

II INTERNATIONAL CONGRESS OF WORK PSYCHOLOGY AND HR

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What are the main challenges for companies concerning talent management?

Perhaps one of the largest challenges for Talent Management professionals is to earn and maintain credibility and influence that is equivalent to other operational professionals. For many years talent management professionals have struggled to get "a seat at the table". So often talent management functions are viewed as a cost sink rather than be viewed as a substantive contribution to business success. Talent management professional can do a few things to address this challenge. First they must be well versed in strategy so they can design systems that are consistent with the vision of the company's leadership. This strategic talent management focus can then be supported by a business partner model where talent management professionals work hand in hand with their operational counterparts to support the metrics that are important for business, not just for HR.

Could you provide examples of successful talent management?

A recent example I have seen of a strategic talent management focus is in the Orlando international airport. Orlando is building a \$3 billion expansion of the airport terminal. The executive team realized that the best terminal in the world wouldn't help unless they had the best customer experience for travelers. This customer experience is ultimately formed by an engaged and talented work force. The executive team has taken this to heart and put steps in place to improve the customer focus Through selection, learning and development, and a culture that emphasizes engagement and learning. So every element of the talent management process will be aligned to achieve the business goal of providing a world class customer experience.

How globalization is impacting talent management of SMEs?

Without a doubt, globalization present challenges for talent management. First, we must select and support leaders who will be able to cross borders and work effectively with their international partners. In general companies have chosen their expatriate work force based on technical skill. However we are seeing the interpersonal skill of cross cultural competence becoming a key competency that can drive success. Another challenge that comes from globalization is the constant tension of standardization versus local influence. Businesses like standardized processes because it leads to efficiency and economy of scale, however often the practices encouraged by headquarters don't fit the local context. So talent management leaders must constantly monitor this balance.

Provide guidelines of ways of promoting and retaining talent?

To me the key to attracting and retaining talent is an intense focus on learning. When thinking about who to hire, companies should always be identifying people who love to learn. A learning focus will be the key competency of the 21st century because change is the new normal. Companies must operate in ambiguous, volatile, and complex environments and employees must be able to constantly adapt and learn new skills. Once you have a learning

focused workforce, the other element you can foster is a learning culture where risk is acceptable and mistakes are viewed as a learning opportunity rather than a disaster. This combination is critical to support innovation, and innovation is the only way to stay ahead of competition. The company that is learning is growing, and without learning a company is slowly dying.