

Action Checklist for Talent Management in a Hybrid World



SHL.

Managing and mobilizing talent in a hybrid world can be challenging. As investigated in our [insight report](#), since the pandemic, we've witnessed a shift in motivation and expectations among the workforce globally.

For those involved in the talent management field, we have created an action checklist that breaks down five steps with action items in each of the step, to help leaders and managers create meaningful employee experiences and build sustainable and happy hybrid workplaces.

Step 1:

Commit to fair and transparent talent processes using objective data.



How to do it:

Give your teams the gift of insight through online psychometric assessment tools, and complete these yourself, especially as many personalities and motivations have changed in recent years (See SHL's [MQ](#), [OPQ](#), and [RWQ](#)).

Consider how you can use people insight to personalize experiences and keep optimizing hybrid work for all at key transition points (e.g., promoting, return to work). For example, personalized psychometric feedback reports can help you guide onboarding and development.

Reflect on your own talent processes.

Are these exclusively focused on top talent? What steps could you take to democratize development? Giving the gift of self-insight and feedback is always a great starting point.



Step 2:

Critically evaluate your culture, prioritizing trust and belonging.



How to do it:

Review and refresh existing capability and behavior frameworks within your organization. These are likely to reflect the past, not the world of work today and will require re-design to reflect the skills and behaviors required for success in a hybrid world.

Review talent management processes through the lens of a hybrid and often dispersed workforce. Are these processes working? Do you have an exclusive top-talent-only view on potential and progression? Are there specific groups being left behind? Now is a great time to audit and refresh existing processes to ensure you have the foundations in place to foster diverse, inclusive, and progressive places to work.

Step 3:

Facilitate continuous learning and connection.



How to do it:

Keep taking the temperature of the team's hybrid working skills and ability to sustain this. You are unlikely to land on the recipe for success from day one and will need to regularly discuss and revise approaches to maintain optimal engagement and productivity. Completing an *RWQ* review can help you identify where there are potential gaps and development needs creeping in.

Provide leaders and managers with the tools to keep evaluating the skills gaps of their teams, particularly as they

approach key moments in transformation. This will enable managers to target skill development when they need it most.

Ensure you have options available for individuals to access ongoing learning within the flow of work. Online learning but also mentoring programs, enabling people to work on the skills and behaviors of greatest impact to them at their own pace, will be critical to success as roles, responsibilities, teams, and functions continue to endlessly pivot.



Step 4:

Redefine the role of managers, empowering them to lead with empathy.



How to do it:

Focus on the new behaviors and skills required in manager and leader roles in today's world of work. Hybrid work demands a shift towards facilitative, coaching, and enabling skills and this is very likely to require a rewrite to get it right. See the shift from [Manager to People Leader](#) paper for ideas.

Consider using assessments to review the capability and potential of your managers and leaders to adapt to this new environment. A talent review could help pin-point strengths and development gaps to enable you to build high performing hybrid leaders in the future. Use [SHL's workforce review solution, Competency Fit](#) to diagnose the talent gaps in your teams and target learning and development.

Step 5:

Build objective and dynamic people data to optimize organizational agility.



How to do it:

Make objective assessment a key priority in your organization today, whether it is in talent acquisition or talent management.

best use of people data captured in talent management to improve your approaches and inform your next steps.

Evaluate the effectiveness of your processes on a regular basis and identify opportunities to use people data to personalize employee experiences, e.g., onboarding, learning, progression, etc. Ask yourself if you are making the

Ensure you have the optimal technology in place to provide a platform where talent data connects and can be used by HR and Leadership teams to model future scenarios.



Download our report for more insight on how to build a happy and sustainable hybrid work environment where talent flourishes.

[Download Report](#)

