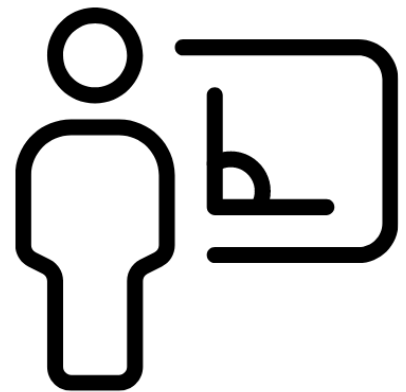


Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



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Module Two: Defining Talent



All talent is not artistic. Talent is any ability or skill at which a person is successful. It is important for leaders of organizations to find and develop talented employees. Employees who have the specific skill sets that the company requires are profitable and help drive the business forward.

What Is Talent Management?



The Human Resource department typically monitors talent management. Since the late 1990s, the focus on employee management has changed. The high cost of turnover combined with poor engagement, competition for skilled labor, and succession planning has led to a greater interest in managing talent. There are four stages to talent management.

- 1.) **Assess:** Determine what your company needs and the skills employees need to have.
- 2.) **Recruit:** Search for and recruit the right employees for the organization
- 3.) **Develop:** Train and develop employees to promote and stay long-term.
- 4.) **Coordinate:** Align the goals of the employees with the goals of the company.

Estimated Time	10 minutes
Topic Objective	Introduce talent management.

Topic Summary	What Is Talent Management? Consider the four stages of talent management.
Materials Required	Worksheet 1: Talent Management Stages
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Break into small groups and discuss your answers. Reunite with the class and review the topic.
Stories to Share	Share a personal story about a time that you worked with people who did not have the necessary skills to perform their tasks, or discuss a job that did not train and develop employees.
Delivery Tips	Skip the large group conversation or the small group discussion if you need more time.
Review Questions	What are the four steps of talent management?

Types of Talent

Companies need a variety of talent. It is important to match skill sets with positions, but it is equally important to find people who have natural talent and specific personality traits to provide balance and work with the other team members. There are four basic types of talent.



- 1.) **Innovator:** Innovators are good at finding innovative solutions to problems and monitoring the market trends. They keep companies from missing opportunities.
- 2.) **Visionary:** Visionaries encourage change. They are always looking to the future and focus on new ideas. Visionaries drive the business forward.
- 3.) **Practical:** Practical employees manage and implement different applications. They focus on seeing a task through to completion. They ensure that a job is done.
- 4.) **Relationship Expert:** People who listen well and communicate ideas effectively are able to develop relationships. These employees are important to create a functional team.

Estimated Time	10 minutes
Topic Objective	Introduce the different types of talent.

Topic Summary	Types of Talent Use the exercise to explore the different types of talent.
Materials Required	Worksheet 2: Talent
Planning Checklist	None
Recommended Activity	Work on the exercise independently. Share your answers with your small group and review as a class.
Stories to Share	Explain that there needs to be a balance of talent. For example, too many innovators will clash and too many practical employees will miss opportunities. Ask the participants to share any experiences they had working with unbalanced groups.
Delivery Tips	If you feel that you are short on time, skip the class discussion.
Review Questions	Which talent helps create change?

Skills and Knowledge Defined

Knowledge of a subject or field is necessary in order to develop certain skills. Knowledge comes from education, and skills come with experience and training. For example, someone can have knowledge of legal requirements for a particular subject but not be skilled in applying that knowledge. Skills and knowledge are both required for a job.

Skill Examples:

- Math
- Typing
- Editing
- Clerical
- Phone
- Speaking



Every position requires a different skill and knowledge set. Employees should already have a certain amount of knowledge and skills when they are hired, but skills and knowledge should be advanced with training on the job. For example, employees should have basic knowledge of the computer programs

that the company uses as well as the skills to use the program. Knowledge of policies and procedures, however, must be learned.

Estimated Time	10 minutes
Topic Objective	Introduce skills and knowledge.
Topic Summary	Skills and Knowledge Defined Use the exercise to explore how creating a job description that highlights the most important skills and knowledge for the position can ultimately lead to attracting the highest quality candidates.
Materials Required	Worksheet 3: Skills
Planning Checklist	None
Recommended Activity	Work on the exercise independently. Share your answers with your small group and review as a class.
Stories to Share	Provide an example of skills and knowledge from a job description. You can use the want ads or the link below to find a relevant example. http://www.mrsc.org/jobdesc/jobdescriptions.aspx
Delivery Tips	If you feel that you are short on time, skip the class discussion.
Review Questions	What is an example of a skill?

Practical Illustration



Jim was the CEO of a large company with hundreds of employees. He noticed that the aptitude of his managers was seemingly random, as many of them had been promoted based on seniority. Jim decided to implement a talent management program. His managers were required to measure the aptitude of their employees and make note of any skills they demonstrated in the workplace. When employees with potential were found, and a promotion was available, the manager would help develop the employee's growth and coordinate the employee's goals toward the company's own goals. In the following months, Jim noticed a stark increase in the talent and skill of his managers, and the company had prospered because of this.

Module Two: Review Questions

- 1.) What is the main reason a company develops employees?
- a) Coordinate goals
 - b) Retain talent long-term
 - c) Determine needs
 - d) Find new talent

The four steps of the talent management process are: Assess, Recruit, Develop, and Coordinate. Developing employees helps companies hold onto talent for the long-term.

- 2.) How does assessing affect recruiting and hiring?
- a) Coordinate goals
 - b) Retain talent long-term
 - c) Determines skills needed in positions
 - d) Find new talent

Assessing is the first step in talent management. This allows companies to determine which positions are needed and the skills employees need to have.

- 3.) Which type of employee communicates effectively?
- a) Innovator
 - b) Visionary
 - c) Practical
 - d) Relationship Expert

Each employee has natural talents. Relationship experts are able to communicate effectively and promote teamwork.

- 4.) Which type of employee focuses on the future?
- a) Innovator
 - b) Visionary
 - c) Practical
 - d) Relationship Expert

Visionaries focus on the future. They help drive the company forward and encourage change.

5.) It is necessary for companies to train its employees on which of the following?

- a) Policies and procedures
- b) Computer programs
- c) Company goals
- d) Succession planning

Employees need to have certain knowledge and skills prior to becoming employed with a company. Policies and procedures should be taught to the company's employees once they come on board.

6.) Which of the following is not a skill?

- a) Speaking
- b) Typing
- c) Legal knowledge
- d) Math

Knowledge is an understanding that comes with education. Skills are applied knowledge.

7.) All talent is not _____.

- a) Artistic
- b) Skilled
- c) Necessary
- d) Learned

All talent is not artistic

8.) Employees who have the specific skill sets that the company requires are _____.

- a) Talented
- b) Profitable
- c) Required
- d) None of the above

Employees who have the specific skill sets that the company requires are profitable.

9.) Employees should already have a certain amount of knowledge and skills when they are hired.

- a) True
- b) False

Employees should already have a certain amount of knowledge and skills when they are hired, but skills and knowledge should be advanced with training on the job.

10.) Knowledge comes from experience and training.

a) True

b) False

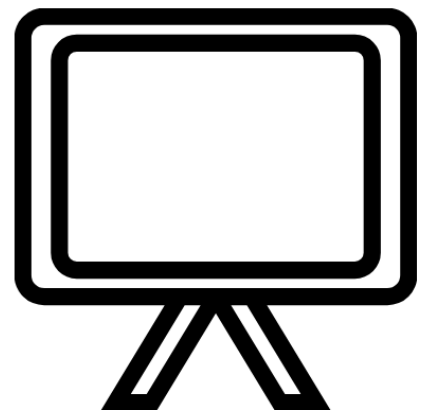
Knowledge comes from education, and skills come with experience and training.

PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





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MODULE TWO

Defining Talent

Employees who have the specific skill sets that the company requires are profitable and help drive the business forward.

What Is Talent Management?



Assess

Recruit

Develop

Coordinate

Types of Talent

- Innovator
- Visionary
- Practical
- Relationship Expert





Skills and Knowledge Defined

Knowledge comes from education, and skills come with experience and training.

Practical Illustration



- What Is Talent Management?
- Types of Talent
- Skills and Knowledge Defined

Module Two: Review Questions

1. What is the main reason a company develops employees?

A. Coordinate goals

B. Retain talent long-term

C. Determine needs

D. Find new talent

Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



Talent Management Quick Reference Sheet



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4. **Relationship Expert:** People who listen well and communicate ideas effectively are able to develop relationships. These employees are important to create a functional team.

Looking to the Future

Talent reviews affect the future of the organization. When done correctly, talent reviews are used to minimize risk, facilitate organizational changes, generate developmental priorities, identify staffing needs, and help create succession plans. A talent review will identify current and future leaders at every level of the organization.

- Decreased turnover
- Close talent gaps
- Engage employees
- Improve productivity



What is Succession Planning?

Successful succession planning develops a pool of talent so that there are numerous qualified candidates throughout the organization to fill vacancies in leadership. This strategy requires recruiting qualified talent, creating a talent pool, and instilling loyalty.

The Requirements of Succession Planning:

- **Identify long-term goals and objectives:** The long-term goals directly relate to succession planning.
- **Understand the needs of the company:** The responsibilities related to different positions are subject to change. Consider which positions may be eliminated and which ones will be added.
- **Recognize trends in the workforce and engage employees:** Understand the changes occurring in your company. For example, are your strategic employees nearing retirement? Invest in employees, and provide them with new responsibility.

Overcoming Roadblocks

Every succession plan encounters roadblocks. There are several different common obstacles that most succession plans encounter.

Roadblocks:

- **No support from senior management:** An effective succession plan requires commitment from senior management in order for the plan to succeed.
- **Leaders are not flexible:** Succession plans need to be altered over time. When people try to go forward with a plan that is not working, it will fail.
- **The plan is not given priority:** Large companies may be complacent about succession planning.
- **Goals are not achievable:** Never being able to achieve goals breeds frustration and failure.

Once roadblocks are identified, choose alternatives to the obstacles.



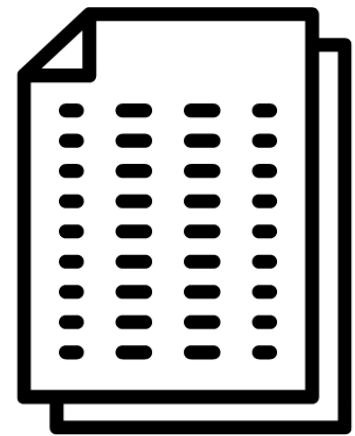
Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



Sample Worksheet 1

Talent Management Stage

Write down actions to implement at each stage. For example, recruiting could include job fairs or incentives.

Assess

- _____
- _____

Recruit

- _____
- _____

Develop

- _____
- _____

Align

- _____
- _____

Sample Worksheet 2

Talent

Take a few minutes to consider the best team you worked with. Describe the dynamics of that team.

Take a few minutes to consider the worst team you worked with. Describe the dynamics of that team.

Describe how the right talent could have improved the poor functioning team.

Sample Worksheet 3

Skills

Create a job description for your company. Be sure to include practical knowledge and skills.

Skills:

Knowledge:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
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Icebreaker: When I was 16?

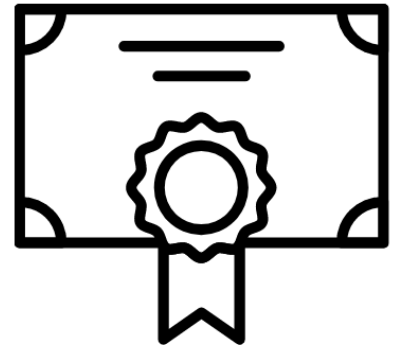
Perform the following activity for an icebreaker:

1. Have participants form teams of 4-6 depending on the size of the class.
2. Have the participants group themselves in pairs.
3. Distribute sticky notes and pens to each participant.
4. Have one participant in the pair share the following when they were 16 years old:
 - a. Their favorite hobby
 - b. Their favorite movie
 - c. The greatest technology
5. Instruct the partner listening to write down the answers given by their partner.
6. Repeat steps four and five for the second partner.
7. Allow 5-6 minutes.
8. Start with a group and have a participant introduce their partner to the class and share their three answers.
9. Go around room until all have shared their partner's name and answers.
10. Point out the differences in interests, movies and technology across generations.

Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

[Name]

*Has mastered the course
Talent Management*

Awarded this _____ day of _____, 20____

Presenter Name and Title
