

Smarter ways of working: talent management and the future of work

00:00:00 - 00:00:04 Hello and welcome to the New South Wales Public Service Commission's The

00:00:04 - 00:00:10 Spark - Shaping a world- class HR inaugural podcast series. I'm Jane Latimer,

00:00:10 - 00:00:14 Principal Adviser at the Public Service Commission. On behalf of my team

00:00:14 - 00:00:19 we're really excited to introduce you to this program, designed for HR

00:00:19 - 00:00:23 professionals, both leaders and practitioners and those interested in people

00:00:23 - 00:00:28 matters generally across the sector. Together with our host, Tanya Hammond,

00:00:28 - 00:00:33 CEO, Chief Collaborator from Tailored HR Solutions, we interview a cross

00:00:33 - 00:00:37 section of HR experts and senior business leaders from both the public and

00:00:37 - 00:00:41 private sector. We hope you gain incredible insights, listening to them share

00:00:41 - 00:00:47 their personal stories and valuable advice on a range of topics covering the

00:00:47 - 00:00:52 changing role of HR, people analytics and smarter ways of working. Our first

00:00:52 - 00:00:57 guest is Rhonda Brighton Hall, CEO at MWAH (Making Work Absolutely

00:00:57 - 00:01:02 Human). In this episode of The Spark - Shaping a world- class HR, Rhonda is

00:01:02 - 00:01:07 speaking to the theme Smarter Ways of Working. During the interview Rhonda

00:01:07 - 00:01:11 shares a contemporary approach to talent management in the future of work.

00:01:11 - 00:01:15 Listen to her thoughts around defining critical roles, new ways for assessing

00:01:15 - 00:01:20 performance and potential, and why organisation is critical to engaging and

00:01:20 - 00:01:25 retaining talent both now and in the future. Can't wait to hear your thoughts,

00:01:25 - 00:01:30 post podcast. Welcome to series one of our HR capability uplift program and

00:01:30 - 00:01:35 our guest Rhonda Brighton Hall, who is the co founder and CEO of MWAH

00:01:35 - 00:01:38 (Making Work Absolutely Human). Rhonda will be sharing with us her
00:01:38 - 00:01:43 insights in relation to talent management in the future of work. Firstly Rhonda
00:01:43 - 00:01:46 , could you please provide our listeners with a short overview of your
00:01:46 - 00:01:50 background and your current roles? Great, so thanks, and it's great to be here
00:01:50 - 00:01:54 . I love the topic and I love talking to you, so that's great fun. A bit of
00:01:54 - 00:01:58 background on me, I grew up in big companies, so effectively, started
00:01:58 - 00:02:02 in BHP, very big company. I did my training in HR there then went across to
00:02:02 - 00:02:06 BTR Nylex. BTR Nylex was interesting for two reasons, one it was a different
00:02:06 - 00:02:10 sort of organisation, and I was living in the country which I enjoyed, but also
00:02:10 - 00:02:14 I left HR, I always got frustrated with not doing what should be doing, I'm off
00:02:14 - 00:02:17 to do something else, and that's where I did my Apex accreditation, which is
00:02:17 - 00:02:22 systems engineering and process engineering and that was became a bed rock
00:02:22 - 00:02:25 of something I relied on later on too. Then went across from BTR Nylex,
00:02:25 - 00:02:31 to Sara Lee, another big company, 155,000 people and I got to work in Asia, in
00:02:31 - 00:02:35 Singapore and China then across into Netherlands. First I lived and worked in
00:02:35 - 00:02:40 Netherlands and then across into Chicago, which gave me a real taste of how
00:02:40 - 00:02:44 profession and HR and OD which I moved into was being worked all around
00:02:44 - 00:02:47 the world. Then I came back to Australia and joined the company called
00:02:47 - 00:02:52 Luxottica, which is 67,000 people, so another fairly big company and I ran
00:02:52 - 00:02:59 HR and Comms for HPAC and also global HR strategy, which was great fun.
00:02:59 - 00:03:03 And then I got to work and live in China quite a lot during that period and this
00:03:03 - 00:03:07 was traveling around the globe a lot and then I joined CBA and spent five years
00:03:07 - 00:03:12 in CBA as the head of OD for the company globally, which was also great fun,

00:03:12 - 00:03:15 all be it very different. It was the first time I'd worked with a company that

00:03:15 - 00:03:20 didn't make something they just moved stuff around. And then I

00:03:20 - 00:03:23 set up MWAH and we spent 2016, or a large part of it building the business,
Making Work

00:03:23 - 00:03:28 Absolutely Human and then we launched in February 17. So we're a 3.5 year

00:03:28 - 00:03:33 old start up and specifically got the business to change the conversation and

00:03:33 - 00:03:35 have a different platform for the conversation about people, culture and

00:03:35 - 00:03:39 leadership and it's been great fun. Thank you. I remember seeing you speak

00:03:39 - 00:03:44 when you were at Luxottica and I will just never forget it. You said very

00:03:44 - 00:03:47 insightful things and I'm sure the listeners will enjoy the conversation from

00:03:47 - 00:03:52 here. But you've also forgotten to share with people a couple of your other

00:03:52 - 00:03:55 roles and that you were under when you were on the board at the Australian

00:03:55 - 00:03:59 Human Resource Institute and from there, you've also I understand, still

00:03:59 - 00:04:04 remained involved, actively. Yeah, so I did four and a half years on the board

00:04:04 - 00:04:09 with you, shared that space, which was great fun. I love the xxx, so that was

00:04:09 - 00:04:13 a shared 'how can we help' a lot of volunteering in the profession and then I

00:04:13 - 00:04:19 still chair and have done for about seven years, oh no it's not, about five years.

00:04:19 - 00:04:22 The Diversity Inclusion Advisory Panel nationally for ARI, which is

00:04:22 - 00:04:26 great it's an awesome group of people who work on that together all volunteers
again.

00:04:26 - 00:04:29 I'm a patron for autism so I do a lot of work with people on the autistic

00:04:29 - 00:04:34 spectrum, with Aspect in NSW but there is a lot of national work they do now,

00:04:34 - 00:04:39 too. I'm involved in three JVs as well as MWAH. We have three JVs

00:04:39 - 00:04:43 that we set up, family and technology. So we do a lot of work with technology.
And

00:04:43 - 00:04:48 I'm also, out of work, I'm a mum of two grown up girls, 21 and 23, and a
00:04:48 - 00:04:55 fanatical open ocean sailor and a bit of a Carlton fanatic. Yeah, that's
00:04:55 - 00:04:59 something I'm rather not sure you should have raised. In the town of Sydney
00:04:59 - 00:05:03 Swans, there's me and two other people, who support Carlton. I think,
00:05:03 - 00:05:07 certainly you've had a great career than Rhonda, and lots of, lots and lots of
00:05:07 - 00:05:10 experience, but I suppose thinking back over the career you would have
00:05:10 - 00:05:15 observed some change in our profession, well the role of HR practitioners and
00:05:15 - 00:05:17 the function. What's been the biggest changes you've observed?
00:05:17 - 00:05:23 I think I've sort of seen the full journey, well, I would have been one of the very
00:05:23 - 00:05:29 first people
00:05:29 - 00:05:33 to have gone into HR. So I did my undergrad degree in a double major, one
00:05:33 - 00:05:35 in industrial relations and one in org psychology, and at the time they just didn't
00:05:35 - 00:05:39 fit together. If you did industrial relations you were in commerce if you did
00:05:39 - 00:05:43 psychology you were in science and so I had my degree between them, which
00:05:43 - 00:05:47 was not done, and to do my postgraduate and changing across to UTS to do
00:05:47 - 00:05:50 postgraduate was because I wanted to put those two together and most HR
00:05:50 - 00:05:55 people at that stage we're industrial relations people, which is high compliance
00:05:55 - 00:05:59 . What are the rules? How to set policies around it? How do you lock people
00:05:59 - 00:06:02 into a way of behaving or being? Org psychology is the opposite to that. It's
00:06:02 - 00:06:06 how do we all work together? How could we make that different? It's a totally
00:06:06 - 00:06:09 different approach and also more of a science base. So one's got a heavy
00:06:09 - 00:06:15 foundation in law, the rules, and the other one's gonna have a
00:06:15 - 00:06:19 heavy foundation in science, which is data. And so having a lot of that has sort of
00:06:19 - 00:06:19 enabled me to look at the HR profession over the last 30 years and look at

00:06:19 - 00:06:23 what's changed. I think it's progressively moved away from being purely IR,
00:06:23 - 00:06:27 which has now moved into more of a legal sort of function, and org
00:06:27 - 00:06:31 psychology has taken over a lot of the senior roles, or certainly it's starting to.
00:06:31 - 00:06:35 The next generation even more so, yeah, but what we're starting to see is a
00:06:35 - 00:06:39 profession that is about empowerment, enablement. What is culture? What is
00:06:39 - 00:06:43 leadership? How do they work together? And instead of looking even at initial
00:06:43 - 00:06:47 parts of psychology, which was how do I assess a person but actually more
00:06:47 - 00:06:50 importantly, how will work together and what's the impact of each person on
00:06:50 - 00:06:55 each other and that's org psychology, that's what HR's about. So I've seen that
00:06:55 - 00:07:01 journey from the compliance service delivery model of HR to the enablement
00:07:01 - 00:07:05 empowerment type of model of HR which has just been great fun to watch.
00:07:05 - 00:07:10 That's a very big transition and I guess considering that the change, how
00:07:10 - 00:07:14 businesses are operating as well, what's been the biggest change you've
00:07:14 - 00:07:19 observed than in how we manage talent? Well, I think talent has been one of
00:07:19 - 00:07:23 the biggest changes, along with performance, probably. I mean, we've put a
00:07:23 - 00:07:26 lot of technology into recruitment. It will be the third one, but it's basically
00:07:26 - 00:07:32 how can we do more applicants faster and assess more individuals? Where is
00:07:32 - 00:07:36 when you go across to talk about performance we used to do a process that was
00:07:36 - 00:07:41 basically what data does the company need so that we can collect data and hold
00:07:41 - 00:07:44 these people to account, hold their feet to the fire. And we've changed that now
00:07:44 - 00:07:48 to be talking about contribution more clearly than how we behave and values
00:07:48 - 00:07:52 and all the things we know. We've going into performance and contribution.
00:07:52 - 00:07:57 But talents right along side it and talents gone from being a, an annual HR

00:07:57 - 00:08:02 thing that we did to people in April every year we report to the board and its
00:08:02 - 00:08:05 become instead a very different model and the way of looking at talent
00:08:05 - 00:08:10 management now, is not just that piece of what box grid do you use and how
00:08:10 - 00:08:13 do you use it? We always think of it as three rings of a circle and the outer ring
00:08:13 - 00:08:17 of the circle is everybody developing and having access to opportunity and
00:08:17 - 00:08:22 realising their potential so that everybody part is an inner circle that is
00:08:22 - 00:08:26 capability. How do we get aggregated capability that actually lifts an
00:08:26 - 00:08:30 organisation or provides an advantage, and then the inner circle in the middle
00:08:30 - 00:08:35 is actually what we call talent management, which is basically deciding how
00:08:35 - 00:08:38 do you create an environment, and a culture that enables was many people as
00:08:38 - 00:08:43 possible to be appropriate candidates for more senior roles in the future,
00:08:43 - 00:08:46 whatever that may be. And so, that's sort of the processes and it's changed a
00:08:46 - 00:08:53 lot from being that an event driven sort of process to being a live process in the
00:08:53 - 00:08:56 moment that includes right out to development. And that's very different. I
00:08:56 - 00:09:00 remember catching up with you once and you were working at CBA and there
00:09:00 - 00:09:07 was that nine grid model that you had and I was just blown away by it at the
00:09:07 - 00:09:11 time because it was just these lots of little dots sitting up in the far right hand
00:09:11 - 00:09:16 corner but there was clearly, a lot of effort being spent. There was and we
00:09:16 - 00:09:19 actually did, that's a really great project because we actually did an assessment
00:09:19 - 00:09:24 of what had been happening since they put that grid in and what we found is
00:09:24 - 00:09:28 that you know, we found that half the executive team loved that grid, nine box
00:09:28 - 00:09:33 grid, which is theoretically from the old Ramcharan model in GE, as we know
00:09:33 - 00:09:37 , but it's, it had been obviously, in every company. It sort of got morphed and

00:09:37 - 00:09:41 changed to sort of be sort of like that but perhaps not his real intention. I'm
00:09:41 - 00:09:46 sure he would defend his real model and then what the other half of the exec
00:09:46 - 00:09:49 team hated it and thought it was a waste of time that was overly arduous
00:09:49 - 00:09:53 process and admin. What we found when we mapped it is that over the course
00:09:53 - 00:09:57 of the six years of having that in place nothing had changed, so mobility had
00:09:57 - 00:10:00 not gone up. We had not had a higher percentage of people reaching the top of
00:10:00 - 00:10:04 the company. The ceilings that we had whether they be cultural, gender or age
00:10:04 - 00:10:08 were still in place and so it really hadn't achieved very much culturally. It
00:10:08 - 00:10:11 hadn't achieved very much from a talent perspective. And so we actually
00:10:11 - 00:10:14 changed over to a very different way of doing it, which was a four box gride
00:10:14 - 00:10:18 and the four box grid is basically one where there is literally nowhere to hide.
00:10:18 - 00:10:23 So that's sort of the old nine box was, had all these specialist words like
00:10:23 - 00:10:28 are they specialists or they specialised and expert? And there was this theory that
00:10:28 - 00:10:32 highly technical people would never manage people, and the people side was
00:10:32 - 00:10:37 on the other side of the grid box. The reality of that is, if you're in a company,
00:10:37 - 00:10:41 where there's 8000 people in your technology department, which is the case
00:10:41 - 00:10:45 for CBA, they're gonna have to manage people, it's a reality. And in most big
00:10:45 - 00:10:50 organisations even your most technical leader has some role, if it's not directly
00:10:50 - 00:10:53 managing people it's influencing them and creating an environment where
00:10:53 - 00:10:57 they can be successful. So that's still leadership. Yeah, and dividing them was a
00:10:57 - 00:11:03 really odd dicotomy. Yeah, and I guess with that theme of talent management
00:11:03 - 00:11:07 and the change, what you think is the most important thing that HR
00:11:07 - 00:11:15 practitioners then need to focus on in terms of managing their talent? Results,

00:11:15 - 00:11:18 are people developing, are they positive about their career

00:11:18 - 00:11:21 and their development during the period they're employed with you. That's a

00:11:21 - 00:11:24 measurement and also are you getting people through the ceilings, are you

00:11:24 - 00:11:28 breaking them and letting people who are diverse get to the top, are you having

00:11:28 - 00:11:32 a bench strength of great people, mitigating the risk that you might have

00:11:32 - 00:11:36 if there is only one or none for succession. But those measurable results

00:11:36 - 00:11:40 are where you start and looking at a pipeline of that at each layer of the

00:11:40 - 00:11:43 hierarchical pipeline should go up. You're sort of looking at how to

00:11:43 - 00:11:48 diversify the workforce. What sort of people are getting at each layer and I would
say as

00:11:48 - 00:11:51 a HR practitioner you sort of look at the percentage of your time you are

00:11:51 - 00:11:55 spending on talent management, and it should be one of your primary

00:11:55 - 00:11:59 functions. It's so important to develop people and to develop the culture of

00:11:59 - 00:12:02 your business so that everybody can grow and that will grow your business

00:12:02 - 00:12:07 even if you don't recruit anybody. So it's a really valuable tool and what you

00:12:07 - 00:12:12 find with a HR person that's doing it really badly, they'll say about 90% I run

00:12:12 - 00:12:16 this massive project and I run this program of work and every April we drop it

00:12:16 - 00:12:20 into the board and it's PowerPoint and we drop in data and we have to clean the

00:12:20 - 00:12:24 data and all this sort of stuff, and they're doing 10% of their work on talent

00:12:24 - 00:12:28 management is about mobility, individual conversations, etc. A really good

00:12:28 - 00:12:32 person if they're thinking about it and doing the work that matters, it's the

00:12:32 - 00:12:37 other way. It's 90% career discussions checking in where people's head spaces

00:12:37 - 00:12:41 up to, suggesting things they could do for their career, mapping critical career

00:12:41 - 00:12:44 paths that have shown to be successful so people know where they might try

00:12:44 - 00:12:49 and steer themselves to get in position and 10% on the admin. If the admin has
00:12:49 - 00:12:54 eaten you, then it's probably not a great process to re-engineer. Yeah,
00:12:54 - 00:13:00 and I think that's a really important consideration, then, because you know, most
00:13:00 - 00:13:05 critical things about, you know, talent management is the development and
00:13:05 - 00:13:08 the growth and growing people. You know, I guess traditional approaches to
00:13:08 - 00:13:12 development has been face to face training, the odd conference, I guess what
00:13:12 - 00:13:15 from your perspective are, you know, the best approaches or the modern
00:13:15 - 00:13:19 approaches that you're observing that people are using to develop talent? I
00:13:19 - 00:13:24 think there's a change in emphasis from what is a skill and how do you learn it
00:13:24 - 00:13:29 across to what's the experience and how do you get it and how do you learn it
00:13:29 - 00:13:34 then? And so we've got the old model of 70-20-10 model but it's sort of a
00:13:34 - 00:13:38 modern version of that where we start to think about the experience can come
00:13:38 - 00:13:42 from any aspect of a person's life. So it's not just what jobs have you done,
00:13:42 - 00:13:46 what is your resume, because everybody can fill that in nicely, but it's actually
00:13:46 - 00:13:49 what else have you got? What else have you learned? What else is part of who
00:13:49 - 00:13:53 you are? And so that life experience sort of comes into it too, an example that's
00:13:53 - 00:13:56 always used is a goofy one, when they sort of say, well if you've been a
00:13:56 - 00:14:01 volunteer accountant or treasurer for the local soccer club therefore, you can
00:14:01 - 00:14:05 do finance, well that's not true. But in a previous job, you may have been,
00:14:05 - 00:14:07 you know, working on finance project, and you may have had some
00:14:07 - 00:14:10 experience with that. And so that would be something your start to count, and
00:14:10 - 00:14:14 we start to look at a broader version of experience, we start to map it so that it
00:14:14 - 00:14:20 can be earlier in their career and so you're sort of looking at, as you get towards

00:14:20 - 00:14:24 the top, you want people who can bridge silos and start to understand
00:14:24 - 00:14:28 interdependence and they've usually had that earlier in their career. They've
00:14:28 - 00:14:32 left their field, done another field, come back across what with a different
00:14:32 - 00:14:36 experience and perspective, which is really valuable. Then you go into the
00:14:36 - 00:14:39 experience part, which is not just can I turn up to a project meeting but
00:14:39 - 00:14:43 actually can I be part of a project team that's actually working on something,
00:14:43 - 00:14:46 can I be exposed to people who do this really brilliantly, can I be exposed to
00:14:46 - 00:14:50 three ways of doing this so that I know there's not just one way, and then
00:14:50 - 00:14:55 finally, the 10% part of it is the education piece. But what you'll tend to find,
00:14:55 - 00:14:58 we just had a client we've been working with, on a beautiful piece of talent
00:14:58 - 00:15:02 work but there's such a great group of people and what they had a problem with
00:15:02 - 00:15:08 is that the vast majority of their workforce was saying, if I'm considered a
00:15:08 - 00:15:12 talented person, then I would be given a conference ticket and conference
00:15:12 - 00:15:15 tickets are, you know the way to go. I'm doing inverted commas in the air,
00:15:15 - 00:15:20 but you can't see it on the podcast. Conferences like are one way to learn, but
00:15:20 - 00:15:23 it's usually has a lot of hard work around it. So you are turning up to actual
00:15:23 - 00:15:27 event, which is quite entertaining, and it's fun to be around your peer group
00:15:27 - 00:15:32 and everything else but you might hear five things from a great speaker. Then
00:15:32 - 00:15:35 you gotta go read their book, do your homework, apply it, think how goes to
00:15:35 - 00:15:39 your context, I mean there's lots of extra work post that 45 minute lecture at a
00:15:39 - 00:15:43 conference that really brings it to life. So conferences are probably, you know
00:15:43 - 00:15:47 , in the entertainment, sort of space of your 70-20-10 which is probably
00:15:47 - 00:15:53 70-20-9-1 and then you have to do something with it. So how do you bring that to

00:15:53 - 00:15:57 life. I think that's been the idea of development. The other big change in
00:15:57 - 00:16:01 development has been this view that in the past it was like this catch cry of
00:16:01 - 00:16:04 people have to own their own development. They've got to own their own
00:16:04 - 00:16:09 development plan and that's true and it's their choice how they wanna run that.
00:16:09 - 00:16:13 You've got to be curious, and agile to learn, but it's also a great leader will
00:16:13 - 00:16:17 give you good advice, good guidance, good suggestions. They'll lean into
00:16:17 - 00:16:21 feedback that you need to have. They'll get you in good shape to move forward
00:16:21 - 00:16:26 and that role of a leader can't be underestimated. Yes, super important. Yeah,
00:16:26 - 00:16:30 and I guess, something that we've talked about Rhonda too, I think it's called
00:16:30 - 00:16:35 the Kruger Dunning effect be what's in that 70-20-10 has been a little bit, you
00:16:35 - 00:16:38 know, people get concerned about the fact that look you could be teaching
00:16:38 - 00:16:45 people to be as equally incompetent as you are. I guess how do you work
00:16:45 - 00:16:49 within that? How do you, how do you respond to that? It's an interesting one I
00:16:49 - 00:16:53 think you sort of look at a few people doing the one thing there's not one path
00:16:53 - 00:16:58 to do it, but you also can get it from other industries. If you look it, we've got
00:16:58 - 00:17:02 one client at the moment that does a really nice job of saying here's their talent
00:17:02 - 00:17:07 internal to the organisation but equally they keep really tight connections and
00:17:07 - 00:17:12 be relevant to their alumni and they might say look we're not big enough to
00:17:12 - 00:17:16 teach our team, this is a big tech company, but we know that if they leave us
00:17:16 - 00:17:20 and go over there for a couple of years they learn that. But what they'll miss if
00:17:20 - 00:17:23 they really are our sort of people, is they'll miss the fact, that over here,
00:17:23 - 00:17:26 they're much more empowered to do things? It's not such a big machine, so
00:17:26 - 00:17:29 they're very comfortable that some of that experience will be away from them

00:17:29 - 00:17:33 and then brought back in when the person's ready. So it's not just experience in
00:17:33 - 00:17:39 this building or in this company and I think that's a significant change, and I
00:17:39 - 00:17:43 think we're also getting more of an appetite for things like adventures and
00:17:43 - 00:17:46 possibilities, and people have done different things with their life, you know.
00:17:46 - 00:17:51 Not that long ago that a career gap was, you had to really explain it now you
00:17:51 - 00:17:55 can actually just say, yeah, I quit because I really wanted to go and live in
00:17:55 - 00:17:59 Turkey for a year. And people go cool, how was that? It's sort of
00:17:59 - 00:18:03 an interesting part of who you are, but it's more about why a person did that and
00:18:03 - 00:18:06 what they gain from it, what they learnt. Then it is the fact that they had a
00:18:06 - 00:18:10 year off from what you call a traditional career. And a much healthier way to
00:18:10 - 00:18:15 look at it too. And I guess with that sort of frame then of development I think
00:18:15 - 00:18:19 one of the things that we're observing is that skills ontology is being to define
00:18:19 - 00:18:24 aspects of jobs now rather than using just vague descriptions and whatever
00:18:24 - 00:18:27 your thoughts are in terms of capability framework, sometimes they almost
00:18:27 - 00:18:32 raised more questions than provide answers because you know what is what is
00:18:32 - 00:18:37 it mean? An ontology gives you I guess a greater clarity about what particular
00:18:37 - 00:18:41 skills are important but how do you see these, you know, skill clouds, for
00:18:41 - 00:18:46 example, and this kind of skills ontology is going to help organisations in the
00:18:46 - 00:18:50 future. I think it's really interesting, you've seen some of it come through now
00:18:50 - 00:18:53 that's been tech enabled, and it's got huge potential and theoretically,
00:18:53 - 00:18:58 you sort of look at it and go that's actually really cool, and you get why it would
work
00:18:58 - 00:19:01 and you get what it would do. But I think the shifting mindset around that, too
00:19:01 - 00:19:07 , is so. We've built so many things that are about what is the organisation need

00:19:07 - 00:19:10 and how we build it. If you look at capability frameworks, and I'm not a fan,
00:19:10 - 00:19:13 although I understand that some organisations have built them well and there's
00:19:13 - 00:19:18 good value in some uses, the biggest problem with a capability framework is
00:19:18 - 00:19:23 they're often not used. So what's a sign of a good process or good tool is
00:19:23 - 00:19:28 people use it confidently, and it's effective if you've got a process or a tool that
00:19:28 - 00:19:32 is so difficult and so no one uses it and certainly no one uses it with confidence
00:19:32 - 00:19:35 because it's not robust, then it's not really great tool, and I think
00:19:35 - 00:19:39 capability framework's got that detail. They got to that to the nth degree. When
you've
00:19:39 - 00:19:42 got custom ontology there's two ways of looking at that, one is now I
00:19:42 - 00:19:46 understand my job and I've got it down to rudimentary raw materials and so I
00:19:46 - 00:19:51 have less, instead of having 30,000 jobs, I have 10,000 jobs and that's more
00:19:51 - 00:19:55 manageable and I can xxx my family easier, and what have you.
00:19:55 - 00:19:59 There's certainly value in that? But the real value of it is actually not to try and
control
00:19:59 - 00:20:03 it all, but actually give people access to it. So they're sort of saying, I've got
00:20:03 - 00:20:07 this this and this and I can look at myself differently about my own raw
00:20:07 - 00:20:10 materials about what I can offer and what skills I have, capability and
00:20:10 - 00:20:15 experience. But equally if I want to go over there, I can have a bit of a look at
00:20:15 - 00:20:18 how it takes, what it takes to get there and I can go and get myself in the road
00:20:18 - 00:20:22 of those critical experiences, opportunities as opposed to waiting to just
00:20:22 - 00:20:27 continually work up a ladder, which is how careers used to work. So the value
00:20:27 - 00:20:33 of that approach is about individuals being able to self direct their lives, not
00:20:33 - 00:20:36 just their working life but their whole life at the right times, as opposed to a

00:20:36 - 00:20:41 company having all the information. If you're gonna use just as company
00:20:41 - 00:20:46 information, you almost need to be in charge of the world. You need to go all
00:20:46 - 00:20:52 the sources of this skill I can educate everyone I want to educate and so maybe
00:20:52 - 00:20:56 it's sort of a national approach or something, I'm not sure, I've seen it used
00:20:56 - 00:20:59 theoretically, if a country did this would be really great because you
00:20:59 - 00:21:03 could actually line up universities and TAFEs and everything against the right
future
00:21:03 - 00:21:08 needs for whatever that is. The reality of it inside an organisation is for people
00:21:08 - 00:21:13 to actually be in power to find their own path a bit better and to stay relevant so
00:21:13 - 00:21:15 they're not waiting until it's too late. Yeah, and I imagine,
00:21:15 - 00:21:21 I thing we might have spoken before about a particular client that you
experienced, because
00:21:21 - 00:21:27 what we know is used to talk about you learn, work, retire, learn and learn
00:21:27 - 00:21:33 and learn, and so that whole skills ontology component can help enable that
00:21:33 - 00:21:37 conversation. But you mentioned about raw materials where you had a client
00:21:37 - 00:21:41 who took those raw materials and changed the conversation. Because
00:21:41 - 00:21:44 sometimes what's happening at the moment, it's like anything people don't
00:21:44 - 00:21:48 want to be uncool so as soon as someone says a word that go oh yeah yeah
00:21:48 - 00:21:52 we're doing that too we're powering down that path and one of them just a
00:21:52 - 00:21:55 couple years ago and it's continuing now, there's a lot of companies said we
00:21:55 - 00:22:00 don't just train people for their current job we train them for the work they
00:22:00 - 00:22:03 might do or how work might change or another organisation beyond us,
00:22:03 - 00:22:07 because these, all these people in this field will no longer be employed here but
00:22:07 - 00:22:11 they could go somewhere else. You say wow, that's amazing, like that's really

00:22:11 - 00:22:15 almost like a self actualised organisation it's really quite fabulous. The more
00:22:15 - 00:22:18 we got under the skin of that and talking to people, we could only find one
00:22:18 - 00:22:22 organisation where they had actually done that, like it's a good conversation,
00:22:22 - 00:22:26 but it hadn't actually come to life. And when you look at how this woman who
00:22:26 - 00:22:30 was in charge of capability and learning there, was an exceptional thinker and
00:22:30 - 00:22:33 what she had done and she had actually got on to mapping out the future
00:22:33 - 00:22:37 workforce, as far as I could see in this and to change all the time, she was
00:22:37 - 00:22:39 actually looking at these groups of people who they knew that in a
00:22:39 - 00:22:43 couple of years would dramatically decrease the number of people they needed in
that
00:22:43 - 00:22:47 job and what she started to do was ok what raw materials have they got? What
00:22:47 - 00:22:51 what is, what do you need to have in your personality and your attitude as well
00:22:51 - 00:22:56 as your skills and experience to do that job really well. And what other jobs
00:22:56 - 00:22:59 could those raw materials do and then spend a percentage of the learning
00:22:59 - 00:23:03 budget on lifting those people into the skills that they would need to do
00:23:03 - 00:23:07 different jobs in the and what was really special about it is that
00:23:07 - 00:23:11 none of them were inside the organisation. And we don't mind too I supposed as
we are
00:23:11 - 00:23:16 evolving as humans we're moving away from controlling to empowering.
00:23:16 - 00:23:20 What's that kind of need from your perspective, and how are organisations
00:23:20 - 00:23:25 skilling managers and staff to be more empowered? It is an interesting thing I
00:23:25 - 00:23:30 think it is the big shift in HR profession is that, you know, how can I control
00:23:30 - 00:23:33 people? If you look at culture or risk cultural or something like that in a very
00:23:33 - 00:23:37 topical after all with royal commissions, and what have you, is there is a way

00:23:37 - 00:23:40 of approaching it were you say we need to get everybody in the room, we
00:23:40 - 00:23:45 need to train leaders in how to do this. To tell their people to cascade the message
00:23:45 - 00:23:49 correctly to control them. What we're seeing now is that often processes like
00:23:49 - 00:23:53 talent management or performance or recruitment is actually, will change
00:23:53 - 00:23:58 definitely. An entire team, an intact team, a leader and the team will be trained
00:23:58 - 00:24:01 together, and that means that employees have got very clear information about
00:24:01 - 00:24:06 how it works. They understand the rules of the game they're in, and they can
00:24:06 - 00:24:09 actually play it properly. But equally they're accountable to play it properly.
00:24:09 - 00:24:15 So, we've just done this work with a beautiful client on talent, specifically,
00:24:15 - 00:24:19 and what the conversation's been about is you need to make sure that people
00:24:19 - 00:24:23 that you're picking as future leaders aren't just good and gone through
00:24:23 - 00:24:27 an individual assessment which just it's traditionally been. But actually on the two
00:24:27 - 00:24:32 axes if you look at performance, effectiveness and impact as being one axis,
00:24:32 - 00:24:36 not just performance but the set and the other axis being potential, they need to
00:24:36 - 00:24:41 not only be individually high performing and effective, but they need to have
00:24:41 - 00:24:45 impact beyond themselves, impacting the organisation, impact on others and
00:24:45 - 00:24:48 equally in potential they need to have the same. Not just can you grow, but
00:24:48 - 00:24:52 can you grow other people? You don't want to punch of people at the top that
00:24:52 - 00:24:56 can't take people with them, can't create an environment or culture. So we talk
00:24:56 - 00:25:00 about controlling employees, that's a process where we assess an individual,
00:25:00 - 00:25:03 move them up, and it's like a chess game. Where you talk about a process of
00:25:03 - 00:25:07 talent management that empowers people, it's about giving them all the rules
00:25:07 - 00:25:11 of the game and access to the opportunities to play it and then see how they go

00:25:11 - 00:25:15 . And that's a very different mindset. It's a culture mindset, not a
00:25:15 - 00:25:19 process mindset and they fit together. And they fit very well when they work
00:25:19 - 00:25:23 well.
00:25:23 - 00:25:29 And when they don't work well, culture is the one that usually suffers. Yeah,
00:25:29 - 00:25:33 I know, that's part of, I guess the conversation now too then is around
00:25:33 - 00:25:38 succession management and, I guess of itself, its future focused. It's about
00:25:38 - 00:25:42 risk mitigation, and the sorts of things that we've just talked about. But you're
00:25:42 - 00:25:47 seeking to ensure that successes are ready. To move into jobs and critical roles
00:25:47 - 00:25:50 in the future. What your advice to HR practitioners grappling with succession
00:25:50 - 00:25:54 management for critical roles? Succession management, is another one that's
00:25:54 - 00:25:58 undergone massive change. So it's not that long ago that we were mapping out
00:25:58 - 00:26:01 every single job in management and putting unique successes behind everyone
00:26:01 - 00:26:05 which meant you were just filling in small boxes and then putting a calculation
00:26:05 - 00:26:09 over how many were unique and we got numbers like our unique successors
00:26:09 - 00:26:13 are 42% and who knows whether that was really good. It was just an odd.
00:26:13 - 00:26:16 When you look at talent management now, the most important thing, most
00:26:16 - 00:26:21 valuable piece of advice I could give a HR person or talent management person
00:26:21 - 00:26:25 is to reduce the number of roles that you're hardwiring succession to. By
00:26:25 - 00:26:29 definition, you don't want to take your bets or take your chances before you
00:26:29 - 00:26:33 have to take them, and what you're better off doing is to actually, how many
00:26:33 - 00:26:37 people can I get that are ready for that job? And they might be slightly
00:26:37 - 00:26:42 different. Look at the two axes of talent management that one of them might
00:26:42 - 00:26:45 have much higher performance examples and impact examples, and the other
one might have higher potential. Keep them both ready because, depending on

00:26:45 - 00:26:49 the moment in time when the job comes up, the succession planning you want
00:26:49 - 00:26:54 to have options, and each job has also has a context. Can they do the job? But
00:26:54 - 00:26:58 it's the context around it, and so if you're gonna promote someone into the
00:26:58 - 00:27:03 head of sales, you had an awesome sales team as a direct report, and the peers
00:27:03 - 00:27:08 in all the other regions were really fantastic that job that you're recruiting into,
00:27:08 - 00:27:13 operation cells, whenever it happens to be can actually be almost a learning job
00:27:13 - 00:27:17 because it's surrounded by good, particularly if their boss is also really good at
00:27:17 - 00:27:22 it. It's a pretty risk free job, but likewise, if there's lots of fragility around that
00:27:22 - 00:27:24 , there's not many people who can do it well, you're gonna need someone is
00:27:24 - 00:27:28 really seasoned, so you go with the performance person versus potential. But
00:27:28 - 00:27:32 the best advice to a talent management person is to have as few critical roles as
00:27:32 - 00:27:37 you can possibly have, so that when you are doing succession planning that
00:27:37 - 00:27:42 you're doing it with a really good intent and for a small number of very
00:27:42 - 00:27:46 specialised or unique critical jobs, as opposed to trying to an en masse process
00:27:46 - 00:27:52 . Because the en masse process is a waste of time. Just interestingly, then
00:27:52 - 00:27:56 Rhonda how do you define a critical role? What would be peak parameters that
00:27:56 - 00:28:04 you would say help you decide? We would say a critical role is one that is
00:28:04 - 00:28:11 absolutely imperative for the organisation if it's empty, and so it could be you
00:28:11 - 00:28:16 can't function today. Yeah, that would be important. It could be you've got a
00:28:16 - 00:28:19 risk because that job is accountable for a series of risks that need to be
00:28:19 - 00:28:24 managed or it could be a critical strategy you've got going forward that this job
00:28:24 - 00:28:28 leads and any one of those three dimensions will leave you in a big hole. So
00:28:28 - 00:28:32 it could be the big people management job. Something will stop if

00:28:32 - 00:28:36 they're not in it, could be there's a highly strategic job or, yeah, I think it's those three that

00:28:36 - 00:28:40 you sort of put together and say they're the really critical jobs and have as few

00:28:40 - 00:28:46 as possible. So if you had about ten critical jobs for every 1000 people, that

00:28:46 - 00:28:53 would be about right? Yeah, OK. I think it was Heuslett, Mark Heuslett

00:28:53 - 00:29:02 talked about one point in time, something like 25%. I'd have a lot less. In the

00:29:02 - 00:29:08 big talent management project we've just done, we had 25 jobs. Right, OK.

00:29:08 - 00:29:12 And 25 jobs is really thoughtful. But keeping in mind we've got those families

00:29:12 - 00:29:16 too were you sort of got all those jobs, your big scale jobs. Yeah, and I guess

00:29:16 - 00:29:20 what happens if critic job roles changed over time? That's that's hard, isn't it

00:29:20 - 00:29:24 because often you doing succession management for jobs that don't even exist

00:29:24 - 00:29:31 today. You probably are. Yeah you are. So what's your advice there?

00:29:31 - 00:29:37 How do you keep abreast how that's tracking? I think what you do is you always at

00:29:37 - 00:29:41 least six monthly, 12 monthly, depending on the cadence or rhythm of your

00:29:41 - 00:29:45 business, you'd be re-checking your critical jobs to make sure they genuinely

00:29:45 - 00:29:49 are critical. Probably 12 months would be a normal organisation and you

00:29:49 - 00:29:54 wouldn't be those 25 are gone here's the new 25. You'd be those two learn

00:29:54 - 00:29:57 aren't as critical anymore these two now are because we're going to go into

00:29:57 - 00:30:00 Africa. So many people got that background, whatever it happened today, or

00:30:00 - 00:30:05 to a particular strategy. So the other piece that you are looking for is you're

00:30:05 - 00:30:08 looking at when you're assessing potential and we've got better and better

00:30:08 - 00:30:12 at understanding performance and respecting its impact on what needs to be in

00:30:12 - 00:30:17 there and equally what's in potential. We call it a potential equation because

00:30:17 - 00:30:20 what we're looking at is aggregating positions you've got. One element of that,
00:30:20 - 00:30:24 and it's right at the front intentionally, where your six elements of potential
00:30:24 - 00:30:28 and the second one of them is curiosity, openness to growth, OK with
00:30:28 - 00:30:33 disruption. Part of that is a really important part of resilience. So you're
00:30:33 - 00:30:37 actually looking at people who by track record, an example, have
00:30:37 - 00:30:42 fundamentally had something happened. They fall on their arse or been thrown
00:30:42 - 00:30:45 a curve ball, that's impossible to do or whatever it happens to be, it doesn't
00:30:45 - 00:30:48 necessarily mean to mean failure, but it means a big challenge, and their
00:30:48 - 00:30:53 response to it is not just to bounce back, but to bounce forward to use that old
00:30:53 - 00:30:57 cliché, but equally, it's not to be fazed by it, to go what that is not the
00:30:57 - 00:31:00 opportunity I was expecting but this is what I'm going to do with it, and the
00:31:00 - 00:31:04 speed at which a person can do that is very important. So as jobs change, and
00:31:04 - 00:31:08 they will, and as they're disrupted, and as critical jobs change, you want
00:31:08 - 00:31:13 people who are okay with high degree of ambiguity, who can still find a good
00:31:13 - 00:31:17 practical path through it so not just uncomfortable with ambiguity so
00:31:17 - 00:31:21 everything's chaotic. I can actually come through the ambiguity, and I can
00:31:21 - 00:31:25 find a practical way to achieve things and to be effective during this higher,
00:31:25 - 00:31:29 highly ambiguous period. But equally they've got growth and curiosity
00:31:29 - 00:31:34 about, ooh, even if you give me a job, I'll probably change it as context changes,
00:31:34 - 00:31:38 as opportunities change, as challenges change. So you sort of finding your way
00:31:38 - 00:31:42 to morph a job forward so it's not such a jarring change when it needs to be
00:31:42 - 00:31:47 restructured or something as dramatic as that. That's really fantastic advice
00:31:47 - 00:31:52 because it's kind of, I guess leads to my next question around org cultures. So

00:31:52 - 00:31:57 you know, often we talk about an organisational culture is critical to engaging
00:31:57 - 00:32:01 and retaining leading talent. Obviously, for positive, this is outcomes but
00:32:01 - 00:32:05 personal outcomes too but with all the technology, innovation and changing
00:32:05 - 00:32:11 ways of work, how do you see organisational culture being impacted? I think
00:32:11 - 00:32:17 talent and growth, talent being a component of growth, needs to be a critical
00:32:17 - 00:32:22 part of your culture. I think your culture is something that's really, really
00:32:22 - 00:32:26 important. And as a HR practitioner, one of your greatest skills is to
00:32:26 - 00:32:32 understand that context is to say, you know, it doesn't always look the same in
00:32:32 - 00:32:35 every single organisation or every single industry they're all different. But a
00:32:35 - 00:32:41 cool HR skill is to read context well and to say, the culture inside this business
00:32:41 - 00:32:46 needs to be uniquely this or that. Can I use practical examples, because then it
00:32:46 - 00:32:49 sort of it to life. Yeah. We've got one example at the moment we're working the
00:32:49 - 00:32:53 two big tech companies, and xxx will probably be hard because they've all
00:32:53 - 00:32:56 been trained in agile and human centered design, all that sort of stuff, which is
00:32:56 - 00:33:01 great, but it means they've got a path of innovation that is about continuously
00:33:01 - 00:33:06 improving and big ideas and doing them quickly in little bite size pieces. And
00:33:06 - 00:33:10 that's awesome and it does a really good job, but their really big wins as a
00:33:10 - 00:33:13 business have been by people who are highly creative. Now if you're highly
00:33:13 - 00:33:16 creative, and someone says, look today we're gonna be creative and then go
00:33:16 - 00:33:19 into this room and we're gonna stick post-it notes on the wall for a couple of
00:33:19 - 00:33:23 hours, highly creative people are gone by about morning tea time. So how do
00:33:23 - 00:33:27 you create an environment or culture where highly creative people can work
00:33:27 - 00:33:31 right alongside continuous improvement people because of the process

00:33:31 - 00:33:35 engineering type people versus the highly creative people because one of them
00:33:35 - 00:33:38 will give you continuous improvements. Small step changes, but the really
00:33:38 - 00:33:42 creative person will see you jump five changes you didn't need to worry about.
00:33:42 - 00:33:44 You don't even need to think about them because they've got a step change
00:33:44 - 00:33:48 in mind and so you do need both. So they've had to think really carefully about
00:33:48 - 00:33:52 what is the culture for creative people as well. You can still have a shared
00:33:52 - 00:33:56 culture and a shared way of working but you coming at it from totally different
00:33:56 - 00:34:00 sides. It's the same when you get across into financial services now from
00:34:00 - 00:34:03 all the royal commissions. How they're trying to deal with risk culture is they're
00:34:03 - 00:34:07 going okay, we need more and more, more rules. We need to make sure
00:34:07 - 00:34:11 people comply. We need to it box everybody up, quickly lock them down.
00:34:11 - 00:34:15 Don't let them think. But the reality is you get a really great risk culture if
00:34:15 - 00:34:19 everybody's on the same page about priorities. So culturally, you need to
00:34:19 - 00:34:22 understand what are the real priorities for every single member of your far
00:34:22 - 00:34:26 flung organisation, right down to the front line facing a customer so that their
00:34:26 - 00:34:31 intentional priority will always be, for example, focussed on the well being of
00:34:31 - 00:34:35 the client customer, doing the right thing, ethics, whatever, that's more
00:34:35 - 00:34:39 important than telling the rule of what they must do. But they both have value
00:34:39 - 00:34:44 and so culturally, how do you design a culture where people can still grow?
00:34:44 - 00:34:48 Even though you're trying to get these two disparate ideas, right down into the
00:34:48 - 00:34:52 workforce. Yeah, and I guess a key thing to then Rhonda isn't about saying well
00:34:52 - 00:34:57 , here's the right culture and this is the right culture for everyone. It has to be
00:34:57 - 00:35:03 about the context. Super important and yeah, exactly right it isn't about here is

00:35:03 - 00:35:07 good culture versus bad culture. It's, uh, this is the right culture for what we've
00:35:07 - 00:35:12 got in front of us. It's our challenges, our opportunities, our team, our clients
00:35:12 - 00:35:16 and this is the wrong culture for us. And you have to put that one aside and it's
00:35:16 - 00:35:20 finding that way of looking at culture as opposed to all cultures are good look
00:35:20 - 00:35:24 like this or all cultures are bad look like that. Yeah OK, that's really great
00:35:24 - 00:35:28 advice thank you. I guess you know one of the things that our listeners would
00:35:28 - 00:35:32 be really keen to hear is from your perspective, how do you remain current?
00:35:32 - 00:35:37 You very generously share a lot of insights, Rhonda, and I always find them
00:35:37 - 00:35:41 really fantastic and informative. But I imagine that you've probably
00:35:41 - 00:35:47 got some people and some articles and you know, research. I think you and I both
00:35:47 - 00:35:51 share a
00:35:47 - 00:35:51 insatiable desire, to learn so I think there's some people that if I had to
00:35:51 - 00:35:56 recommend let's do them in order. We've got a little bit of time to do this
00:35:56 - 00:35:59 and then if you like can go. So the first one will be, there's a book called The
00:35:59 - 00:36:04 Power of Others, and I think the single biggest change in talent management
00:36:04 - 00:36:09 but equally broader HR is this move from being individually focused,
00:36:09 - 00:36:14 individual assessment focus to being collectively understood, and that is
00:36:14 - 00:36:17 about the impact we have on each other. And it's about the culture that we're
00:36:17 - 00:36:21 creating
00:36:17 - 00:36:21 for each other to thrive and really great leaders of the future and really great
00:36:21 - 00:36:26 HR people of the future. I understand that. So Michael Bond's book is called
00:36:26 - 00:36:29 The Power of Others. He's just put out a brand new one that's coming out like
00:36:29 - 00:36:34 any day it comes out this month in July, so it's called Here and There, and it's
00:36:34 - 00:36:37 looking really good. I've only read all the reviews and shorts from the critics so

00:36:37 - 00:36:41 far, but I'm really looking forward to my copy it's ordered. He's a really great
00:36:41 - 00:36:45 place to start with the impact of the collective organisational psychology part
00:36:45 - 00:36:50 of culture and work. Then I got across to like, Jeff Pfeffer, and I tend to like
00:36:50 - 00:36:53 the people who go into deep research and then apply it. He wrote the book
00:36:53 - 00:36:57 Dying for Paycheck in 2018 about fundamental shifts in work and work
00:36:57 - 00:37:01 attitudes. If everybody had read that book in 2018, we would have been
00:37:01 - 00:37:04 infinitely more prepared Covid. So what he did is he took six doctorate studies
00:37:04 - 00:37:08 , which he had supervised doctorate students and then he incorporated them
00:37:08 - 00:37:12 back into the Dying for Paycheck book, which I think is a superb read. And
00:37:12 - 00:37:16 then you go across to things that are more sort of current and short articles and
00:37:16 - 00:37:21 research. I'm a huge fan and I work with, so I am biased, Bankwest Curtin
00:37:21 - 00:37:24 Economic Center. Who've got one of their economists, Bec Castle, who's
00:37:24 - 00:37:29 based in Canberra with you, and what she's good at doing is asking the right
00:37:29 - 00:37:34 questions. So she's behind the data behind WGEA. So that recent research
00:37:34 - 00:37:37 come out about gender difference in boards and think that's hers. She tends to
00:37:37 - 00:37:41 ask different questions. When everybody else is saying gig economy, how we
00:37:41 - 00:37:44 deal with it, she'll go do we have a gig economy? How big is it? How's it
00:37:44 - 00:37:47 growing how's it not growing. And so she was the one who showed that
00:37:47 - 00:37:51 Australia, was so far, such slower towards a gig economy than the rest of
00:37:51 - 00:37:54 world. And that's the sort of thing we need to know, we need to not be
00:37:54 - 00:37:58 jumping to solutions for problems we don't have or challenges we don't have.
00:37:58 - 00:38:02 We actually need to be thinking about what's current, so Bec's a great example
00:38:02 - 00:38:05 of someone who asks great questions. So if you look on BCEC's website.

00:38:05 - 00:38:09 Another one is Dimitria Groutsis if you're into diversity inclusion, does a great
00:38:09 - 00:38:13 job looking culture diversity from University of Sydney. If you look across to
00:38:13 - 00:38:15 her colleague, Diane Van Den Broek, she does a really good job on the
00:38:15 - 00:38:20 mechanics of HR. That's sort of full circle back to American men who write
00:38:20 - 00:38:26 books, that mechanical part of HR. I'm a big follower of John Boudreau and he
00:38:26 - 00:38:29 does a really good job of looking at the re-tooling and design of HR, to create
00:38:29 - 00:38:33 processes that are effective and that people will work with and use, which is,
00:38:33 - 00:38:37 as we said before the sign of a good process. Yeah, yeah, thanks Rhonda. If
00:38:37 - 00:38:41 you could give our listeners one key takeaway when thinking about how to
00:38:41 - 00:38:44 prepare and be ready for talent management in the future, what would it be?
00:38:44 - 00:38:48 It's such a big question. Yeah. It's such a big question. And sort of looking
00:38:48 - 00:38:52 at it, I think it's one of those ones where you have to be prepared for talent
00:38:52 - 00:38:56 management of the future you'd be thinking about how can I create an
00:38:56 - 00:39:01 organisation where every single person who seeks to grow can grow. If you
00:39:01 - 00:39:06 can do that culturally and then wrap some neater short admin processes around
00:39:06 - 00:39:09 how do you collect that up into the pointy end of talent management and on the
00:39:09 - 00:39:13 way through, through an ontology that picks up capability and what have you.
00:39:13 - 00:39:16 That's a pretty good combination, so you're, looking at your individual impact
00:39:16 - 00:39:20 on getting everyone growing and developing, you're looking at skills ontology
00:39:20 - 00:39:24 to make sure that everything's moving forward in the sort of way that's ready,
00:39:24 - 00:39:28 as best you can be for the future and that at the pointing end, you are ready to
00:39:28 - 00:39:33 put great people in critical roles as they're free. You can do all three at once,
00:39:33 - 00:39:37 nicely balanced. Perfect. And it's also a great fun job. It's a great job. Yeah

00:39:37 - 00:39:42 and it's such a critical job for HR practitioners in the end, the people
00:39:42 - 00:39:46 who are listening to this podcast. I'm sure they would join me in saying thank you
00:39:46 - 00:39:50 Rhonda, really insightful, very interesting as always and thank you so much
00:39:50 - 00:39:56 for your time today. An absolute pleasure and I hope people do something
00:39:56 - 00:40:01 particularly inspiring in talent management I'd love to hear about it.
00:40:01 - 00:40:04 Fantastic, thanks Rhonda. Thank you for listening to episode one of PSC's The
Spark -
00:40:04 - 00:40:09 Shaping a world class HR, with Rhonda Brighton Hall. We hope you enjoyed
00:40:09 - 00:40:13 it, and will think of ways to practically apply some of the insights you gained
00:40:13 - 00:40:17 in your own teams and agencies. Remember every week for the next three
00:40:17 - 00:40:21 weeks we'll be dropping down more episodes of the Smarter Ways of Working
00:40:21 - 00:40:26 podcasts. Please do join these sessions and if you're interested in learning and
00:40:26 - 00:40:30 reading more, please refer to the PSC website for more information, including
00:40:30 - 00:40:35 how to enroll in the upcoming Smarter Ways of Working masterclass, led by
00:40:35 - 00:40:39 Tanya to be held in late September. See you next week.