methods to support those working in talent to implement a more holistic, joined-up and consistent approach throughout their organisations and across the talent lifecycle, taking all employees on a seamless journey allowing them to connect, grow and accomplish from recruitment to exit and beyond. There is no one-size-fits-all answer to the question of how to best manage talent, as the needs of each organization will vary. However, some common elements of a more joined-up approach to talent management include:

- HR having an equal seat on the top team;
- having a clear and direct link between an organisation's strategic objectives and its desired culture and values;
- having a single model of leadership throughout the organisation and its talent processes;
- gathering and sharing data across all levels of the organisation, including leadership and HR departments;
- ensuring a simple and enjoyable employee process.

The new approach to talent management is one that focuses on agility, customisation, and employee experience. This approach is necessary to create a more sustainable and successful workplace culture. To make this happen, organisations must be willing to let go of some control, and work with employees to create customised solutions. By using design thinking, organisations can create meaningful experiences for their workers that will improve productivity and culture.

Thanks for reading! If you found this article helpful, please share it with others who might also find it interesting.

Follow us on **Twitter** or **LinkedIn** for more insights on talent and leadership.

Do you feel some of the pain points mentioned in this paper? Do you need a simple model for talent and leadership or talent solutions that can be used across the organisation and talent lifecycle?

If so, why not **contact us** today to find out how we can help you bridge the gaps in your employee journeys to create sustainable success? We are experts in leadership and talent assessment, engagement and development, and can provide tailored solutions that work across your organisation.

Call us now on +44 117 332 8255 or drop us an email at enquiries@edghecumbe.co.uk.