

## HR Review Online 9<sup>th</sup> June 2010

### One Response to “Talent management ‘could help with staff retention’”

1.  [Clinton Wingrove](#) Says:  
[June 5th, 2010 at 10:21 pm](#)

As a current HR Consultant and an ex-Management Trainer, I can concur that we often do insufficient training. However, quantity and quality do not always go hand in hand. Many of the 60%+ who do change jobs when things pick up are going to find that “the grass is brown on the other side too”. To resolve this issue, we have to select and/or develop managers who can manage in a contemporary environment – that requires fundamentally different skills to those trained on most management and leadership programs. Managers need to be able to (a) diagnose VERY QUICKLY each individual employee’s engagement/motivation needs, (b) respond and take action to address those as best as possible, (c) conduct hundreds of “conversations with a purpose” with employees rather than relying on infrequent formal performance reviews and ad hoc ‘relationship building chats’, (d) understand and provide the appropriate blend of leadership and management, (e) tap into and utilize the inevitable electronic communications and SN’ing. Employees also need to be provided with development that enables them to (a) FEEL the new reality – “lots for free” and “I deserve it” are no longer part of that, (b) understand that the grass is probably not greener over there, and (c) manage their own reality. Truly good performers don’t whine about their state; they do something about it; they don’t complain that their skills are not being used – they find a way to use them. Of course, there are those with bad bosses and bad situations but we really can educate employees how to optimise the use of their talents. Such a bottom and top down approach can be effective.

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