

## Five talent factors HR leaders should consider in 2022

With the Great Resignation, talent shortages in key areas and low advertising response rates, HR leaders and recruiters have come into 2022 facing major challenges when it comes to talent. Armstrong Craven's Martin Retschko, country leader for Australia & NZ, says recruiters need to take a more active approach and offers five factors they should consider to improve talent attraction and retention



One of the things that we're seeing still occur is a really reactive approach to talent acquisition and talent management, including succession planning. So on the talent acquisition front, there's been a lot of maturing of talent acquisition functions, but we're still seeing the growth in a more proactive approach to sourcing and talent engagement, talent pipelining and intelligence.

So one thing that I would advise against is taking a backseat and a post and pray approach to hoping that you get talent through advertising. The advertising

response rates are at an extremely low point in this market and the organisations that are doing well are the really proactive ones defining their strategy through talent mapping, pipelining and intelligence.

## **1. Where are future leaders coming from?**

So consideration one is where your future leaders are going to come from. With the changes that we've seen occur in the market on the supply and demand side of the talent equation, a major consideration for HR leaders at the moment is do I have the leaders that I need for the future and even currently, because there's been such a shifting context in a lot of organisations. And by that I mean the shape of organisations has really changed in a lot of industries.

So companies we're working with are in new markets, they're operating more globally. They might have different org structures and they've got really different leadership requirements. So a major consideration is what is our leadership capability today versus where our organisation has moved to in the last 18 months two years. What we think it will become as we go forward into these more uncertain times.

So taking stock of what you have, looking to the future of what you need and identifying the gaps and coming up with a strategy to build succession plans and succession pipelines that really match those requirements and take into account external data as much as there is internal data in your organisation with respect to that talent pipeline.

## **2. How to you equip your leaders and recruiters to deal with the people changes?**

So the second thing we need to think about or consideration is how to develop your people in light of the changes I've described, particularly in the labour market.

So the external talent market has fundamentally changed and it's no longer possible to rely on past information and experience in external talent markets that we all play in. So I think a major consideration is how do you equip your leaders, any hiring manager, with the data, the intelligence and the proactivity and agility in the market to be able to attract, retain and to develop the best talent to deliver on their strategies. So I think that's a really important consideration.

And I think on top of that, it is really working with them, if it's not already happening, as talent advocates and individuals that are out in the market I guess, really putting forward the brand proposition in a meaningful way and getting a really excellent candidate experience. So what we're seeing is organisations that are doing that. So one it's the data led approach, taking a very talent centric approach to their business and really playing that out in their activities day-to-day, both internally and externally. They're the ones that are winning the war for talent in this very competitive world.

### **3. Understand what candidates expect now**

The third consideration is really looking at what candidates expect now. As I mentioned before, there's been a period where talent has really reassessed where they want to work, why they want to work, how they want to work and preferences and behaviours have changed.

So really understanding those changes is fundamental and it's been quite a recent change. So many organisations still don't yet have a handle on what's happening in their markets. So for key talent in the market that they need to attract one of the things that they can do to make themselves stand out, what will appeal to those talent cohorts that are high priority and strategically important to those organisations. So candidate behaviour, understanding the behaviour and motivation and crafting a talent strategy based on that intelligence is really what we suggest and something that should be considered in this market.

### **4. How do you use data to build your talent strategy?**

The fourth consideration is what data, what information, what intelligence you need from the market to build your talent strategy and how that should inform talent acquisition, talent development, even through to your rewards strategy. We are seeing a greater adoption of what we call talent intelligence and organisations are using their internal data as well as external data to really make sense of what's happening in the market. And some of the areas that we're seeing that approach taken is looking for new talent hubs, looking at where talent exists anywhere in the world, the calibre and quantity of that talent and how best to access that talent and really determining whether new talent pools might be accessible and integratable into the current model.

We're also seeing a lot of research – primary and secondary research – to look at what is driving talent behaviour at the moment. Why are certain individuals applying to different roles, what would attract them to a competitor's EVP over

their own. So really getting deep insights that are not generic. And there's a lot of generic data out there but we're seeing organisations invest a lot of time and effort to build a more bespoke view of talent and what's happening out there that's most important to them.

The other area is looking at emerging organisational structures. I think that trend is really organisations trying to learn from what's happening out there and trying to remain competitive and agile. So that's another area that we're seeing data and intelligence used. And the final area, or another area, is competitor hiring activity. So really staying abreast of what peer organisations or competing organisations are doing to attract, retain and to develop talent. So there are a few considerations how that approach could be used and where you could gather that data from.

## **5. How are you embracing global talent?**

The fifth consideration is whether you're taking advantage of what opportunity is out there with global talent and also national talent. With the rethinking about work, where you can work, how you work, organisations have really embraced the opportunity to engage talent in new locations and set up talent hubs, allow people to work remotely, and that opens up a huge opportunity to access new talent.

So the consideration is are you taking that opportunity with both hands? Looking at what talent you could integrate that maybe doesn't reside in the traditional locations. We're seeing a lot of talent shortages in Australia and I see this as a big opportunity for organisations to look at potentially returning Australians, to look at emerging talent, look at lateral talent and start building that intelligence and knowledge into talent mapping and talent pipelining activities.

**Martin Retschko is country manager for Australia and New Zealand at Armstrong Craven. This interview is part of a [series](#) created by The People Space in partnership with Armstrong Craven**