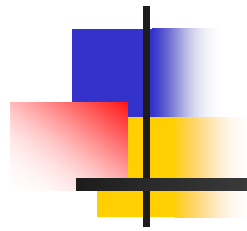


PUTTING HRD AT THE CENTRE OF PUBLIC SERVICE  
DELIVERY  
PSTF CONFERENCE- SEPTEMBER 2009

SYNCHRONIZING PERSONAL DEVELOPMENT AND  
ORGANISATIONAL STRATEGY



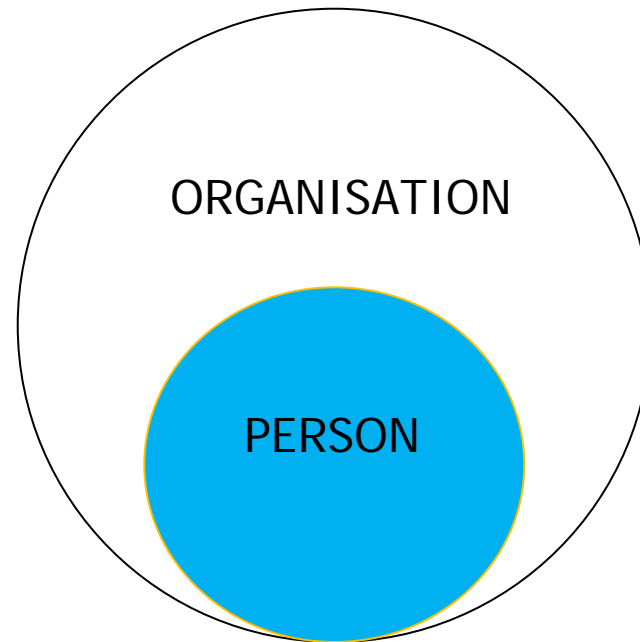
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## INTRODUCTION

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## CASE EXAMPLE: 1

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- Mr Mtya joined his company as a trainee in the T&D division , he had ambition ,good interpersonal skills, not much academic credentials. He was willing to learn and in no time knew how ,what fitted where within the department. It was not difficult for people to notice his leadership ability, he was then promoted into being an HR officer, did well there too. He moved from one level to the next in a short space of time.
- There was an anticipated need for a leader in one of the brands, he was then brought in and groomed under the leadership of then leader. There was a clear development plan that he bought into and owned. When he took over he felt confident about his role, there was openness about the process that had been followed. He had willingly engaged and participated in his development, felt empowered, was open to feedback and had support from the leadership, colleagues and his subordinates. He became an asset to the organization and along with developing his leadership skills studied further.



## CASE EXAMPLE: 2

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- John and Mike are 2 Managers who used to run a logistics department. The culture in their organization was a performance driven culture, where there was no room for error and one of the company values advocated caring for the employees. The 2 managers had different but complementing personalities.
- John an electrical engineer was technically skillful, goal directed, temperamental and performance driven at all costs, whilst
- Mike was diplomatic, self- confident, mature in his approach and achieved results through people.
- They worked well as part of the team as one was able to make up for the other's deficiencies.
- Challenge came when they both applied for next level position.
- Who do u think got the position and why?



## CASE EXAMPLE:3

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- Thabo and Susan used to work together 8 yrs back where she was his supervisor and she reported to the director who happened to be her husband. The relationships in their team were strained as the couple formed a coalition against Thabo ,so he believed. They made no attempt to develop him and he withdrew and would do what was expected of him, he felt frustrated and stuck.
- When decentralization came he got a position in a new division, was happy and looking forward to achieving his career dreams, no more Susan. His confidence levels were however low and he had very little belief on self and his abilities. He was now a DD. When the Director in his department was about leaving his position Thabo was asked to be the acting Director a position he was excited about due to the potential it carried for his development/career.
- Susan well known in her field for her competency and good work ethic was then also seconded into Thabo's department as there were serious issues to be resolved.
- Susan and Thabo have a history and they meet again, the team was divided into camps. Thabo withdrew into his shell and would be aggressive when trying to assert himself. Susan felt comfortable in the environment the leadership was behind her, and felt Thabo has never been leadership material anyway. She had no regard for Thabo or his position and everybody knew it. Thabo felt despondent and stuck about situation. Delivery was compromised as the 2 had to work very closely together and none was willing to compromise their standpoint.



## LEARNING ORGANISATIONS

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- Learning has become a way of life for world- class organizations
- Organizations are characterised by uncertainty ,rapid change and continuous pursuit of competitiveness and excellence
- Organizations that are at the forefront of institutionalizing what they are learning from the environment are the ones that will survive and prosper, these are:

***" THE LEARNING ORGANIZATIONS "***



## LEARNING ORGANISATIONS

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- “organizations where people continually **expand their capacity** to create the results they **truly desire**, where new and expansive patterns of **thinking** are nurtured, where **collective aspiration** is set free, and where people are continually learning how to **learn together** ” ...Senge(1990).
- The learning organization not only learns from the environment, but actively encourages learning within the work environment.

### **Principles:**

- Organizations are a system of interrelationships
- Personal Development has a critical role in organizations
- Shared vision
- Team Learning

***HUMAN CAPITAL/EMPLOYEES***



## ORGANIZATIONAL DESIGN AND HUMAN CAPITAL

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- Aligning human capital planning and organizational design strategies and practices with the business strategy is critical to an organization achieving operational excellence
- Organizational design enables the execution of an organization's strategy
- Organizational design is primarily driven by a company's business strategy and vision
- It allows us to purposely configure the structure of the organization to foster the achievement of valued Business, Customer and Employee Outcomes
- It allows us to orchestrate the interaction of people around an organization's core business processes to optimize:
  - Performance, Collaboration,
  - Responsiveness and Sustained Results
- It allows us to examine the organizational structure to adjust this to achieve the organization's strategic objectives.
- It enables the identification of the required changes to existing roles and jobs, defining new roles and jobs as required, as well as knowledge ,competencies and skills required for the new roles and jobs

***DO WE HAVE THE RIGHT PEOPLE IN THE RIGHT PLACES?***



# Org Design Focus Areas

**Employees**

**Structural Alignment  
with Business Objectives  
and  
other Business Processes**

**Job  
Evaluation**

**Job Design/  
Profiling**

**Workforce  
Planning**

**Organization  
Management**



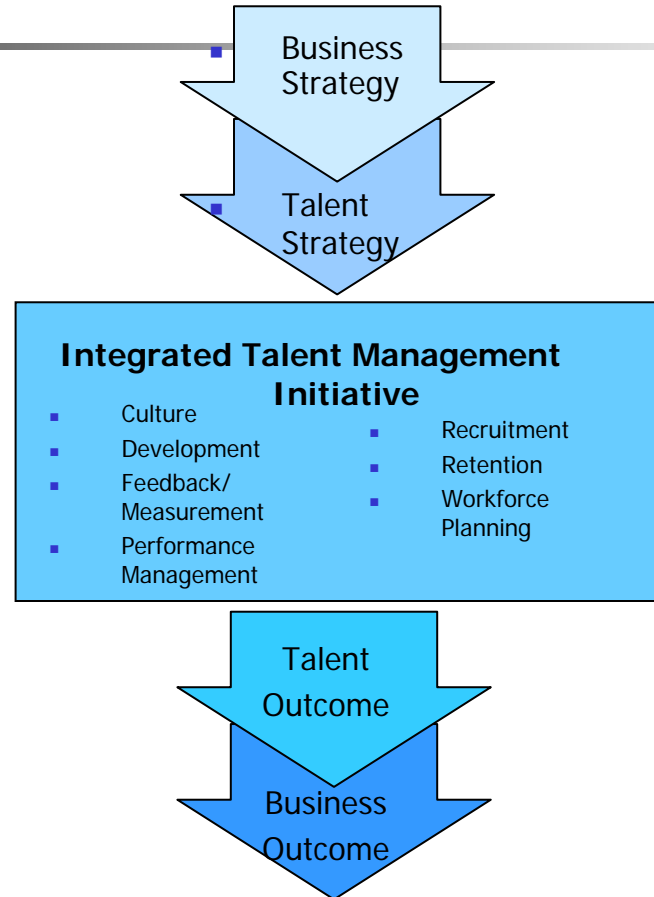
## ORGANIZATIONAL STRATEGY- WHAT DOES IT MEANS?

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- It serves as the reference point for the integration and alignment of all plans, processes, structures, interventions etc in the organization
- Integration and alignment of effort creates synergy, synergy is powerful, it leads to improved performance ,profit and wealth for the organization which in turn benefits all stakeholders in the organization
- Strategy is the setting against which powerful performance takes place
- That is why Organizations have to:
  - Recognize the increasing value of human capital
  - Rethink how to manage talent
  - Adopt an integrated talent management strategy



# INTERGRATED TALENT MANAGEMENT FRAMEWORK DIAGRAM





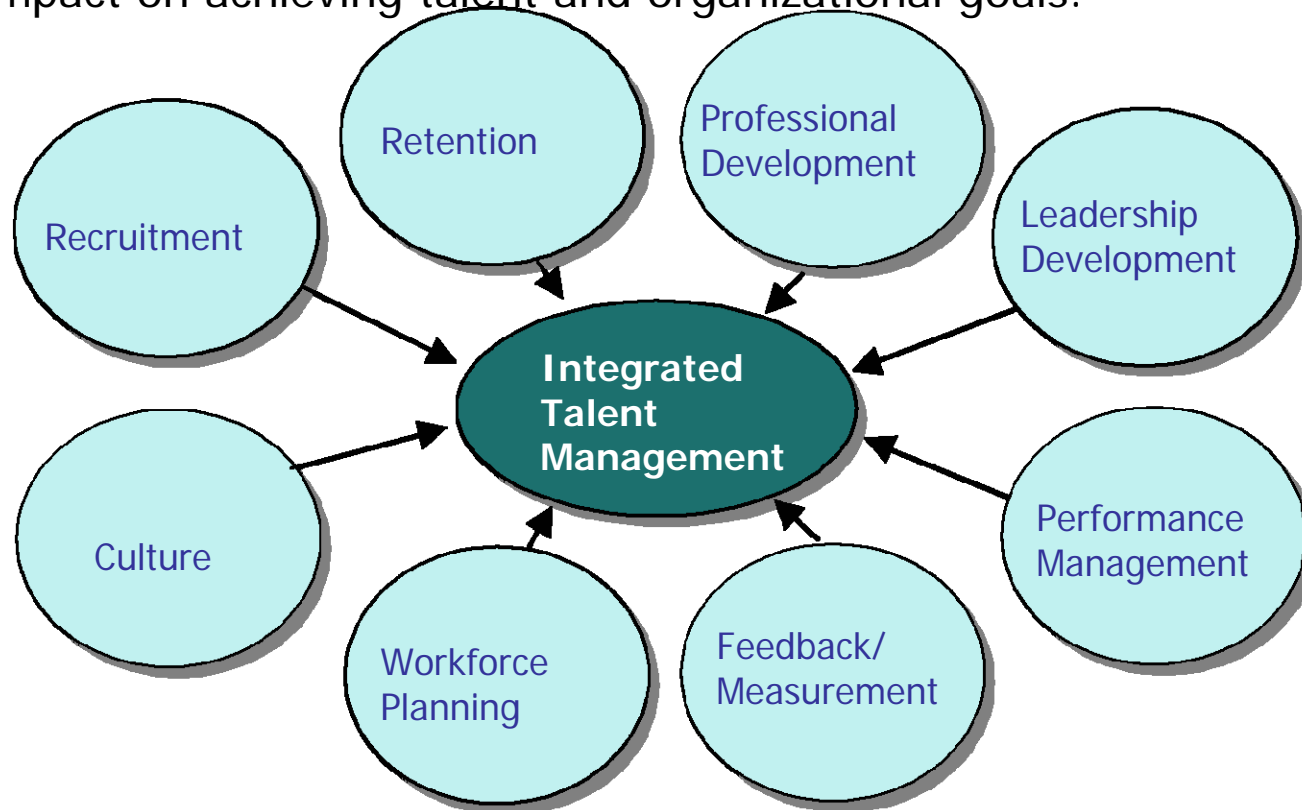
## DEFINING INTERGRATED TALENT MANAGEMENT (ITM)

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- Move away from looking at ITM on an individual basis instead align multiple processes with strategic planning
- Seen as a system of interrelated parts that help organization's to strategically leverage talent
- Recognizing ITM enables the organization to better develop, promote, and retain their talent to meet current and future business needs
- To guide ITM the organization uses the following goals derived from the organizational strategy:
  - Create a performance based culture
  - Adapt to changing workforce demographics
  - Build talent pipeline
  - Identify and develop leadership talent
  - Place people in the right jobs at the right time

## IDENTIFYING TALENT MANAGEMENT LEVERS TO REALISE ORGANIZATIONAL STRATEGY

- When creating an ITM strategy, companies evaluate their human capital and determine which aspects of HR will have the greatest impact on achieving talent and organizational goals.





## ALIGNING ITM STRATEGY WITH ORGANISATIONAL STRATEGY?

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- Organizations that tailor the development process to provide employees with opportunities to meet their personal development goals signal a credible commitment to them and impact engagement levels.
- Alignment of talent management with the organization's strategy is critical to the success of talent management integration
- Organizations typically achieve alignment by cascading corporate and divisional business strategy down to the individual by having HR employees from each successive level interpret strategy for their level
- The organization's culture and degree of centralization dictates the process to be followed
- There needs to be a link between individuals responsible for ITM and those involved in strategy creation: e.g.
  - Maintain HR presence on executive committee
  - Work with strategic planning (HR interprets organis. strategy when developing HR strategy, HR leadership to accurately communicate strat priorities to those involved in setting ITM strategy)



## HOW DO WE ALIGN PERSONAL DEVELOPMENT GOALS WITH ORGANISATIONAL STRATEGY?

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- The following steps guide organizations on how to match the appropriate contribution opportunities arising from overall organizational strategy with an employee's personal development goals:
  
- ***Identify and Analyze Employee's Strengths and Development Areas:***
  - Development Discussion with Supervisor
  - Consider available assessment data on employee during dev.discusion (performance evaluation,360 – degree feedback)
  - Examine strengths that can be further leveraged in the organization
  - Review development areas within current or future roles



## HOW DO WE ALIGN PERSONAL DEVELOPMENT GOALS WITH ORGANISATIONAL STRATEGY (continued)

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- ***Determine Employees' Contribution Opportunities:***
  - Analyze how employees can increase contribution to the organization using existing strengths
  - Identify solutions to address dev. areas and consider dev. Opportunities targeted at specific skill gaps
  
- ***Match Organisational Strategy with Employees' individual Dev. Plans:***
  - Map the Org. Strategy, the time needed to achieve it, required skills and available opportunities with employees' career goals, individual strengths and development needs.
  - Select development activities arising from organizational strategy that are most relevant to the individual skill gaps, considering employees' career goals, strengths and dev. needs



## HOW DO WE ALIGN PERSONAL DEVELOPMENT GOALS WITH ORGANISATIONAL STRATEGY continued)

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- ***Define Measures of success to ensure development:***
  - Establish specific development goals and communicate explicitly to employee
  - Identify the impact of development areas on business results
  - Illustrate potential gains to the business resulting from successful completion of dev. Plans
  
- ***Administer Ongoing Organizational Support:***
  - Determine organizational support needed for employees during development experiences( e.g. mentoring, training)
  - Schedule sessions to update on progress and coach through difficulties
  - Provide regular formal and informal feedback to employees throughout development process



## CASE EXAMPLE

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- Thom had performed well as a Manager of a small business unit. He always met his targets, faults were rare and customer satisfaction was high. When the business was cutting costs 10 percent, Thom did...without harming quality, delivery and performance. Senior management appreciated Thom and found the perfect way to show it. When his boss who was the General Manager, retired, Thom was given his job. He was now the head of 8 business units in 4 provinces. Thom knew how to work hard and he knew he'd have the help of the team . But somehow running the whole division was not like running a business unit. Policies that had worked at business unit level just caused trouble when he applied them to the division. Further more, his team didn't seem to help. Business unit managers kept feeding him with information, bringing him problems, contradicting each other, and making him more confused than ever.
- What went wrong?
- Why couldn't Thom handle the job?



## WHY THOM STRUGGLED IN THE NEW ROLE?

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- PERSONAL LEVEL-why couldn't Thom handle the job
  - Emotional Intelligence – self-perceived ability, to identify, assess and manage the emotions of one's self, others and of groups. The way we deal with each other.
  - Capacity vs ,knowledge and skills-He worked within his cognitive capacity, couldn't handle complex situations,
  - Self Awareness- being able to say u need help, willingness to work on your deficiencies
  - Developing Intuitive Decision making skills
  
- ORGANZATIONAL LEVEL –what went wrong?
  - Succession Planning – Thom was not ready
  - No Talent Strategy
  - Performance Development Process not followed
  - Assessment in Performance Development not considered
  - Importance of Feedback, identifying strengths and helping him work with weaknesses
  - Buy in and Motivation
  - Culture of the organization, performance driven but not much support for leadership



## CONCLUSION

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- It is critical for the organization to have a clear long-term vision of strategy, anticipation of the managerial and professional roles needed to execute the strategy, and a process of assessment and development of human resources in the organization so that the talent is ready when needed. The limiting factor is the delay inherent in growing people, they mature with time and need time to acquire the skilled knowledge and experience.



IN THE WINDOW OF A NEW YORK DONUT SHOP

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“As you ramble on through life, my  
friends,  
Whatever be your goal,  
Keep your eye upon the  
donut and not upon the hole”



## QUESTIONS?

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- Do we have the right people in the right places? If so what processes are in place to enhance their capabilities?
- Do we have the capacity to do what we are doing? Are we big enough for the task we have at hand? At a Personal and Organizational level.
- What is the role of assessment in Personal Development?
- How do we move from strategic intent into aligned action?