

KINCENTRIC GLOBAL TALENT INSIGHTS 2023

# Accelerating Talent for Tomorrow

Five Game Changers to Drive Business Impact

REPORT HIGHLIGHTS

**KINCENTRIC** A Spencer Stuart Company



*“Challenge yourself all the time to see whether your talent processes are getting the right outcomes in terms of talent ready for today and tomorrow’s roles, employee growth and experience, engagement and retention.”*

*Division Director, Leadership,  
Talent and Culture, Global  
Financial Services Company,  
APAC*

To successfully compete in a constantly changing environment, organizations must act now to ensure closer alignment between business and talent strategies and **provide a clear articulation of the capabilities, skills and mindsets required to accelerate their Talent for Tomorrow**. The focus must shift to attracting and developing talent and leaders in new ways, while building practices and processes that will enable people to thrive, innovate and drive business outcomes, even when faced with uncertainty. The time for change is now and the need for organizations to invest in future-ready talent has never been clearer. However, what is less clear is how leaders and HR will work together to address the challenges.

To better understand how organizations are staying ahead, Kincentric held a series of conversations with Chief Human Resources Officers (CHROs) and talent heads in leading organizations globally to gain deeper insights around the critical importance of people and talent in driving business outcomes. Based on these conversations, we’ve identified five game changers that will guide organizations as they shift their talent practices, models and mindsets to create future-ready organizations.

## ➤ Game changer 1

### Make culture your competitive edge for attracting and retaining talent

As the competition for talent continues to intensify, ensure your culture has evolved to meet the expectations of the new employment deal. Your Employee Value Proposition (EVP) is no longer just about recruiting. A bolder and more authentic EVP that's rooted in your culture and values will act as a powerful tool for both attraction and retention. Leading organizations recognize that the quest for talent requires differentiation and competitiveness. Purpose alignment, an experience of belonging and a strong value proposition is key. Conducting a culture assessment will help determine if you are driving the right employee experience. By listening and acting on feedback, you can rejuvenate your EVP and make it come alive throughout your talent practices and across all aspects of the employee lifecycle.



While the HR leaders we spoke with indicated EVP was a top priority, they also felt it was currently one of the least effective practices. If you're looking to attract and retain talent, focus here and keep your EVP real.



## ➤ Game changer 2

### Transform the talent you have into the talent you need

Organizations will require people (not just high potential talent) who can function in a collaborative and agile way in a rapidly changing environment and who have the organizational capabilities and skills needed for the future of your business. Start by identifying these capabilities and skills and then shift mindsets and approaches to creatively transform the talent you have into the talent you need. Create an open and transparent internal talent marketplace that identifies existing employees for new roles and opportunities. Then ensure your career development philosophy and priorities are aligned. Focus on the development and upskilling of existing talent, promote internal career mobility and dig deep to activate succession planning. This requires a notable leadership shift to a collective accountability for developing and sharing talent. Prioritize “learnability” in both internal and external candidates as this will enable you to upskill your talent more readily. Ensure you are building in attitudes focused on the future, including readiness for change and self-responsibility for development.



“Talent Management will be a key element to prepare the organization for the future, sitting the right people in the right places supported by different tools and processes.”

*Global Head of Talent Management, Specialty Chemicals Company, EMEA*

## ➤ Game changer 3

### Realize that future-ready talent will need future-ready leaders

You can't enable the talent of tomorrow without an equal focus on the leaders of tomorrow. Organizations must develop future-ready **leaders equipped with new superpowers around resiliency, growth mindset and openness to change**. Invest in leadership training for first-time and mid-level managers, and proactively look to ease the squeeze on managers by simplifying talent practices and focusing on outcomes that will enable business success. Support leaders at all levels with the incentives, tools, skills, self-confidence and determination needed to become caring, engaging and inclusive – so they can effectively build organizational resilience, inspire their teams and accelerate talent development.



# 77%

of Talent Leaders said that leadership development is a top critical business priority.

“Train people to have ambidextrous ability – the ability to lead and innovate; instruct and coach as leaders; deliver and change; perform and transform.”

*Head of Talent, Information and Communications Technology Company, APAC*

## ➤ Game changer 4

### Integrate DEI across all facets of talent and leadership

Organizations should prioritize DEI and understand how it can open a world of new opportunity when it comes to talent. Proactively look for ways to integrate DEI across all facets of talent and leadership to create a fair, inclusive, equitable environment that people don't want to leave. When diversity, equity and inclusion are mainstays of its culture, an organization can accelerate talent outcomes and increase innovation, customer satisfaction and profitability. It's a win-win. And make sure you recognize the difference between each of the three constructs of diversity, equity and inclusion – and how each concept impacts talent and leadership at your organization.



Globally,

**81%**

of leaders ranked DEI as a critical business priority. DEI is also a top priority for the Board and executive team.

“Equity is a game changer for Talent Management. It opens up new talent pools and moves the dial on diverse outcomes.”

*Division Director, Leadership,  
Talent and Culture, Global  
Financial Services Company,  
APAC*

## ➤ Game changer 5

### Stay ahead of the curve with talent insights and analytics

With a universal focus on digital transformation as a business priority, executives and HR leaders must increase digital skills across the organization, including their own. To really hit the mark in preparing your people and organization for the future, leverage talent analytics tools to help make informed people decisions, prioritize investments and demonstrate the impact of talent. Ensure your teams are well equipped to utilize these insights to effectively tell the talent story, engage leaders in compelling ways and provide them with the insights needed to truly evolve your talent of tomorrow.



“Tech has transformed what you can do in the talent space; if you have the right system this can help drive key decisions.”

*Head of Talent, Global Specialty Chemical and Performance Materials Company, North America*

# Seize the moment.

Identify your game changers that will make the most impact

To accelerate the talent of tomorrow, the time to act is now. With your business strategy as the anchor, identify the opportunities to implement the game changers outlined above and identify new ones specific to your organization's needs.

Adopt new approaches and prioritize the people practices that will drive the greatest value now and in the future. Instill key enablers around governance, leadership, talent capabilities and infrastructure, including HR technology and analytics. And don't forget about change management. Take this opportunity to make your talent strategy a game changer for your business.

## Talent Optimized?

For each of the five talent game changers, ask yourself: 'If we scored 10/10 on this, what difference would that make to our talent for tomorrow? How could this help us accelerate our progress?'



Want to learn more about how leading organizations are accelerating talent for tomorrow?

Visit [kincentric.com/talent-intelligence](https://kincentric.com/talent-intelligence)



Kincentric held a series of conversations with Chief Human Resources Officers (CHROs) and talent heads in leading organizations globally, representing 15 industries. Given their combined 180+ years of talent expertise, we appreciated the breadth and depth of knowledge that these executives shared.

During the conversations we explored critical business priorities and how the talent strategy has shifted to meet changing business needs. Each talked about top talent priorities, barriers and enablers, delivery methods, key stakeholders and best practices.

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## About Kincentric

Kincentric, a Spencer Stuart company, helps organizations unlock the power of people and teams to ignite change and drive better business results. With decades of experience and specialist expertise in areas such as culture; employee engagement; leadership assessment and development; HR and talent advisory; and diversity, equity and inclusion, we use data-driven insights to architect solutions that add value, enhance agility and increase organizational effectiveness. For more information, visit [kincentric.com](https://kincentric.com).

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