



Why We Need Talented People to Identify Talented People

If you want talented people in your organisation, make sure that you have talented people to recognise and select them. Of the many key strategies for success that leadership should employ is the need to focus on encouraging the most talented people in the company to help find and hire the most talented people. As Arthur Conan Doyle once said, "Mediocrity knows nothing higher than itself..." That said, there is no point in hoping that the organisation can get the results for which it is striving if it uses not-so-talented people to pick so-called talented people! They would not recognise the talent!

This issue is not about junior or senior hiring. Rather, it is a question of organisational culture and has more repercussions to the entire business of an organisation than just simply to the hiring process. It speaks to wasted time and resources (both human and financial), lost productivity, errors, and other negative results.

Misunderstanding Clouds the Issue

Many organisations, at the very best, arbitrarily define a select group of employees as their key talent – the producers, the up-and-coming leaders. However, the question is not who has talent. Everybody does! The real question to ask is how to unlock and leverage the talent in every employee, as well as the candidates who want to join the organization. By doing so, the majority of the workforce will have the ability to power the business in whatever direction mandated by leadership. The ultimate aim of any organisation should be to hire and continue to engage the right talent who willingly aligns with its business goals.

Take the time to team build, engage in meaningful dialogue, listen to what employees are saying (especially what they are not saying), and train managers to “know” their staff.



Practical Steps Save Time and Resources

So, what can leadership do?

- As a start, simply stop spending money on pushing and pulling people to do a job – especially when it is apparent that such individuals are not engaged, are underperforming, and drag down the unit's success.
- In addition, start investing in tools and approaches to help identify, engage, and retain the right talent within or outside the organisation who can grow the company in the most efficient and productive manner possible. For example, if the company has implemented a referral system, ensure that employees do not simply refer "a friend" for an open position, but refer "a friend who has the skills and expertise the company needs."
- Further, when economic conditions result in a low supply of desired talent, continue to be selective. Resist the urge to simply hire a body to fill a vacancy.
- And finally, take the time to team build, engage in meaningful dialogue, listen to what employees are saying (especially what they are not saying), and train managers to "know" their staff. Most important, not only train the existing talented individuals to recognise the talent needed by the company, but also encourage them to reach their own potential through self-awareness tools and strategies.

The bottom line is simply this: Stop arbitrarily picking people and start knowing who can truly drive your business at all levels, organisation, division, function, group, and team if you want to truly outperform. Untap the hidden talent in your organisation and move forward, as an aligned team, to reach optimal results.

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