



# Scaling Talent

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SCALING TALENT TO ALIGN WITH BUSINESS GROWTH IS A CRITICAL ASPECT OF ORGANIZATIONAL SUCCESS. IT INVOLVES STRATEGICALLY EXPANDING THE WORKFORCE, DEVELOPING EXISTING EMPLOYEES, AND ENSURING THAT THE RIGHT SKILLS ARE IN PLACE TO MEET THE DEMANDS OF A GROWING BUSINESS. THIS PROCESS ENCOMPASSES VARIOUS ELEMENTS, INCLUDING RECRUITMENT, TRAINING, PERFORMANCE MANAGEMENT, AND WORKFORCE PLANNING.

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In a dynamic business environment, companies often experience periods of rapid growth, requiring them to adapt quickly to changing needs. Scaling talent effectively involves the following key considerations:

### **Strategic Workforce Planning**

This is a critical process to ensure the key organizational talent is in place in order to achieve the organization's strategic plan. The strategic workforce plan should encompass the executive management group, the senior management group as well as the most critical skill sets needed to meet the revenue and profit objectives. It should also anticipate changes in the competitive landscape, regulatory requirements and economic factors.

### **Recruitment and Onboarding**

To meet the human capital needs to align with the business strategy, organizations need to have a proactive talent acquisition team to attract top talent. Leading companies employ the use of behavioral interview questions and leadership assessment tools to ensure a precise fit with the cultural values. Likewise, they need an effective onboarding process to enable new hires to get acclimated quickly to the organization and provide support in the early stages of their transition.

### **Training and Development**

Once employees have successfully onboarded, leading organizations have a portfolio of career development programs to enhance employees' skills. Training programs include leadership development, effective coaching skills, employee engagement, negotiating and influencing skills which enable managers to add more value to the organization. Investing in continual learning enables managers to assume additional responsibility and earn promotions.

## **Performance Management**

Companies with effective performance management programs that establish clear and realistic objectives for their senior managers result in high performing organizations. Achieving line of sight goals enables managers to earn higher salaries, bonuses and stock awards while building shareholder value.

## **Flexibility and Adaptability**

Organizations must be sensitive to changing talent marketplace conditions. For instance, the impact that Covid has had on work in office, work from home, or a hybrid work arrangement can impact your ability to hire and retain your talent. However, leadership has to weigh flexible work arrangements with their cultural values to arrive at the right approach for their organization.

## **Technology and Automation**

Another area of scaling talent to align with business growth is leveraging technology. Keeping a balanced perspective in the use of automation to manage talent is important to maintain the human element in human resources using listening skills, empathy and counsel to interpret the data aspect of talent management decision making.

## **Employee Engagement and Retention**

High performing organizations utilize tools to identify and coach high performers like the Nine Box Grid. Once identified, High Pots are encouraged to help design and provide input into their own career path preferences. This approach keeps High Pots engaged and they become less susceptible to recruitment approaches by competitors and executive recruiters.

## **Diversity and Inclusion**

Best in class companies have a robust proactive approach to hiring and promoting a diverse and inclusive workforce. They recognize the benefits of a management team that includes the insights and perspectives of an employee base that comes from a myriad of different races, generations and genders that emulates their customer base in arriving at critical business decisions. Some organizations have improved the diversity of the workforce but are striving to improve the diversity of their senior management, executive management and Board of Directors. They have enhanced their professional development programs to upskill their middle management diversity population, provided mentors to guide them and improved their visibility to the executive management ranks and board of directors by assigning them special projects to report on their impact.

## **Collaborations and Communication**

In order to operate effectively in a high growth organization a premium must be placed on acquiring talent with a high emotional intelligence to listen intently, collaborate ideas and influence senior management, their peers and subordinates. With matrix management and more global organizations these skill sets are imperative to achieve scale and grow. Having empathy to other's opinions and needs is a requirement in senior management roles to deal with different customs, regulators and markets in other countries as well as functional areas like sales, information technology, finance and human resources.

## **Continuous Mentoring and Adaptation**

Your plan to scaling talent at every stage of an organization's growth and maturity is a dynamic plan. As your organization evolves and achieves a higher level of size and complexity, your talent management plan will need to change to match the needs of the business. You will also need to monitor the changing competitive landscape, the economic environment and the regulatory conditions.

Scaling talent effectively is an ongoing process that requires strategic planning, adaptability, and a focus on both attracting new talent and developing existing employees. It is essential for organizations to prioritize human capital as a key driver of sustainable growth.



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