

TA FORUM Q1

15 heads of exec search from across sectors shared their insights on the most pressing challenges facing exec TA functions, and how to address them

1

SIGNIFICANT CONTEXTUAL CHANGES

- Gig economy, hybrid working and macro factors are driving substantial changes to what skills are needed and how they should be employed
- Predictive analytics can help the TA function get ahead of accelerating rates of change

BUSINESS GOALS MUST DRIVE PRIORITIES

- Strategy must be anchored to the business aims, and priorities decided as opposed to trying to do too much and not having sufficient results in the areas affecting successfully accomplishing business goals
- TA understanding candidate pool sizes, diversity and mobility scores supports more effective proactivity

2

3

STRATEGIC WORKFORCE PLANNING CAN HELP POWER THE SHIFT: REACTIVE >> PROACTIVE >> PREDICTIVE

- Being able to forecast skills demands is creating competitive advantage – this requires engagement with the senior leadership team to understand operating, location and other strategies
- Longer term strategic workforce planning can be less relevant when contexts are changing quickly, and the plans aren't updated regularly

ADAPT TA STRATEGY ACCORDING TO OWNERSHIP STRUCTURE AND DYNAMICS

- Ownership structure will influence talent strategy e.g. in PE, cycles can be short and therefore succession planning may be out of date at the point of exit - you may need a certain type of talent to get you to exit, but is it necessarily the talent you want post deal?

4

5

BUILD PIPELINES OF CRITICAL ROLES AND SKILLS

- Future skills needs and priorities should be agreed with leadership teams so talent mapping and pipelining are future looking and focused on value creating skills and people
- Map and build relationships with key external talent pools (particularly for rare in-demand skills) to be ready to fill business critical roles where the skills don't exist internally

DATA AND QUALIFIED INSIGHT ENHANCES TA'S REPUTATION AND IMPACT

- TA needs to continue to be more visible, strategic and bought in earlier to the talent discussion. We need a seat at the table when discussing business aims and goals
- TA can be a valuable business partner, especially when bringing market data and insights

6

7

TECHNOLOGY IS SUPPORTING, NOT DOING

- Workday, Talent Neuron, Savannah's MapX – mentioned as supporting TA efforts – noted that today at least, the technology is the enabler rather than the solution
- NB: impact of AI not covered in any detail in this forum.

DEI (DIVERSITY, EQUITY, AND INCLUSION) FOCUS MUST CONTINUE

- Continue to champion diversity and inclusion – for the commercial benefits and to ensure representation, a key contributor to continuous improvement
- Hiring managers can have fixed views on a preferred candidate(s) - this can be an opportunity for constructive discussion as to the benefits/availability of diversity for a given role
- Can be helpful to 'RAG status' role requirements in relation to types of diversity that could be brought into certain roles



EVP

- Do not underestimate the power and impact of a differentiated and targeted EVP in the war for talent, especially those roles where there are real skill shortages
- Tailoring your EVP for specific markets can be a worthwhile investment to ensure you maximise engagement with the required talent in all relevant markets

CONSIDER TACKLING SKILLS GAPS AT GRASS ROOTS LEVEL

- Declining numbers of some critical skills as a result of less people studying certain subjects at university requires earlier intervention and collaboration between business, governments and universities



KATIE CHEVIS
PEOPLE & CULTURE
kchevis@savannah-group.com



RACHEL CLARK
PEOPLE & CULTURE
rclark@savannah-group.com



JAMES DAVIES-LOVE
TALENT INTELLIGENCE
jdavies@savannah-group.com



NICK DAVIES
DIGITAL & TECHNOLOGY
ndavies@savannah-group.com



ALEX LANGRIDGE
DIGITAL & TECHNOLOGY
alangridge@savannah-group.com



CLANCY MURPHY
PEOPLE & CULTURE
cmurphy@savannah-group.com



Hiring

Executive Search
Interim Management
Transformation Consultants



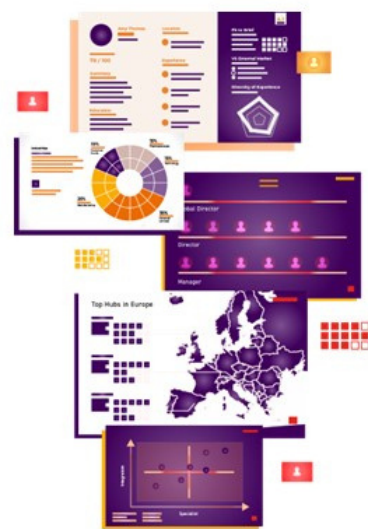
Talent Strategy

Skills analysis
Location analysis
Competitor analysis



Mapping & Benchmarking

Analysis and recommendations
on internal and external talent
Talent Pipelining



The best leadership talent



Diversity



Market data & insight



Goals met