

COMPETENCY MAP
SECTIONS[1a. Talent Management](#)

Competency Area 1a: Talent Management

Overview

Talent management consultants support leaders and teams in reviewing, developing and maintaining ecosystems that attract and retain a diverse pool of talent and positions the team to thrive as individuals and teams in pursuit of the organization's mission.

Key Components

- Audit and assess talent systems, current practices and culture with a lens for equity
- Forecast talent needs aligned to organizational needs, including strategic growth plans
- Support the development of strategic talent goals and plans to reach those goals
- Facilitate the creation and implementation of organizational competencies, career progression models, coaching, and professional development systems to build a diverse and equitable team
- Conduct compensation benchmarking and advise on updates to compensation models to ensure internal equity and alignment with the external market
- Develop and implement comprehensive recruitment, selection and retention plans
- Lead outreach and cultivation strategy for prospective candidates
- Coach team members to develop leadership skills and capacity
- Review and suggest updates to personnel policies with an eye for equity and inclusion; develop and implement HR plans
- Design and implement performance evaluation systems
- Ensure alignment with an adherence to human resource laws and policies
- Lead or manage initiatives and activities designed to build organizational culture
- Develop and implement change management strategies for large-scale organizational talent initiatives

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Outputs and Outcomes

Typical Outputs: Organizational assessment, strategy documents and plans, professional development sessions and deliverables, compensation models, growth models, talent evaluation plans and processes

Desired Outcomes: Diverse and inclusive team. Equitable talent management structures, Engaged staff. Equitable staff growth and development opportunities

Key Skills

- Change management - Assists organizations in transitioning from the current state to the desired state. Uses process, tools and techniques to manage the people side of change to achieve the required business outcome
- Coaching - Works to improve and reinforce performance of others. Facilitates skill development by providing clear, behaviorally specific performance feedback, and by making or eliciting specific suggestions for improvement in a manner that builds confidence and maintains self-esteem
- Content creation - Plans and produces material that is useful, accessible and relevant for a defined target audience; and is created in relevant formats for specific communication channels
- Evaluation - Systematically assesses an initiative, program or policy, including the collection and analysis of qualitative and/or quantitative data
- Execution - Performs tasks and activities in order to bring business decisions to fruition
- Facilitation - Designs and executes a process whereby different stakeholders with potentially divergent views engage with the data and each other to arrive at a common understanding
- Forecasting - Uses historical data as inputs to make informed estimates that are predictive in determining the direction of future trends
- Implementation - Engages in a series of activities to turn plans into reality. Coordinates and directs project resources to meet plan objectives
- Program design and development - Creates a plan of action to achieve desired programmatic outcomes by engaging in an iterative process involving research, consultation, initial design, testing and redesign
- Sense-making - Helps people engage with and process complex and often contradictory information or rapidly changing environments
- Systems thinking - Views systems from a broad perspective that includes seeing overall structures, patterns and cycles in systems, rather than seeing only specific events in the system. Looks for underlying causes or thinks through the consequences of different courses of action
- Training - Teaches or develops others with a goal to improve the recipients' skills, knowledge, capability, capacity, productivity, or performance

Related areas of expertise

- Diversity, Equity and Inclusion



COMPETENCY MAPS:

TALENT (access all competency maps [here](#))

- Organizational Culture
- Continuous Improvement