



## How talent mapping can help

# Secure Your Business' Future

**With the economy returning to growth, businesses are aware that the most talented employees are coming out of hiding and seeking new opportunities to help boost their careers amidst positive market conditions.**

The best people, however, are also usually the most discerning and will only engage with roles and companies they perceive to be absolutely right from a personal and professional point of view.

Put simply, although it's possible to attract the best talent in a buoyant market, it's even harder for companies to intimately understand what they need to get right, to get the best on board.

Research by CIPD suggests that talent management and succession planning are the number one priorities for HR&D functions today.

Talent gaps are a major strategic concern and developing or investing in innovative ways to engage, hire and retain the best talent is what will ultimately set businesses apart from their competitors, and play a critical role in their immediate and future success.

Talent mapping is increasingly seen as the definitive way to ensure that these objectives are achieved. It's important, however, that businesses are absolutely clear what the talent mapping process is, why and when they need to carry out a talent mapping exercise and how they will make sure the process is successful.

## What is talent mapping?

Talent mapping is often confused with the preliminary stage of the executive search process. This is when a search firm and its client jointly identify businesses where it is believed the right kind of people will exist. The search firm will then target those companies, with the aim of finding and hopefully teasing out the right kind of talent before approaching them with an opportunity. This is a valuable service but it is also part of a fixed project, with a very specific objective to find one particular person.

Talent mapping, on the other hand, is a strategic service that is used by businesses to plan for short, medium and long term talent acquisition. It is used by the most perceptive companies to ensure that a recruitment process a number of strategic talent acquisitions over a prolonged period of time.

Entering into a talent mapping partnership involves the search firm helping its client to measure and define its internal current capability, as well as its future potential capability. This process should reveal various immediate or future talent requirements and whether or not those needs can be met internally or externally. The search firm will then gather intelligence about organisations, industries and talent on an on-going basis, building a talent pipeline, which the client can access whenever demand is required.

Talent mapping recognises that if you're trying to identify candidates for multiple potential vacancies, you need a large pool of candidates from which to make your selection. Often, those engaged during the talent mapping project are regularly contacted and updated over a long period of time, meaning when there is an immediate need, they can be reached quickly and the search firm doesn't have to repeatedly start from scratch and sell opportunities to the market.

## When and why do companies talent map?

Companies can benefit from talent mapping during times of growth or austerity, and because there is such a broad range of analyses that can

be done during the process, they can be selective about what aspects on which they would like to focus, to best suit their needs.

The benefits of using talent mapping go way beyond simply giving a business the capability to make multiple hires over a long period of time. It also increases the chances of them hiring the absolute best candidate. Organisations that talent map also find that it can improve their employer brand and raise their reputation in the market.

Furthermore, because the process involves gathering industry and competitor data, as well as finding the best talent, it acts as a great benchmarking tool for strategy, remuneration and employee benefits, competitor structures and reporting lines, level of responsibility, skills, academic background and so on.

Stock-piling this kind of intelligence over a sustained period of time can give businesses a detailed and holistic view of the market for talent and it enables them to be decisive in their hiring, while building a clear foundation for succession planning.

## How can Nigel Wright support you?

In support of our clients' future business plans, Nigel Wright offers a robust talent mapping and succession planning (TMSP) service. Our sector expertise across the world means that we can provide our clients with an in-depth analysis of how their organisational capabilities compare to others in the sector. We can then use our extensive networks to help our clients plan for the future, by identifying the right talent internally and externally for their business.

Our TMSP service has become increasingly popular with clients over the last few years. Some notable recent examples of companies we have assisted in this capacity include L'Oréal and Henkel in the Middle East, DBApparel in Europe, Grupo Siro in Iberia and the Americas and Greencore in the UK. If you are interested in finding out more about our TMSP service, as well as our other services, please visit [nigelwright.com](http://nigelwright.com).

