
Talent.



Strategic
People
Group.



Talent

More than ever organisations depend on the quality of their people. The performance of every employee affects the business and ultimately determines its future. Over the last decade many organisations have experienced rapid changes including restructuring, business processes re-engineering and enhanced customer service initiatives. The popularity of flatter structures and devolved management has put the spotlight firmly on the performance of each individual as a key factor in the success of the business.

Strategic People Group are able to help you with the development and implementation of recruitment and selection systems for your **talent acquisition** (facing page) general ongoing needs, for bulk recruitment (e.g. graduates, restructuring, or rapid development of your business) or to provide specialist assistance to enable you manage strategically important recruitment processes whilst still being able to access leading edge selection techniques and technology.

Enabling your managers to use your systems effectively through our **recruitment skills** (overleaf) programme – equipping them with interviewing skills, knowledge of legal requirements and how other recruitment and selection tools can assist them in making selection decisions.

The third major element of our focus is the **development of talent** within an organization to meet future leadership needs. This is everything from:

- Capturing what effective leadership is in your organisation
- identifying and nurturing leadership talent for future roles,
- creating and implementing leadership development programmes taking new leaders from the first day on the job through to the end of five years in leadership,
- developing coaching capability to support leadership development
- providing ongoing feedback on leadership behaviours to raise self awareness through 360° Review
- Creating structured succession planning tools
- Running development centres to ensure people have the capability to move into higher roles and provide them personalized development plans to help them grow into those.

I start with the premise that the function of leadership is to produce more leaders, not more followers.

Ralph Nader

The following pages provide more detail about these services and our approach to meeting your needs.



talent acquisition

Acquiring talent in a timely and efficient manner has become a science. The first stage is capturing what behaviours are driving effective performance in your organization or roles and designing an efficient and effective process to attract and select people into your roles. Training and enabling line managers to be effective in their decision making role is the key final step in the process.

Competency design

Our approach to competency design captures what the best people in your business are doing currently and sets this as the new benchmark. The competencies encompass your values and what behaviours will underlie successful job performance in the future. Capturing the best performance and the visionary element of the competencies ensures that current levels of performance are not 'cemented in' but facilitates the organisation to select and grow skills that will be relevant to future requirements. We can train your team to develop competencies or complete this work with you.

Did you know?

- Organisations using a consistent competency model across talent acquisition, learning performance management and succession processes are five times as likely to achieve best-in-class performance as those that do not.
- Working for an organization with a clearly defined purpose is 2nd only to pay and benefits in importance for applicants. Even in tough economic times people will accept pay offers 15% lower if the purpose of the organization is aligned with their own.

Attraction and Selection

We can work with you to clarify your organizational purpose and integrate this into your recruitment branding and attraction strategies. We can source and customize on-line application forms, assessment systems, developing interview guides and other infrastructure to enable your team and line managers to bring the best possible talent into your organization. We can also assist with the integration of on-boarding systems, using selection results to flow into early development for your new people. We also specialize in building in measurement systems to allow you to monitor progress.

Training and enablement

We can provide training to enable your team and line managers to effectively use the process, and make the final decisions after interviewing. The next page includes an overview of our recruitment and selection skills course.

Graduate Recruitment

In addition to development and implementation of recruitment systems for ongoing recruitment we can help with your bulk recruitment of graduates or other staff. This can include competency design, training of your staff, running assessment centres, and support for onboarding.



recruitment skills

The Strategic People team have delivered recruitment and selection skills programmes for line managers and technical staff around the world – including Australia, Dubai, Hong Kong, New Zealand, Oman, Papua New Guinea, South Africa, United States of America, and Vanuatu.

We have a proven predesigned course with interchangeable components that we can customise to meet your specific needs.

The course is between 1 ½ and 2 days depending on the components required for your recruitment process. The course works well with up to 12 participants. The course would cover:

- Core background of attraction, recruitment and selection
- Where do your good candidates come from and how can you attract them?
- Core skills of interviewing and applying these to:
 - Technical Interviews
 - Competency Based Interviews
 - Panel Interviews
 - Phone and video conference interviews
- Scoring interviews and making selection decisions
- Legal requirements

Semi – structured, competency based interviews, are the best interview approach at predicting future job performance.

Additional modules can include:

- Simulation exercises, what they measure and scoring them
- What tests and questionnaires can contribute to selection decisions

The course is designed in line with best practice and includes presentation of the methodology, demonstration of the techniques and then an opportunity for the participants to practice and get feedback. The practical exercises include two competency practical sessions - one individually and one as a panel.

The interview's can be video taped to enable people to see themselves and learn from this. The participants can complete a personality questionnaire before the course and work through how this information can be used in selection decisions.



talent management

Having a talent pipeline is a crucial success factor for organisations. A talent pipeline:

- provides potential resources for key positions in your organization which makes you less vulnerable to market availability
- provides development for internal people – which is a key driver of engagement and
- delivers people into roles who are likely to perform at a higher level and are more able to successfully implement changes required in your organization.

Our competency development approach defines what successful leadership is for your organization, **capturing the behaviours your best leaders demonstrate** and setting these as the benchmark to select and development people against.

Having a **development process which takes new leaders from day one in the role through the first five years** both, provide you assurance of a flow of talent and building leadership, but also encourage people to apply for leadership roles. Having a mix of in-house and public programmes enables good networking and bring outside skills and knowledge into your organization. We can help you build these programmes to match you specific needs.

Implementing a coaching culture and mentors for high potential leaders provides an essential element of **talent development**. Our Leaders Coach programme and project management for implementing a coaching culture provides the support needed to implement this critical part of your talent management approach.

Ongoing measurement of people against your leadership benchmark through 360° feedback provides the self awareness and the impetus to change. Leadership coaching by people's line manager or through our **personalized leadership development programme** can help people build on their strengths and address any career derailleurs. We can help you source tools and train managers in using this data in development.

Internal advertising and selecting people who aspire to leadership roles is an easy and effective way of capturing talent early and enables you to put structures into start the development process. We can help you develop and implement **aspiring leadership** systems and processes.

Active **succession planning** systems are a key part of ensuring that you are developing talent to fill your critical roles. Having visibility of critical roles and potential successors provides visibility to the senior leaders of the organization who can then ensure appropriate development is in place. Development centres can complement these plans to ensure successors have the capability to move into the more senior roles.

Inside is the first place to look!

- Internal hires routinely outperform external hires.
- Positions advertised internally have gone from less than 50% in the mid 80's to over 95% in the late 00's.
- People recruited as the result of an internal ad, outperformed those hired through a tap on the shoulder on competency and performance ratings.

Leaders inside the organisation know how to change things but often lose sight of what needs to change. Exposing them to outside ideas and networks can create leaders who know what, and how, to change your business to meet future challenges



who we are?

John Eatwell (M.A., Chartered Organisational Psychologist, Member of the Institute of Directors and Fellow of the NZ Psychological Society).

John has worked with a large number of companies to implement selection and recruitment systems for routine roles as well as volume recruitment for particular initiatives or graduate recruitment. Projects included defining key success factors, identifying appropriate measures tools, attraction and selection strategies and training line managers in assessing and interviewing. Clients included Airways, New Zealand Dairy Board, Kiwi Dairies, Lion Nathan, Price Waterhouse Coopers, and WorkSafe NZ, Airservices ATNS, Australia, Dubai Aviation Navigation Service, Honk Kong Civil Aviation Authority, Nelson Area Health Board, Tait Electronics, and the United Nations.



He has developed competencies for a number of companies as part of projects to underpin their HR systems. Clients included: KPMG, NZ Dairy Board leadership and marketing competency sets, Tait Sales and Marketing and Project Management positions; Airways Air Traffic control, leadership, Engineering and Professional Support groups; Te Puni Kokiri, Kaiwhakarite, Kaiuruki and Kaitakawaenga competency sets.



Andrea Gardner (Post Grad Dip, Chartered Organisational Psychologist, Member of the NZ Psychological Society).

Andrea is a seasoned organisational psychologist and human resources practitioner with experience in the public and private sectors. Andrea has particular interest and expertise in the areas of leadership development, culture and engagement, psychometric assessment, staff selection, and HR policy and process. An accomplished facilitator and trainer, Andrea has worked with diverse groups of people in NZ and in far-flung international locations. She adapts her style to suit each industry but has a particular affinity for local and central government, manufacturing and professional services. Andrea is engaging, creative and down to earth.

She prides herself on her ability to design and deliver workable, effective and original solutions to organisational challenges.

Tara Longley (Post Grad Dip, Chartered Organisational Psychologist).

Tara is a seasoned Organisational Psychologist and Human Resources Practitioner with experience in the public and private sectors. With more than 15 years' experience Tara has particular interest and expertise in the areas of assessment & development, selection & graduate recruitment, culture & engagement, and change management. Tara has extensive knowledge of psychometric testing and assessment centres for the purposes of selection and development.



Tara has worked as a HR Project Manager and People Capability Manager for Airways New Zealand, a Principal HR and Recruitment Consultant for Hudson Human Resource Capital and also as the HR Manager for DHL in the Middle East.

simply | **better**

The work we do has its roots in positive psychology. The tools and techniques that have been developed from this research are simple to come to grips with and resonate strongly with managers and staff. Despite being simple, they are well-researched and have substantial empirical backing showing impact on engagement, innovation, collaboration, happiness, resilience and individual wellbeing.

Put simply, our focus is on making things better. Our approach to working with individuals and organisations has demonstrable and positive impacts on the way things work - making people more effective in their leadership, and organisations more innovative, customer focused, safer and productive. We relish the opportunity to see people and organisations develop to their full potential.



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www.strategicpeoplegroup.nz
info@spgroup.nz
0508 787 284