StrategicTalentPartners

Creating a Strategic Talent Structure

Growing companies need a clear talent strategy aligned with their business strategy.

A talent strategy clearly answers three questions:

1) What impact will business growth goals have on our company? (Growth Trajectory)
2) What does our company look like based on our goals? (Org Chart of the Future)
3) What will we need from leaders to drive sustainable company growth? (Leadership Team Preparedness)

Growth Trajectory

Based on your business plan for the next 3-5 years, determine the amount of growth your organization will experience:

- Will we add new products or services?
- Will we operate in new geographical regions?
- Will operations be significantly more complex?
- Will sales and marketing strategies be drastically different?
- Will we have new customers with different needs?
- Will the financial management of our company be significantly more complex?
- Will our hiring and retention needs drastically change?
- Will the growth have an impact on our culture?

Based on your answers, how well positioned is your organization to accommodate the amount of growth you plan to experience over the next 3-5 years?

Very Unprepared	Somewhat Prepared	Very Prepared
☐	☐	☐

StrategicTalentPartners

Org Chart of the Future

It is important to thoughtfully craft your future organizational chart, and to challenge the assumption that it will evolve organically as you grow. Growth leads to changes in roles and responsibilities. New positions may be created, existing ones may be redefined, and reporting structures may shift. Outlining the impact of growth on the organizational structure helps identify potential skill gaps within teams and departments

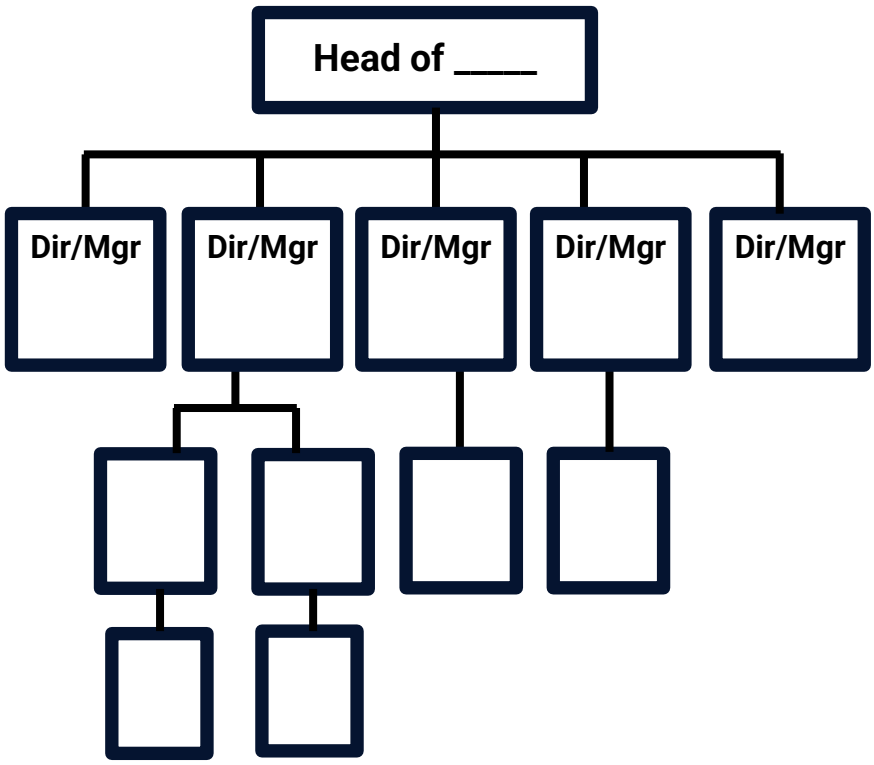
Current State:

- What are the pain points of our current structure?

- What must change for us to grow?

Future State:

	Current	5-Year
# Customers		
# Products		
# Categories		
# Services		
# Locations		
# Leaders		
# Shifts		
# Depts.		
# Specialists		
# Line workers		
# Facilities		
# of.		



- What barriers or challenges might hinder our success?

StrategicTalentPartners

Leadership Team Readiness

Being prepared for the future requires understanding the delta between what is required of your leaders today, and what will be required of them in the future.

	Today	In 3 Years
Lead a team of at least ___ direct reports and overall team of ___		
Lead ___ amount of facilities located in ___ geographic regions		
Develop, mentor and coach individuals and first line supervisory personnel		
Develop, mentor and coach mid-level leaders into higher level leadership		
Develop, mentor and coach individuals and leaders outside of core knowledge area (Engineering, Quality, Logistics etc.)		
Work closely with Sales Leader to understand sales process and ensure timely production		
Work closely with Finance to better understand labor costs, processes and financials as they effect the Operations function		
Understand how changes in sales/marketing affect the operational component (production schedule etc.) of the business		
Provide operational input into overall Strategic Plan for the business		
Build plans for growth for operations function according to Strategic Plan for the overall business		
Identify efficiencies across the operations function (X Locations, X People, X Functions) to improve profitability and facilitate growth		
Understand core customers and core customer segments to ensure high quality production to customer spec and to innovate/improve for stronger customer satisfaction		

StrategicTalentPartners

Leadership Team Readiness

Being a great leader means being balanced and strong in all four of these areas.

Technical Knowledge and Skills

- Is an expert in functional area
- Has demonstrated success in multiple different environments or organizations
- Has solved the kind of problems we will likely face in next 3-5 years
- Has demonstrated ability to implement innovative solutions

Strategic Thinking

- Anticipates emerging trends, potential threats, and hidden opportunities
- Challenges the status quo and established assumption
- Track record of using data and diverse perspectives to make well informed decisions
- Can translate strategy into clear, actionable plans

Leadership Abilities

- Leads by example, embodies the values and behaviors they expect
- Understands Growth Leadership skills and how to apply them
- Has awareness around maximizing strengths and managing around weaknesses
- Leverages management processes to apply leadership abilities

Culture Builder

- Champions core values, weaving values into team discussions, feedback, and decision making
- Recognize and celebrate achievements at all levels
- Seek broad perspectives, creates a sense that opinions are valued
- Comfortable admitting when they need help, or don't know something

Reflect:

- Current State: As a leadership team, where do we spend most of our time?

- Future State: As a leadership team, what is most important for our success?

- What two or three skills (bullets) should I utilize more?