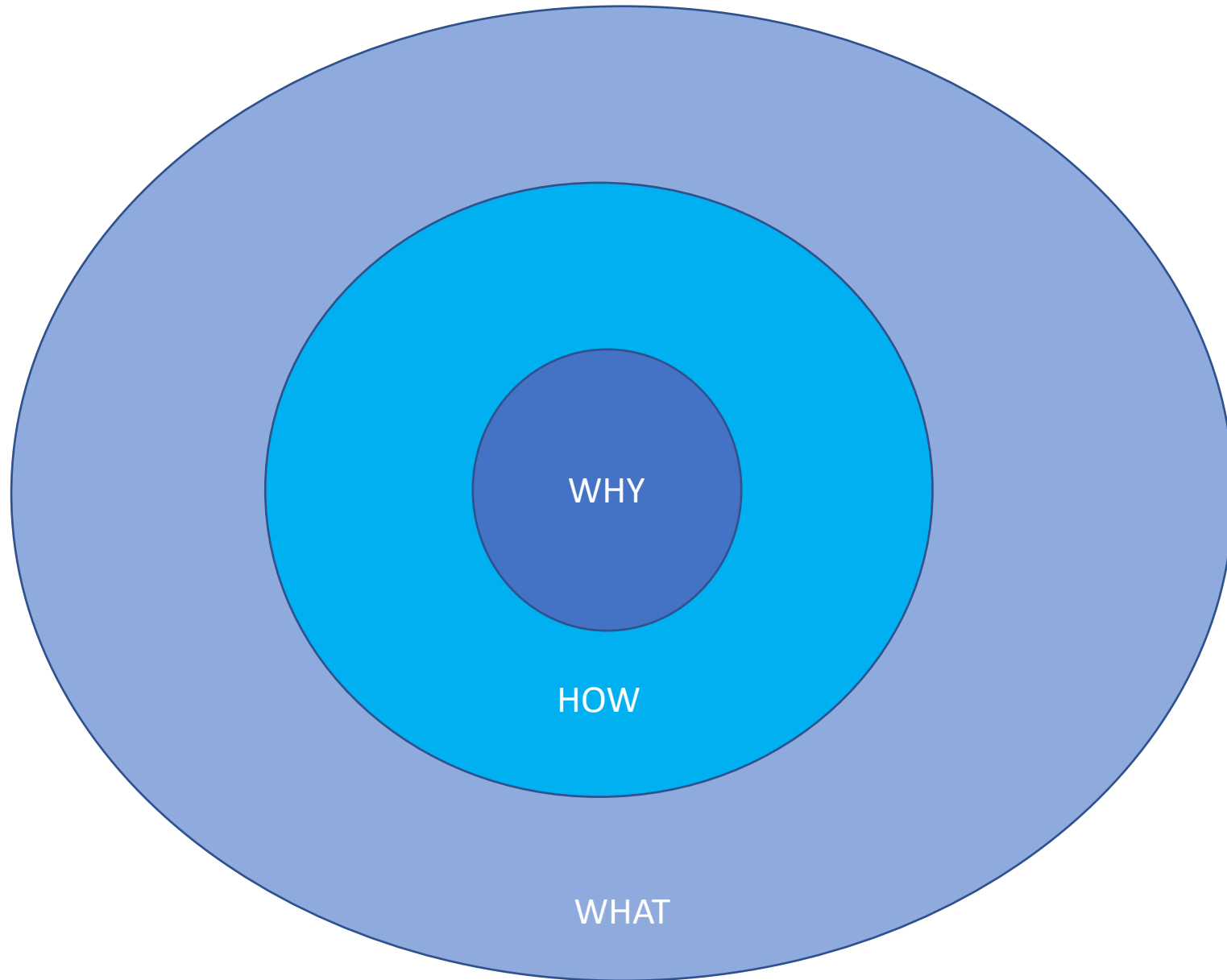


Preparing the ground for your early talent strategy



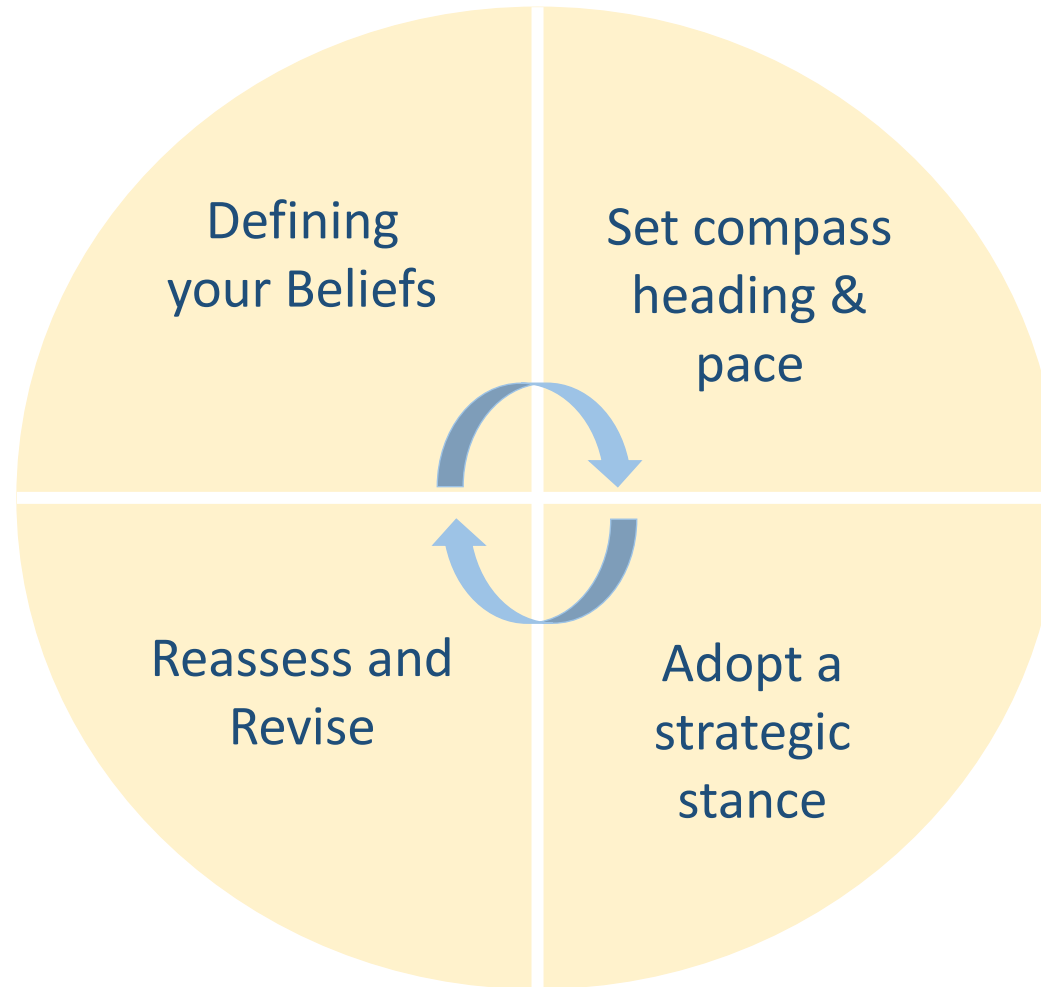
Alison Chevalier
Director, Emerging Talent Strategy - AstraZeneca

START WITH WHY (SIMON SINEK)

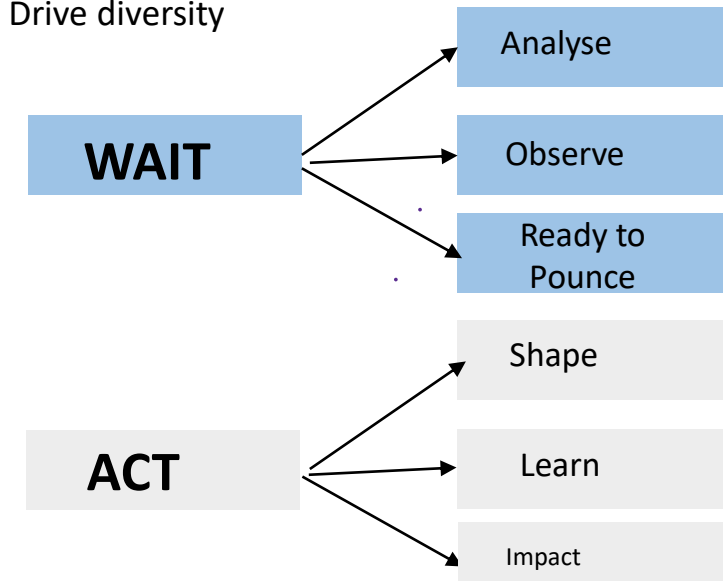


Directional strategy – Early talent

Larger numbers of millennials in workforce – leaders of tomorrow
Ageing bench means facing resourcing crisis
Buy approach to talent is unsustainable and costly
ET motivated by flexibility and purpose
ET more likely to change employers
We can already predict skills shortages
Societal focus on wellbeing and inclusion
War for talent : we need the best people
Diversity drives innovation and profitability
Acceleration of need for digital skills
Current lack of metrics hampers progress



- Create a culture of inclusion and belonging and purpose
- Offer flexibility to match competitor companies
- Offer fantastic development opportunities that create confidence and competence
- Anticipate leavers and embrace alumni
- Create reasons to stay
- Recruit the skills of tomorrow – NOW!
- Ensure managers are equipped to manage effectively
- Get better at spotting and accelerating potential
- Take risks on potential versus experience
- Gather data and measure effectiveness of programmes
- Drive consistency
- Drive diversity



Metrics and Data

- Numbers/% of early talent within the organisation
- Evidence of current and future gaps/risk in talent pipeline
- Retention from programmes
- Average average age of hire
- Early talent/exceptional performers/progress onto succession plans
- Data from SWP and insights from talent scouts
- Work closely with HR analytics team to build the business case

McKinsey 7S model for early talent : from-to

<p>Buy Roles Experience Learning through programmes Pipelines and retention Intuition and legacy approaches Silos of talent In person</p>	<p>Strategy</p>	<p>Build Skills Potential Learning through experience Talent marketplace and alumni Data and metrics and tracking Networks of AZ talent Hybrid/virtual</p>
<p>Federated and “owned”</p>	<p>Structure</p>	<p>Centralised and “shared”</p>
<p>Manual screenings, in person assessment and learning, great variance in learning experience and programme structure</p>	<p>Systems</p>	<p>Virtual learnings and assessment, psychometric and tech assisted selection, centralised curriculum, consistency of development opportunities</p>
<p>Hierarchy, expertise, formality, variance depending on silo and programme, linked to job descriptions</p>	<p>Shared Values</p>	<p>Innovation, inclusion, psychological safety, wellbeing, belonging, learning, agility common to all; enterprise ownership; neurodiversity and strengths based development</p>
<p>Completely varied depending on programme – very varied management skills and pastoral care</p>	<p>Style</p>	<p>Consistent approach to managing early talent</p>
<p>Specific to programmes, not linked to SWP needs</p>	<p>Skills</p>	<p>Mapped to SWP needs and resourced accordingly</p>
<p>Programme leads and limited governance</p>	<p>Staff</p>	<p>Centralised early talent Director and team</p>

An example Early Talent Strategic Framework

