
Human Capital/Talent Development Framework

Overview

The Human Resources function has now evolved into the more strategic function of Human Capital development and administration. Many companies are now renaming HR to be Human Capital or Talent Management (or Development) & Administration ("Talent").

As such, the most impactful Talent teams operate under a framework that meshes:

- Development of a company culture that embodies its mission, vision, values
- Development of the leadership team
- Development of individuals at all levels

A Sample Framework

First it's key to determine the results you want. If the goal is to forge an empowered and emotionally engaged culture of high performance individuals and teams, who are delivering consistent quality results and not burning out because they're balanced, see below for a great start.

Here's what we often see beneath each of these essential areas:

Development of a company culture that embodies its mission, vision, values

- Compelling and emotionally engaging mission, vision, values
- Unit/department level mission and vision (the corporate values, of course, apply throughout all units)
- Cultural rituals to reinforce the company's values and teach people the behavior we expect: High Fives/Shout Outs/Weekly Wins (frequent quick public acknowledgments that are summarized and shared company-wide each Friday), Rock Star (like employee of the month but picked by co-workers and not management)
- Rewards for great performance and consequences for poor performance

Development of the leadership team

- Leadership code of conduct

- 3-5 needle movers unit/department that directly support the company's needle movers, and individual needle movers that directly support the unit/department
- Innovation programs: innovation incubator, innovation of the month, innovation advisory board
- Streamlined and standard meeting and decision-making processes
- Programs/structures to foster intrinsic motivation: inspiring an individual's own insights, fostering focus, activating aspiration, creating celebration
- Leadership lunches: 1-2x month groups meet to confidentially help solve leadership challenges

Development of individuals at all levels

- Individual Development Plans
- Leadership levels for individuals to aspire to (L1-L10, with definitions of each level and the demonstrated skills to denote rising to next level)
- Accountability partners
- 24 hours of learning annually: via webinars, internal book clubs, trainings

What To Do Next

Now that you have a high-level framework, work with your SmartTribes coach or request a Cultural Intensive (90 days of coaching focused solely on developing the above plan, forming a timeline to program roll out, creating programs, and initial roll out).

Areas we work on during the Cultural Intensive are:

- Assessing the current state of the culture/leadership team/cultivation of employees at your company
- What areas we want to develop via training: job skills and leadership skills
- What trainings are needed at what level/for what role/in what time frame/what format and frequency
- How to ensure new skills are retained and applied and expanded
- Mini/just in time trainings via video/podcast
- Peer coaching formats to further cultivate skills
- Reward/consequence formats

Meet with your coach to rank and prioritize the above and any other key topics for your culture.