

DEVELOPING TALENT IN A CRISIS

(WITHOUT A BUDGET)

A crisis is a great context in which to develop managers, deploy talent and utilise your talent framework. As Alan Mumford describes in Making Experience Pay, senior managers often identify a crisis at an early stage in their careers as being a very formative experience in their development. But how do you develop talent during a crisis like coronavirus, when budgets may be minuscule or non-existent? Here, we bring together key insights and ideas from across CRF's expert network.





Assemble these into an **internal programme that senior managers/high potentials can work through** to give them the leadership basics (it's surprising how even relatively senior people have not really learnt the basics of management.)



- Lunchtime **'brown bag'** sessions. Invite guest speakers and senior managers over a sandwich lunch to give a perspective. People, even external speakers, will often do this for nothing.
- Small-team visits to other companies (when permitted of course!). **The concept of home and away days** can be very effective – 'we will come to see you and you come to see us'. Home and away days can focus on communications, salaries, development and so on, but an agenda is needed.
- **Build and deploy project teams.** These need to be realistic, important, taken seriously and require an outcome. If they are well supported by senior management, they can be very effective ways of getting things done and a significant learning opportunity.
- Who in the talent team knows about **action learning** and can run action learning sets? You can run an action learning set on the question of 'how to run talent management without a budget' itself! See page 4 of CRF's [Post Meeting Notes: Digital Disruption](#) for the key criteria for doing so.
- **Curate development content** that is available online, but remember to keep outcomes in mind:
 - What do people need to know?
 - Where do they get it?
 - What objectives are you setting them?
 - Who evaluates and how is it evaluated?
- **Develop facilitation skills** – this helps organisations access different perspectives, develop problem-solving skills and empower people. Jay Conger highlighted this as a 'top tip' for leadership development on a recent CRFCast (podcast) – listen [here](#).
- Develop and embed organisation purpose. **Identify a 'north star' and values** – this is something that can be done in-house and is increasingly used to effectively support talent and recruitment policies and drive consistency. See a case study from telecommunications company Ericsson [here](#).
- **Establish a Zoom network for talent specialists** (not just within your organisation, but with other likeminded companies). This is something that we at CRF are currently experimenting with; contact Melissa Bates, Membership Engagement Manager, at melissa@crforum.co.uk for more information.



Above all, remember that a crisis should not be wasted; it creates huge opportunities for learning, talent movements, talent deployment, and so on.