



Talent Management: Beyond the Buzzword

Dr. Ed Hoffman

NASA Academy of Program/Project & Engineering Leadership

Academy of Program/Project & Engineering Leadership
<http://appel.nasa.gov>



What is Talent Management?



Q. What is talent management?

A. 75% of organizations don't have an agreed-upon definition.

Source: Institute for Corporate Productivity survey as cited by Paula Ketter, "So, What is Talent Management, Really?" *Training & Development*, May 2008.

Programs for high-potentials

Competencies and performance management

Attracting, recruiting, retaining

Human capital

Succession planning



Key Findings about Talent Management



- Fifty-one per cent of respondents undertake talent management activities, although only 20% report having a formal definition for it.
- Developing high-potential individuals (67%) and growing future senior managers (62%) are the two main objectives for talent management activities.
- In-house development programmes, coaching and succession planning are the most common activities.
- The most effective practices are in-house development programmes; internal secondments; and coaching. Succession planning, external secondments and action learning are considered to be the least effective.
- Ninety-four per cent agree that well-designed talent management development activities can have a positive impact on an organisation's bottom line.
- Forty-seven per cent agree there is currently a shortage of high-quality talent in UK organisations.

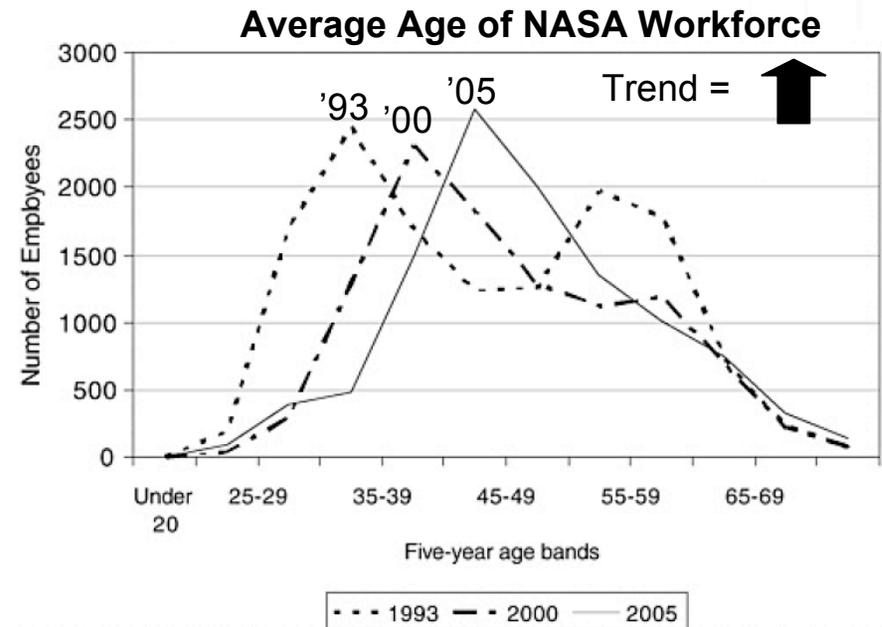
Source: Chartered Institute of Personnel Development (UK), "Reflections on Talent Management"



So Why Do We Care?

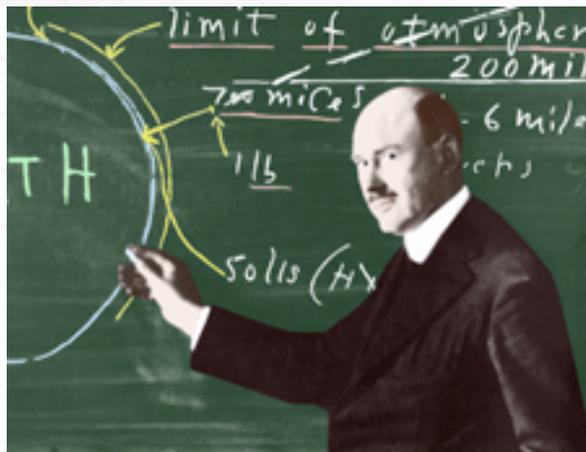


- ✓ Increasing project complexity
- ✓ Workforce demographics
 - ✓ Baby Boomer retirements
 - ✓ Declines in engineering / S&T graduates
- ✓ Mobility of talent

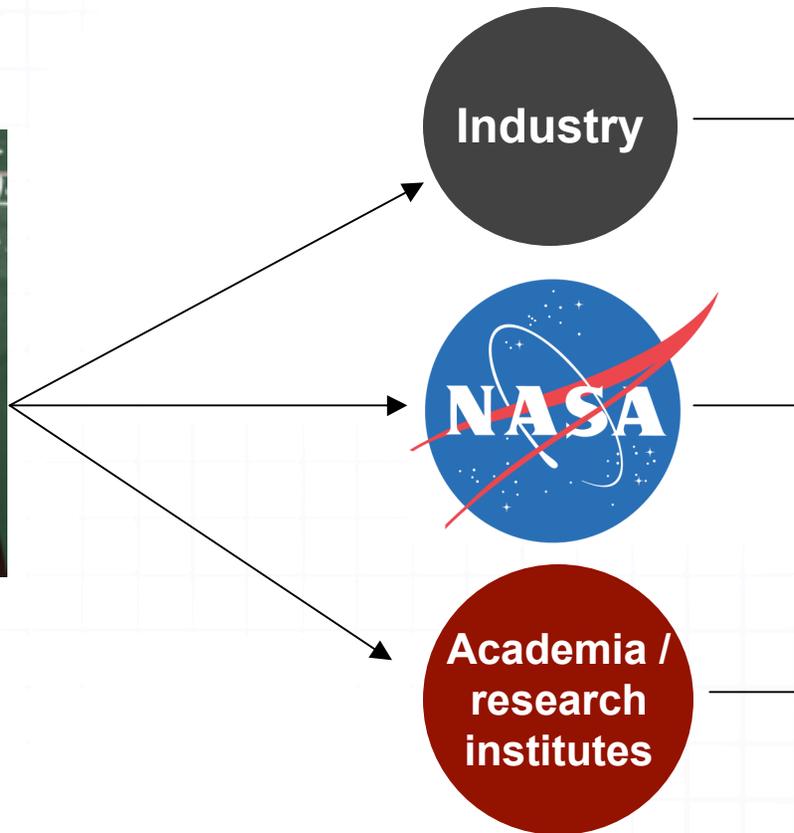




Holistic Thinking about Talent Management



- Who is in the learning pool?
- What are they learning?
- How are they connecting to future opportunities?



How do development approaches differ in these sectors?



NASA Approach



K-12 programs
(STEM education)



Universities



Photo credit: Proyecto Access

Examples:

- Astro Camp
- Engineering Design Challenges
- Exploration Infusion
- FIRST Robotics
- Great Moonbuggy Race
- Spaceward Bound



Examples:

- Cooperative Education program
- University partnerships
- Summer internships
- Grants and scholars programs



Training curriculum
for all career levels

Hands-on
assignments

Coaching and
mentoring

Expert practitioner
support to teams

Knowledge
sharing
forums &
publications

Key
assumption:
90% of
learning
takes place
on the job

All
activities
competency-
based

Stories
are a
powerful
means
of sharing
knowledge



Dimensions of Job Effectiveness at NASA





4-Level Career Development Framework



EXECUTIVE LEVEL PROGRAM OR VERY LARGE PROJECT MANAGER

Core course: Executive Program
Mentoring
Leadership by example in knowledge sharing

LEARNING STRATEGIES

Cohort selected by NASA senior leaders

MID-CAREER LARGE PM OR SYSTEMS MANAGER

Core course: Advanced Project Management & Systems Engineering
Mentoring
In-depth courses; rotational assignments
Participation in knowledge sharing activities

Knowledge sharing forums

Developmental assignments

MID-CAREER SMALL PROJECT MANAGER OR SUBSYSTEM LEAD

Core course: Project Management & Systems Engineering
In-depth courses; team lead assignments
Attendance at technical conferences or knowledge sharing activities

Performance enhancement for teams

Non-traditional learning experiences

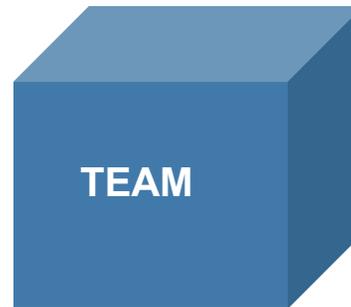
ENTRY PROJECT TEAM MEMBER OR TECHNICAL ENGINEER

Core course: Foundations of Aerospace at NASA
Obtain mentor
Join professional associations

First level of APPEL core curriculum



Cultivating a Learning Organization



- Training curriculum
- Hands-on work

Direct support to project teams

Knowledge sharing

- core curriculum for 4 career levels
- in-depth offerings in subject areas
- Project HOPE: competitive selection for hands-on opportunities

- online assessments
- workshops
- mentoring and coaching
- expert practitioners
- team building and process support

- forums for project managers, systems engineers, and principal investigators
- publications
- case studies
- communities of practice



Closing Thoughts



- Talent management typically focuses on individuals -- complex projects are always team efforts
- Increasing complexity demands increasing skill levels
 - traditional PM: cost, schedule, performance
 - communications, negotiation, persuasion
- Top talent will go where the challenges are



THIS SLIDE LEFT BLANK