

Talent Pipeline

Welcome to the Talent Pipeline *Learning Map*® session. In this discussion module, we will:

- Explore the four roles that will help deliver and build the talent pipeline
- Review the capabilities that define each of the four roles
- Assess where you are as an organization on the capabilities needed for the future
- Build an organization capability development plan to prepare for the future

A. The Four Roles

1. Following our discussion on the five Forces of Change, let's consider four new roles that are pivotal to the success of the company on the journey forward. Locate these four roles on the visual.
2. As we continue to shape our approach to HR, fundamentals will be streamlined, automated, resourced, or outsourced. New roles will emerge in response to the changing nature of work. Read the **Four Roles cards** to get more familiar with their description.
3. Do any of these roles currently exist in your organization?
4. What most stands out to you as key differences, or shifts, from traditional roles today?

B. Organizational Capabilities

1. Each person should get an **Organizational Capability Assessment** handout and follow the instructions to complete your own assessment. While you do this, start to create a mental picture of what our organization will look like in the future, five to ten years from now. When everyone is finished, move to the next question.
2. Place your individual assessments besides one another on the wall or table. Where are the biggest differences? Discuss why that may be.

3. Where are we most aligned?
4. Come to consensus as a team on your final Organizational Capability Assessment.

C. Closing the Gap

1. Now that you have a sense of your capabilities today vs. those needed for the future, go back and examine your Five Forces Assessment. Which forces will most impact your business? Which capabilities will you need to win in the marketplace given the changes you are anticipating?
2. Leveraging the **Organizational Development Matrices** for each role, complete your Organizational Capability Development Plan to prioritize your activities for the future.

This concludes this session of today's experience. Turn to your facilitator to move on to discuss next steps.

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