

*Everybody's talking about "Talent Management"; even the current crises can only eclipse this development in the short-term*

## Inspired by Leadership, Fascinated by Leadership!

# What effective Talent Management really needs!

Everybody's talking about Talent Management. It is being driven by the demographic shift, the internationalization of the labor market and the increased shift to a greater decrease in the working population, a decrease in skilled laborers and management as well as a continued decrease in the number of junior staff employees and talent.

Therefore, the importance of effective leadership and successful management in recruiting, development and retaining top employees and talent has grown in this "War for Talents".

As always, there are hidden obstacles to be overcome on the playing field:

### 1) *The continuous lack of support from upper-level management to this end (see image)*

### 2) *The perception, attitude and behavior of the personnel department.*

For those who hire pure managers rather than leaders, a Talent Management system is necessary:

- Managers who place more focus on managing processes and their results than managing people and their development.
- Managers delegate the responsibility for Talent Management to the personnel / HR department
- The personnel department develops a Talent Management system that is critiqued by the managers, if such activities are possible.

If managers are hired who have high levels of leadership in addition to their management skills, Talent Management would function even without having a system in place:

- They naturally concern themselves with the development and leadership of individuals.
- They incorporate the ideals of Talent Management first and foremost.
- They direct talent development through delegation of tasks, authority and responsibility to the talented.

### What are the biggest obstacles within an organization that hinder successful Talent Management?



Quelle: McKinsey Studie 2007

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## >> *THEME continued*

### 3) *About the term "Talent Management":*

Managing talent suggests the planning, direction and monitoring of individual development. But talented employees cannot be "planned"; they are autonomous, living systems motivated by their own "self-will" and should not be managed, rather just kept engaged in the company by true leadership.

To this end, talents require "sensible" challenges, real responsibility and differentiated feedback in a social context. True company leadership is demonstrated as follows

- Inspiration, Suggestions and "Interferences"
- Focus on Mission, Vision & Strategy
- Knowledge of Self-Will as well as Creation of Meaning
- Trust, Letting Go and Self-Organization
- Orientation and Giving Feedback

Ultimately, we don't need systematic Talent Management, but rather effective Talent Leadership. This is achieved through responsibility-conscious, meaningful direction on all levels in which the most important managerial function is acting as Personnel Developer for your talented employees. Leaders must strive to inspire talents through effective context management, thereby reducing the propensity to change.

To achieve context management, Top, Middle & HR Management can work together to do the following

- 1) Discussion process among all management for the development of a cooperative approach to delegate responsibility of talent development.
- 2) Integration of Talent Leadership and talent development in the business strategy and corporate management.
- 3) Placement of managers with meaningful leadership strengths who can effectively direct and inspire people.
- 4) Rewards for managers who develop and yield talented employees
- 5) High value on trust, inspiration and interpretation in competence models for assessment of talents and managers.
- 6) Active participation of talented employees and their managers in strategic decisions processes and policy changes.

More than ever before, it's also clear that the quality of the company and employee management is an essential factor which determines how tight the connection is between the company and the talent - "Inspired, Fascinated and Marked by Leadership" is the credo of successful businesses. Only by including effective leadership in the strategy and culture of a company as well as incorporating it in concrete management behavior can an attractive management team and "Leadership Branding" be achieved for talented employees, service providers and employees.

## | *ARGO and the Crisis*



Even ARGO is not escaping unscathed from the current financial crisis: since our planned expansion cannot currently be realized and we are operating with a decrease in revenue, the executive board has been forced to part ways with two colleagues: Tatjana Steindl and Elisabeth Scattolin left us in early April. We wish them the very best and much success in their new endeavors!

## | *Welcome aboard!*



We're also celebrating a new addition, however: after a long planning phase, ARGO is taking over an HRD Outsourcing Project. It is in this context that Mag. Christian Rumppler will be joining us with his many years of international experience as HR Manager in the aviation industry and as person responsible for the field of HRD Management. We are happy to welcome him aboard as a person and an expert in his field.



## *Petersberger Training Days*

ARGO munich appeared at the Petersberger Training Days in late March. This issue's lead article is an abstract of the lecture by the same name: "Inspired by leadership, fascinated by leadership - or: What effective Talent Management really needs!" by Sascha Maurer, executive director of ARGO munich



## *CD Presentation "Sound of Your Heart"*

ARGO executive Dieter Bernold celebrates the release of a new CD by his band "Connection" with a brilliant concert in Wiener Reigen. Naturally the employees of ARGO found some spots in the overfilled jazz club - and were very proud of "their" Dieter!



## *ARGO radar for crisis year 2009*

The first ARGO radar began in March. We'd like to thank everyone for the numerous positive responses on this tool and for their participation.

ARGO radar is a product that we can both use ourselves and offer to our customers: A simple and fast web-based survey tool in which short-term impressions of mood and climate can be determined by asking questions on current events. The extremely narrow response range requires precise question formulation, however this increases the number of overall responses as well as the speed of ascertaining results.

### **We wanted to cover four theme areas in March's radar:**

1. Experience of the crisis in private and business context
2. Feelings concerning further developments
3. Form of personal coping strategy
4. Perception of positive effects

Responses were received from 411 individuals from different branches and employee/management levels.

The results:

**1)** The experience of the crisis' effects and active consequences is felt significantly stronger in a business context rather than in a personal sense: 51.6% of those surveyed felt significant effects in their career and 63% are already experiencing consequences, however only 20.6% responded that they felt effects in their personal life and only 38.9% are already experiencing consequences.

**2)** Der weitere Verlauf der Krise wurde hinsichtlich zweier Dimensionen untersucht: positive vs. negative and stabile vs. instabile. The further development of the crisis was examined in two dimensions: positive vs. negative and stable vs. unstable. The first interesting result was that the gross majority of those surveyed - 82.6% - selected one of the "unstable" responses, in other words, a statement in which there was not an unchangeable, fixed prognosis described, but rather a conditional situation which could be influenced, i.e. "if... then": 44% agreed with the positive-unstable statement "If businesses concede that the situation is serious quickly

enough without falling into a panic, we should be able to pull out of this crisis within the foreseeable future." 38.6% agreed with the negative-unstable prognosis "I'm afraid that there is still more to come, and we will depend greatly upon the impulse and reactions of several decision-makers." The negative-stable statement, ("I am convinced that there are many more business failures and catastrophic announcements yet to come... it's like an avalanche!") received 12.3% of the vote, while positive-stable ("The comprehensive packet of measures put into place around the world is being correctly and promptly instated; relief measures will be felt clearly by the end of the year.") received only 5.1%. While feelings about the future are fairly well-balanced between positive (total 49.1%) and negative (50.9%), it is interesting to note that in both cases the perception is not of a definite fate which cannot be influenced, but rather a balancing act that we have the power to negotiate our way out of.

3) This is also seen in the next result: 64.7% of those surveyed believe that they personally can do something to influence the situation: "Think positive, don't gossip" represents 23%, followed by 17% "Remain calm, don't panic", then 14% "Re-thinking, New Orientation, Change", and "Courage, Consequence and Activity" with 8%. 7% believe that leadership is an influencing factor, followed by 3% "Information & Communication." Interesting detail: 8% believe that we should be "Saving" while 5% believe that we should be "Investing"

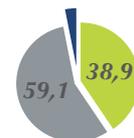
4) Possible positive effects were returned in astoundingly large numbers. 47.2% of those surveyed believe that the overall economy will: "Return to basic values and ethics" (28%), "Return to real economy, paradigm shift from unlimited growth" (22%), "Increased Adaptability" (10%), "Concentration on Core Business" (9%), "Regimentation of Corporate Finance" (8%), "Political Change of Thinking" (5%) and also "Availability of Good Workers on Job Market" (4%). Positive effects on individual businesses (total of 34.2% surveyed) are "Scrutinization of Structure" (27%), "Concentration on Core Competencies, USPs" (13%), "Development of Cost Consciousness, Savings" (9%), but also "Taking advantage of Market Adjustments" (16%),

## The Consequences and Effects of Crisis Year 2009:

There are already active consequences affecting businesses and organizations (buying decisions, deferral of investments, layoffs, savings) ...



There are already active consequences affecting private areas ...



■ yes ■ no ■ no idea

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"Long-term Thinking" (8%) and "Developing New Avenues of Business" (9%). Positive effects of the crisis on a personal level (14.2% overall) included "Taking time to return to true values" (32%) - the expression "Personal Inventory" seems to convey this group best - but also "Profiting from better service quality and deals" (14%). Only 4.4% of those surveyed believed that there were no positive effects in store at all.

Conclusion: The emotional climate after the 1st quarter of the crisis year is balanced. The majority are feeling the effects in a business sense; far fewer have been affected in their personal lives by consequences. On a positive note, findings indicate that a majority of those surveyed believe the crisis is not a steady, unchanging fate but rather that it can be altered and influenced by individuals.

A high number and variety of reactions regarding positive outcomes of the crisis (521 responses!) is an assessment of the crisis as a long-awaited cleansing since "a greedy economy has eaten its brain over the last few years".

## Outlook

- New information about crisis management can be found on the new homepage of our website: from coaching to restructuring, from management to marketing!
- ARGO talktime will be held mid-September as in previous years; dates, topics and invitations to follow.



## Impressum

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*I would love to hear from you!*