

Winning with Talent

Adopt an Integrated Approach to Attracting and Retaining Top Talent

When it comes to achieving high standards of performance and innovation, developing staff talent is among the most important of all leadership tasks. Winning the “talent wars” requires leaders to both win the competition for talent, and to develop a winning relationship with talented people.

This course provides a multi-faceted approach to enhancing staff talent. It draws upon a variety of proven techniques for talent management such as coaching, situational leadership and management by objectives. You’ll also explore ways to accelerate your own talent by developing a leadership vision and skills that promote talent growth. The overall goal is to help you win the talent wars by attracting and retaining the people best able to deliver the organizational strategy.

Takeaways

- Appreciate the critical role of leadership in mobilizing talent
- Cultivate a self-awareness that supports talent growth
- Hone your ability to recognize and assess talent
- Acquire specific tools and skills for increasing motivation
- Create an environment that helps talented people do their best work
- Link individual and team talent
- Manage generational differences in talent
- Foster a talent culture in the organization
- Open and maintain curiosity-driven talent conversations

Audience

This course is designed for leaders who are accountable for attracting and retaining talented employees. It will also enable human resources management professionals to provide better support to operational leaders in talent management.

Course Content

Understanding Talent

- Human capital and “talent”
- The nature and extent of competition for talent
- The talent cycle
- Keys to talent retention
- The role of the leader in talent management

Attracting and Engaging Talent

- The impact of the employer brand in winning talent
- Becoming an employer of choice
- The talent onboarding experience
- Anticipating talent needs
- Keeping talent engaged

Developing Talent

- Identifying “high potential” vs. “high performing” employees
- Developing career paths and setting objectives
- The value and uses of formal performance reviews
- Reinvigorating talent and avoiding burnout
- Discovering and sustaining leadership talent

Coaching Talent

- Why “coaching?”
- The coaching relationship and process
- Assessing readiness for coaching
- The essence of good coaching: asking effective questions
- Anticipating coaching needs

Empowering Talent

- Assessing people’s ability and motivation
- Adapting leadership style to the individual’s situation and needs
- Maintaining drive: facilitating meaning, autonomy and purpose
- Performance measurement and validation
- Creating and nurturing a “talent culture”

Special Features

The course will be anchored in participants' own experiences – as and with talent. Before it begins, you will be asked to assess your leadership style in relation to talent development, and examine your relationships with talented team members. This pre-work will provide a platform for you to apply the course material during the program.

Course Leader

Dr. Thomas Knight is an Associate Professor at the Sauder School of Business. He has consulted and taught about organizational effectiveness for more than 35 years. His particular interests include adaptive leadership, performance management, problem solving and collaborative labour-management relations. He has received numerous awards for teaching excellence, and has consulted for a wide range of private and public sector organizations.

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