Talent Development Ecosystem

- design & gap assessment -

Business Case

The company faces relevant challenges including technological advancements, new business lines, change resistance, upskilling needs, and inability to track current and future capabilities.
A new talent development ecosystem is required, to foster internal employability, retention, performance and build the foundations to strategic workforce planning.

Deliverables / Outcomes

- Bespoke personal development ecosystem
- Process for identification of future-facing capabilities
- Capabilities ‘criticality’ and gap assessment
- Clarity on capability development priorities per Function
- Increased employee ownership of personal development
- Optimised, business-focused L&D investment

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(Work sample; please read sergiosousa.org website’s Terms of Use)

Design foundations for a bespoke L&D model and development ecosystem

1 Clarity on the capabilities we need to deliver our strategy

A team with the right behaviours, skills, and values, today and tomorrow

This requires:

(a) Predicting future-facing capabilities globally (businesses/markets & regions)

(b) Systematic identification of Function-level capability gaps

(c) Co-creation with and for the business

2 An engaging development experience for all

Implementing a capability system that enables lifetime employability

An experience that focus on:

(a) Flexible and holistic development and career pathways

(b) Learning platforms that are effective and user-friendly

(c) A portfolio allowing prescribed and employee-led learning

3 Building an effective Learning Organisation

Building an Always Learning mindset as a talent management foundation

A L&D model that:

(a) Fosters motivation towards self-development and continued growth

(b) Leverages learning innovation and knowledge insights, globally

(c) Focus L&D investment on critical capabilities and user experience

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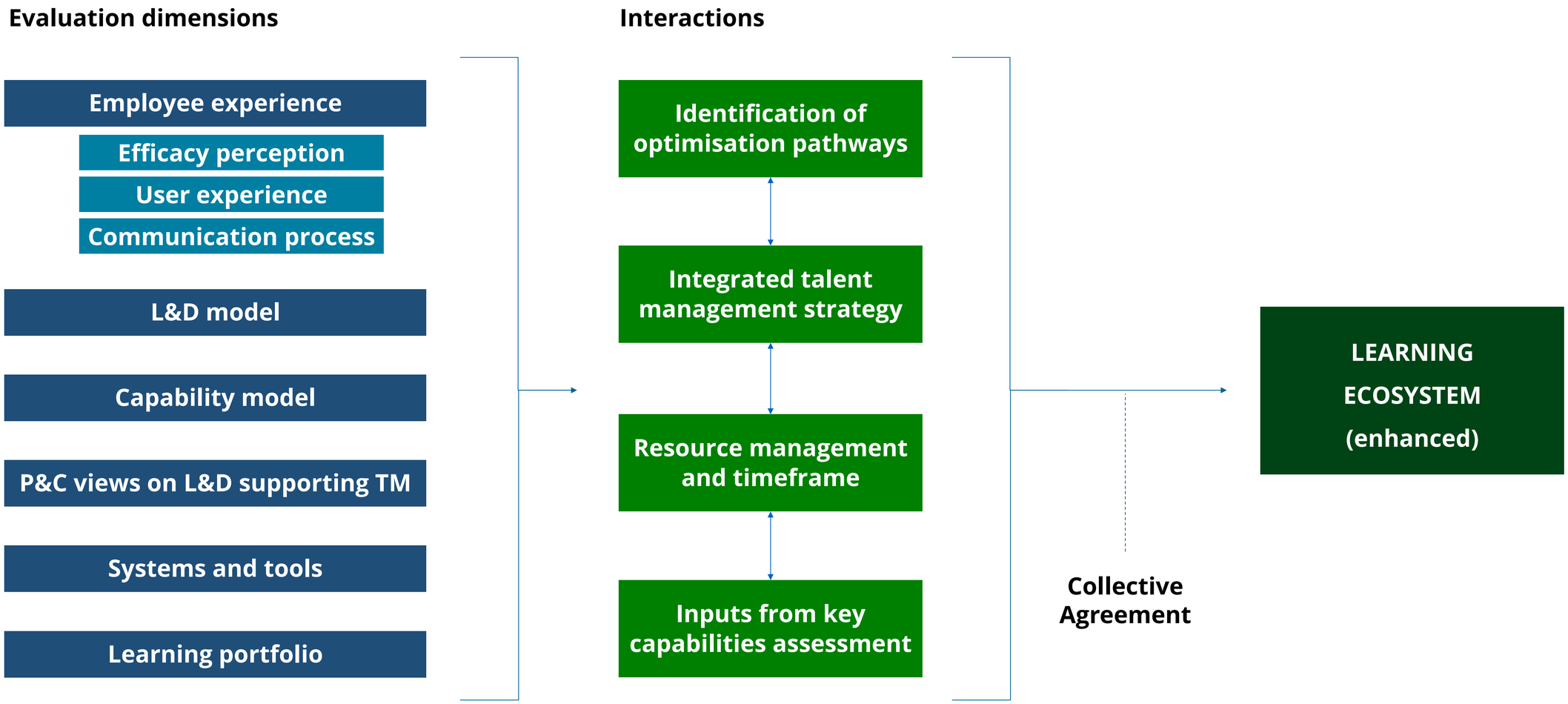
(No specific capabilities are mentioned, as they will vary according to the organisation's context; see page 5 for capability typologies)

Evaluation of current learning ecosystem



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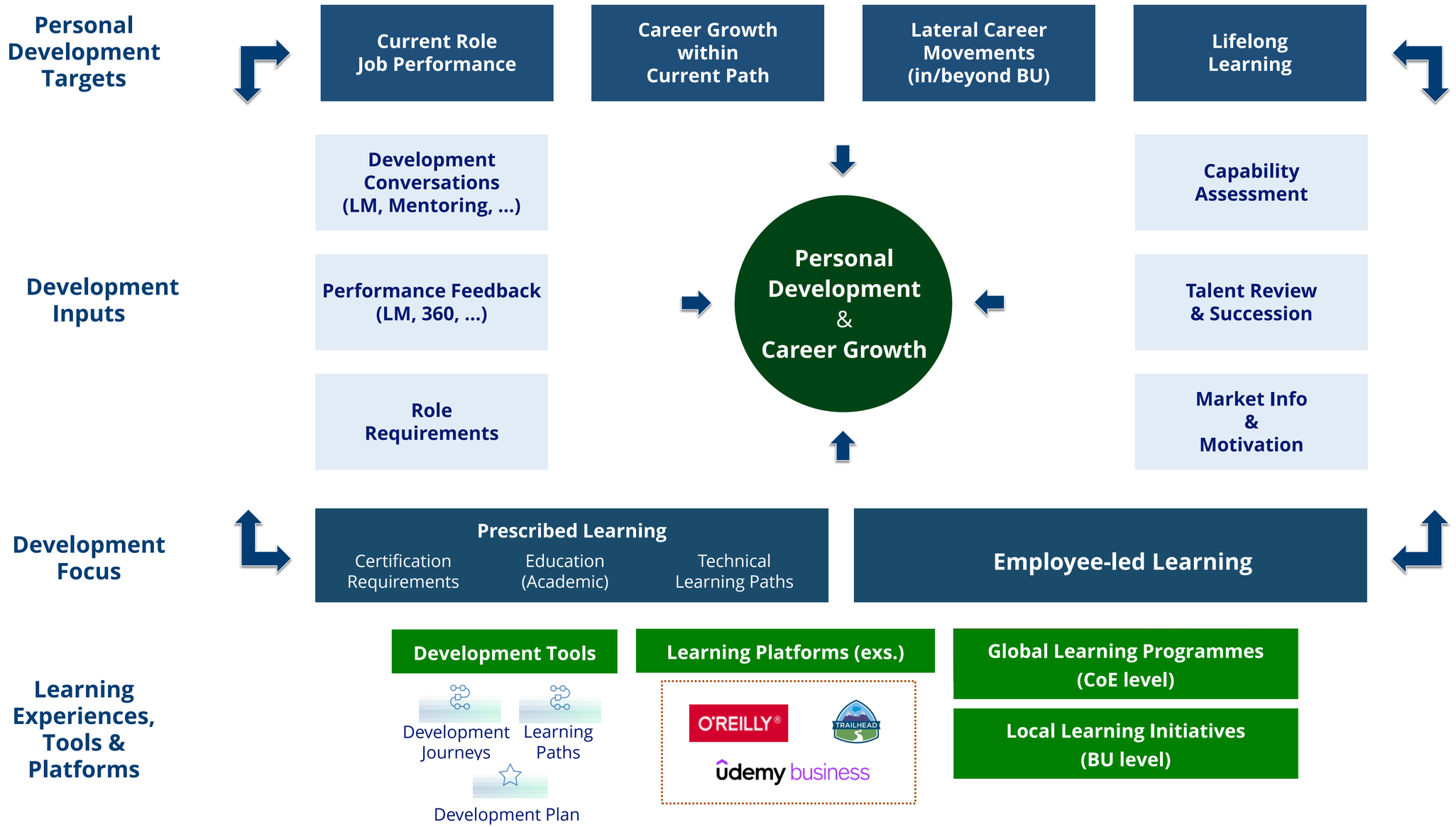
('Collective agreement' translates the continued co-creation and co-delivery work between L&D, the wider HR, and the business)
(P&C = People & Culture Team; TM = Talent Management)

Personal development ecosystem (simulation)



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(The development ecosystem is mostly company-agnostic, except for 'Experiences, Tools & Platforms', the are bond to the organisational reality and future-facing needs)

From key future-facing capabilities identification to learning offer

Data Sources (examples)

- **Strategic roadmap insights**
- **Capability reviews by function** (broad needs assessment)
- **Market best practices** (sector & generic)
- **P&C data** (talent management & staff feedback)
- **Multidisciplinary insights** (focus groups, hackathons)
- **Sector-specific data sources**

Redesign of / interaction with

- **Capability model**
- **Multiskilled Professional Framework**
  - **Organisational**
  - **Behavioural**
  - **Technical**
- **Integrated talent management**

Future-facing key capabilities

Framework co-creation partnership
L&D, TM, BPs, BU SMEs

L&D offer

Design & delivery foundations
Learning Culture/Organisation
Always learning mindset
Continued co-creation
Multiskilled professional
Integrated talent management
In-house critical capability development

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(BPs = Business Partners; BU SMEs = Business Unit Subject Matter Experts)

‘Criticality’ and gap assessment of future-facing capabilities

Strategic relevance

Capability relevance to enable our strategy

MARGINAL

↕

CRITICAL

Workforce scope

Range of capability needs (with the required strength) within the company’s structure

NICHE GROUP

↕

COMPANY-WIDE

Capability strength

Current and desired capability level in the target group (Company, Function, Job Family)

MATURE

↕

BASIC

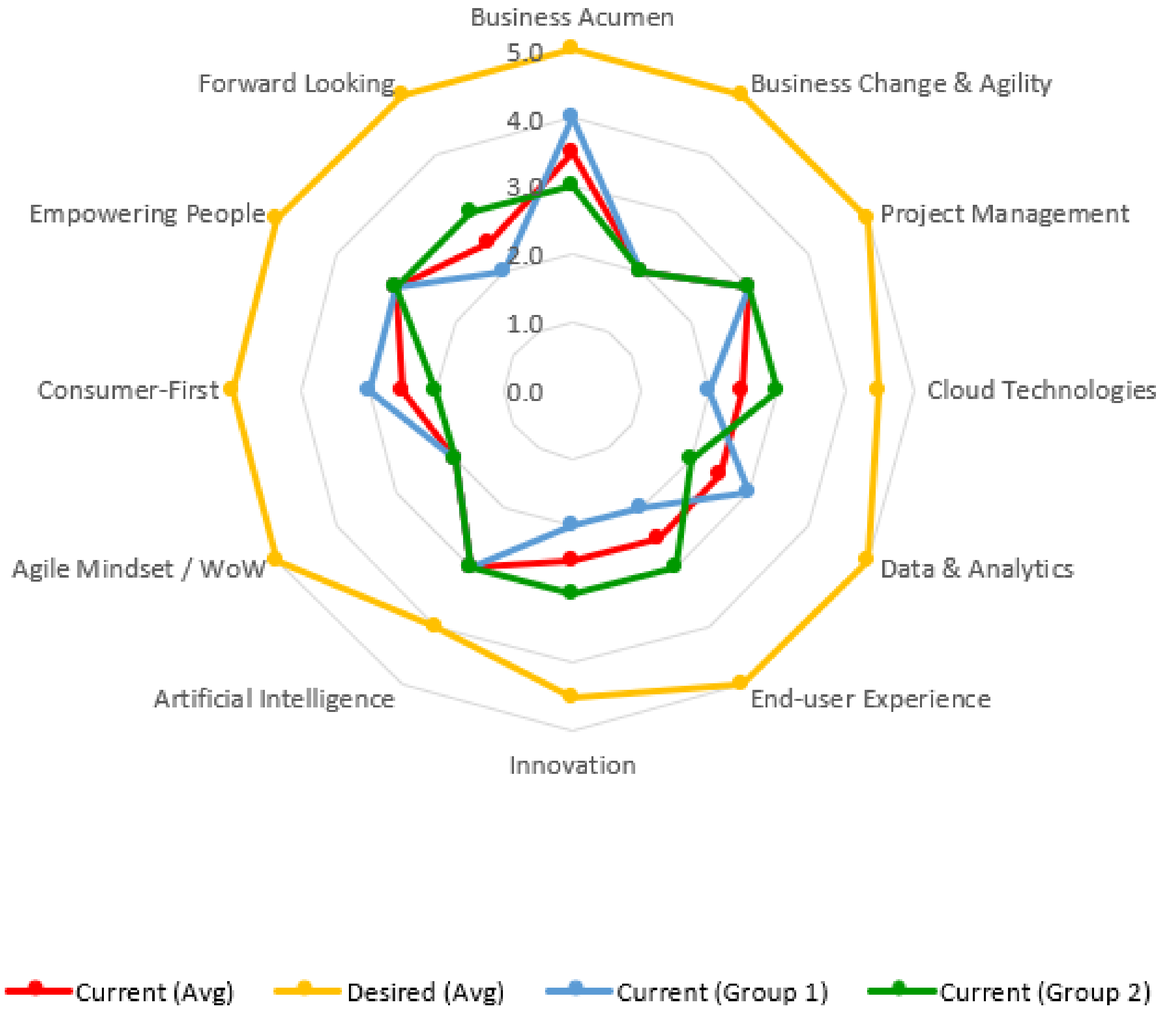
Capability lifespan

Pace at which the capability becomes outdated or irrelevant due to rapid ecosystem changes

LONG

↕

SHORT



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(Assessment exercises w/ Business, P&C & Senior Leadership; prioritisation level is a formula that considers the four assessment dimensions)