

# TALENT MANAGEMENT

## SENIOR TALENT

*"Talent knows no age"*

- ▶ 90% of today's professionals will be transformed in the next 20 years, due to the incorporation of technological advances [...] still unknown, according to a study by the University of Oxford.
- ▶ Raque Roca, an expert in talent management in the digital era, in her book "Silver Surfers", makes it clear that people over 40 will be increasingly necessary for companies due to their training and experience.
- ▶ The skills of the 21st century: critical thinking, creativity, communication and collaboration.

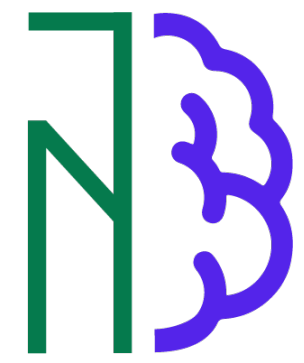
"[...] no company can be defined as inclusive if it excludes or discriminates on the basis of age within its teams [...]"

### Datos

- ▶ In the first quarter of 2022, the national unemployment rate for those aged 55 and over was 12.7%, being higher for women (13.9%) than for men (11.6%).
- ▶ While in the 25-55 age group, unemployment stood at around 14.9%, being higher in women (17.3%) compared to men (12.5%).
- ▶ Comparing the same period, the highest unemployment rates were registered in the 20-24 age group, reaching 36.5%.

## Profile and importance of Senior Talent

- ▶ Interpersonal and intergenerational dialogues
- ▶ The combination of experience, commitment and track record of "seniors".
- ▶ They are used to solving problems generated by changes in the environment.
- ▶ Need for diverse teams.
- ▶ Capacity for resilience.



### Semi-structured survey



#### Attraction and retention dimension

**Support** the capture of the best talent, regardless of age, to ensure non-discrimination and the achievement of a dynamic, resilient and inclusive labour market. Focus on valuing talent, regardless of age. Carry out programmes to attract senior talent (for the most in-demand positions). Encourage the recruitment of senior staff to work on a project basis. Promote **Generational Diversity** programmes to value talent.

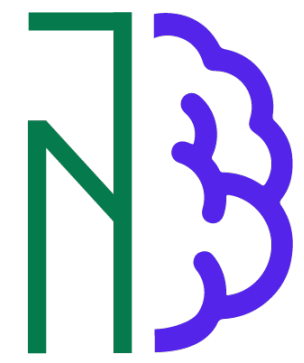
- ▶ Q1: How does your company define talent?
- ▶ Q2: How does your company manage talent?



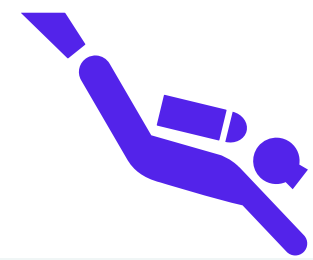
#### Linkage Dimension

**Incentivise tax benefits** for companies that employ people over 45 years of age. **Employee experience programmes specifically** for senior talent, boosting their performance.

- ▶ Q3. Taking into account that it is increasingly common for more than 4 generations to coincide in organisational environments, to what extent do you consider generational diversity a valuable asset in your company?
- ▶ Q4: Considering senior profiles are workers over 45 years old, is your company committed to attracting and/or keeping senior profiles in your workforce?



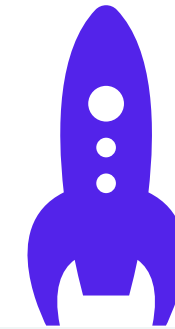
### Semi-structured survey



#### Training Dimension

**Promote subsidies** for training programmes in the most in-demand skills. Reverse mentoring or Dual Mentoring, to achieve a symbiosis of talent between junior and senior profiles. Develop programmes for the upskilling and reskilling of employees throughout their working life.

- ▶ Q5. What senior talent management policies/practices does the company apply? For example, a Digital Transformation training programme for more senior employees.



#### Development Dimension

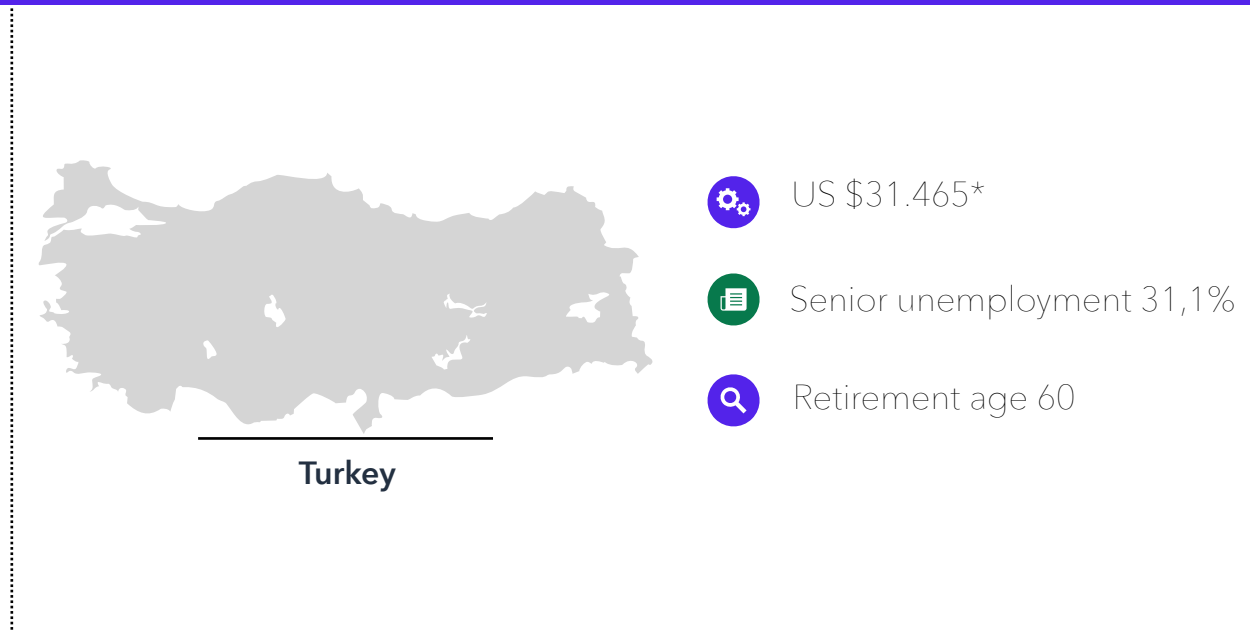
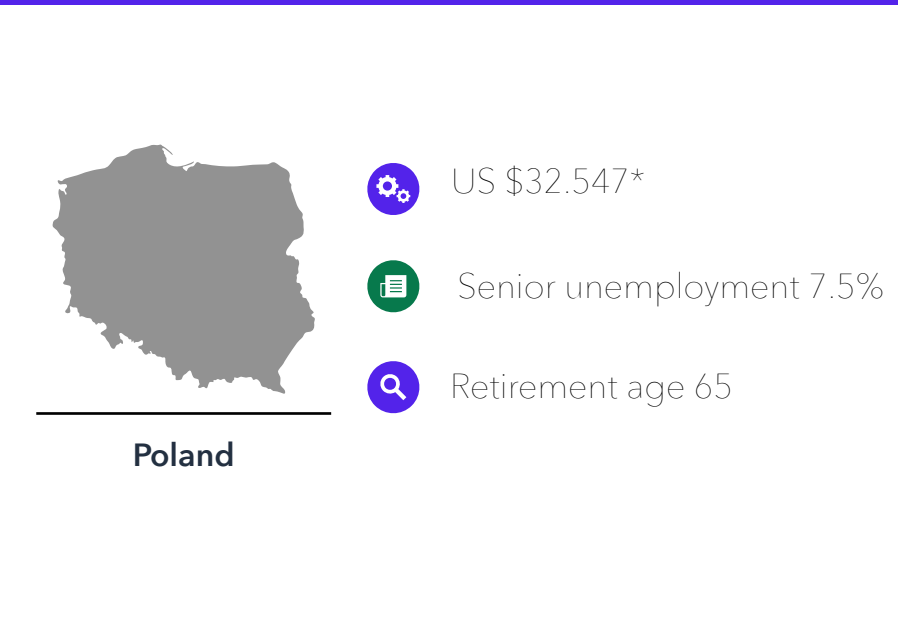
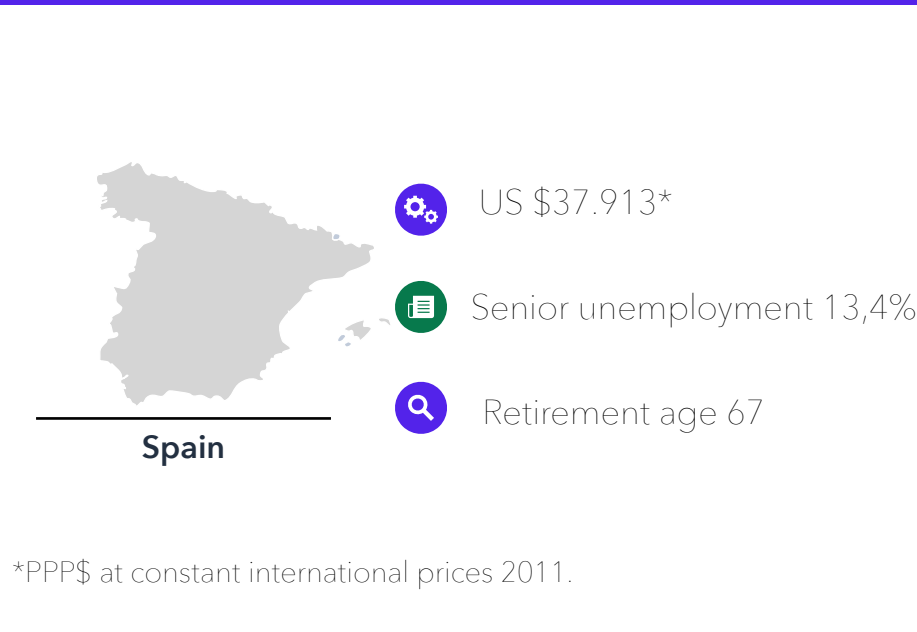
Create "**multi-generation**" teams, enabling the creation of a legacy of senior talent within the company. Develop key knowledge management programmes to ensure their retention in the organisation. Personal branding programmes for seniors. Voluntary reduction of working hours and salary. Adaptation according to the senior's needs (part-time).

- ▶ Q6: Which skills are most important and which do you value most when selecting a person with a senior profile?
- ▶ Q7: Do you encourage the creation of multigenerational groups? What benefits would you highlight from this type of practice?
- ▶ P8. Describe one positive and one negative impact of senior management.

# NT TALENT MANAGEMENT

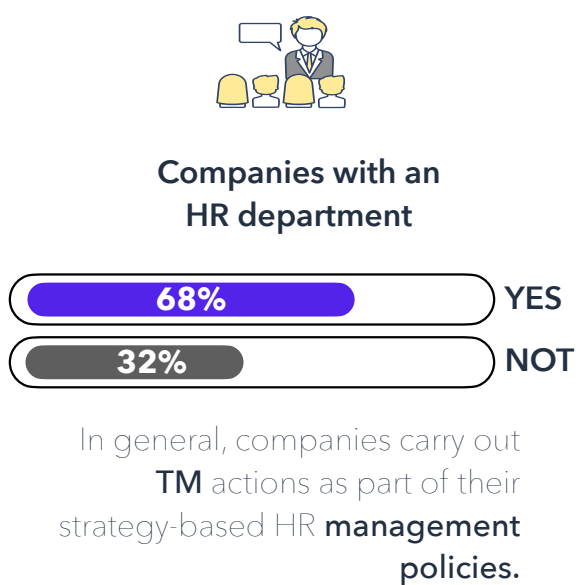
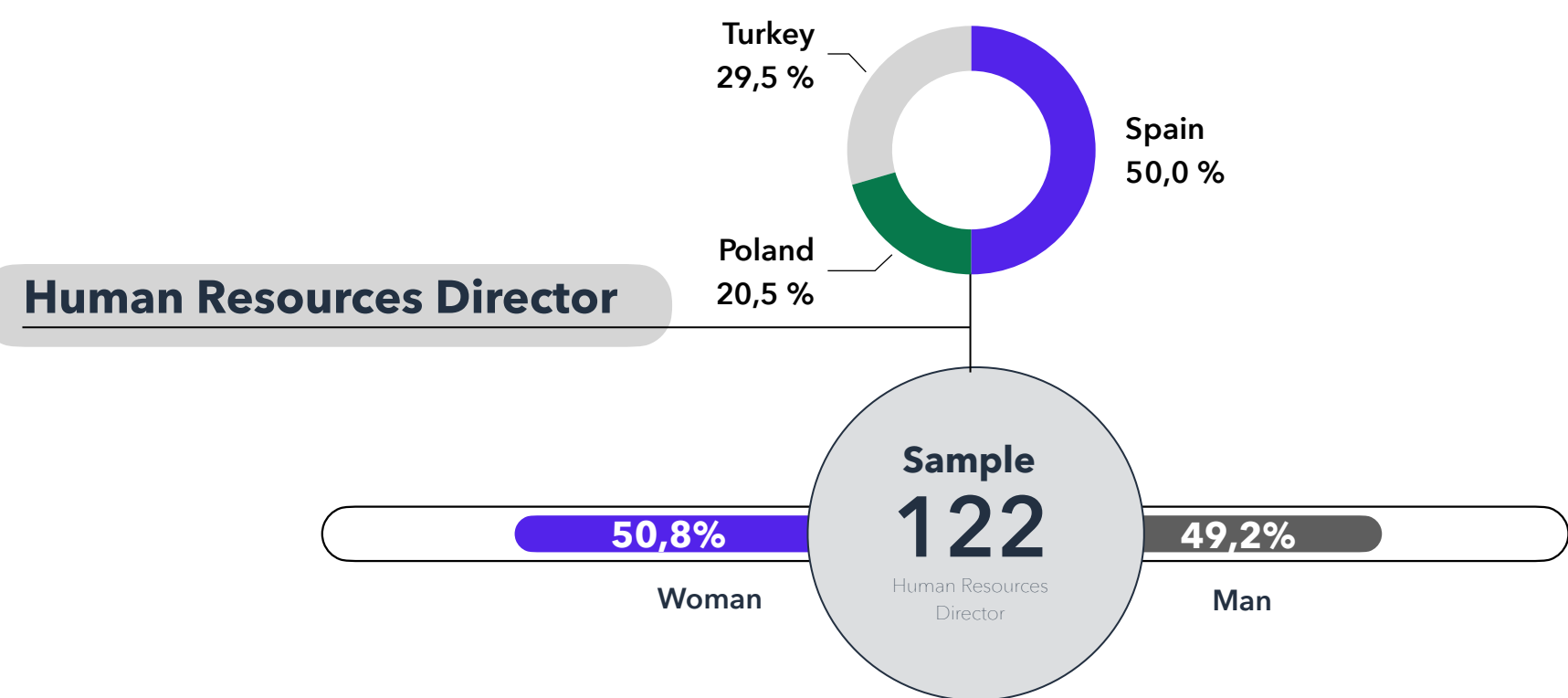
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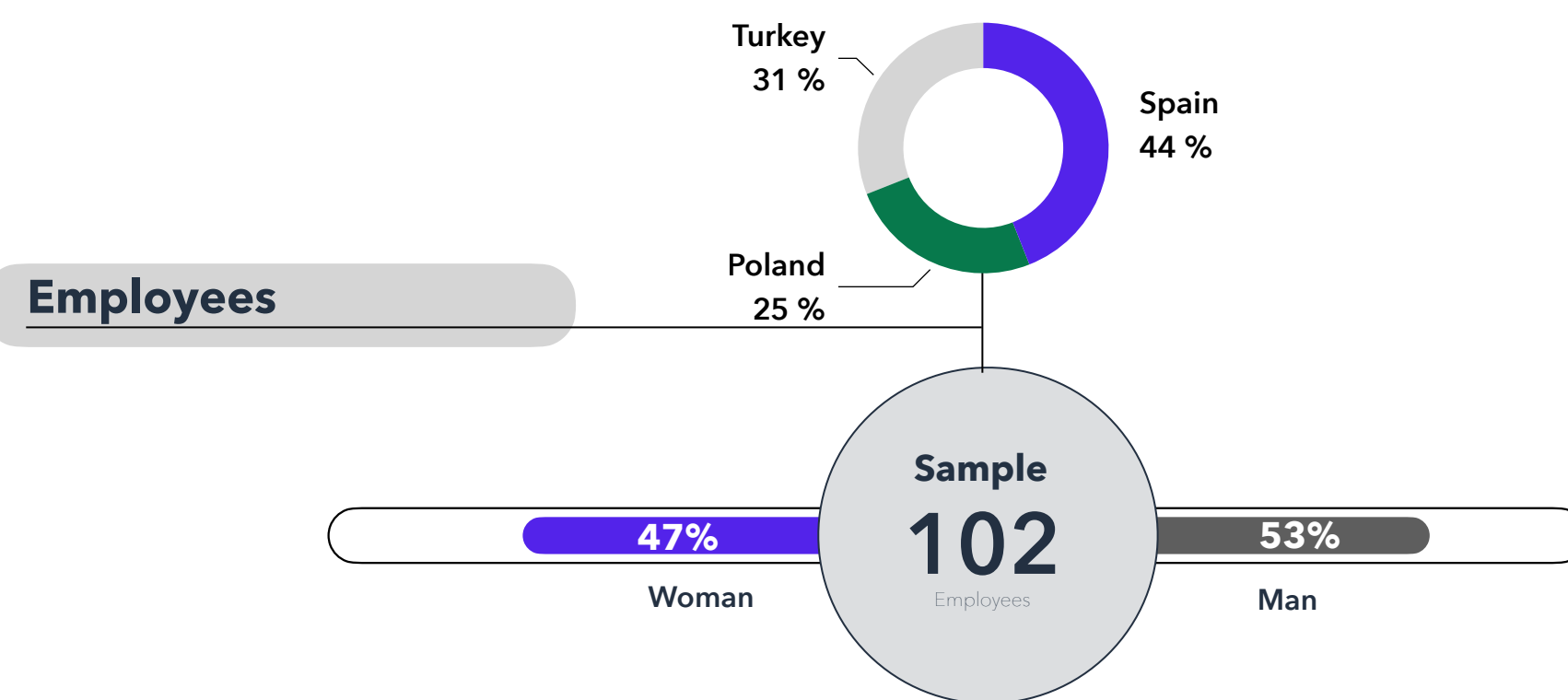


\*PPP\$ at constant international prices 2011.

### Heads of Talent Management



### Employees

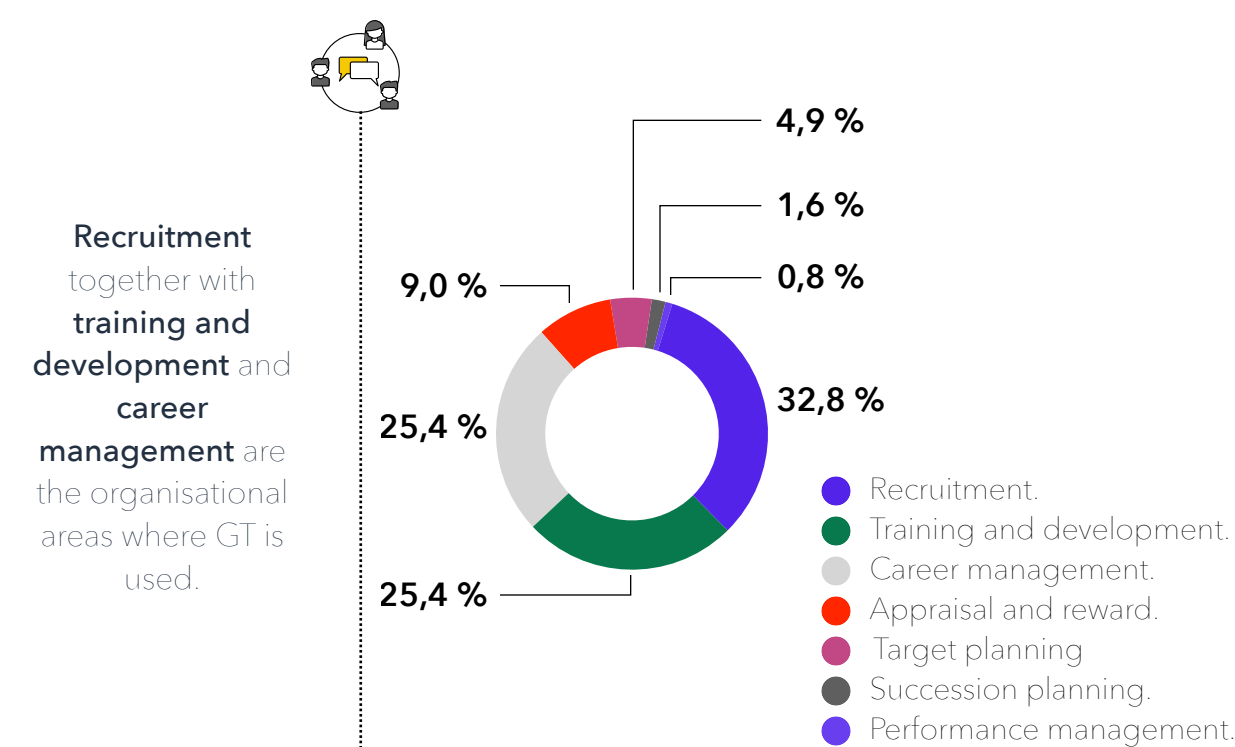


Company selection process by sex

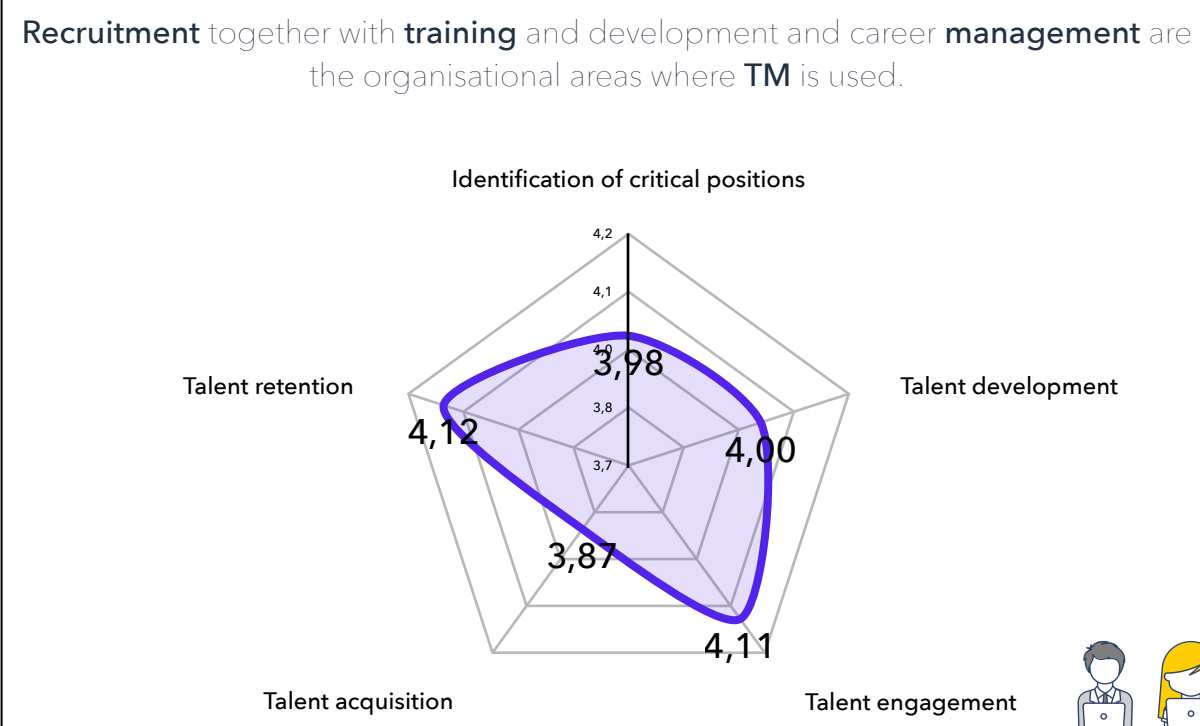
Differences in the selection processes between men and women are evident. Thus, men perceive a higher level of demand both in the selection processes and in the evaluation of women's performance.

Pauwwe, (2009), infers that companies make a special effort in the retention of talent, which is also perceived by the employees.

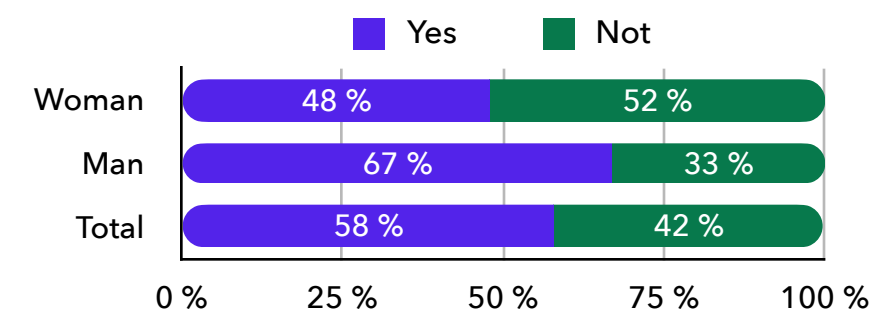
### Organisational areas and TM



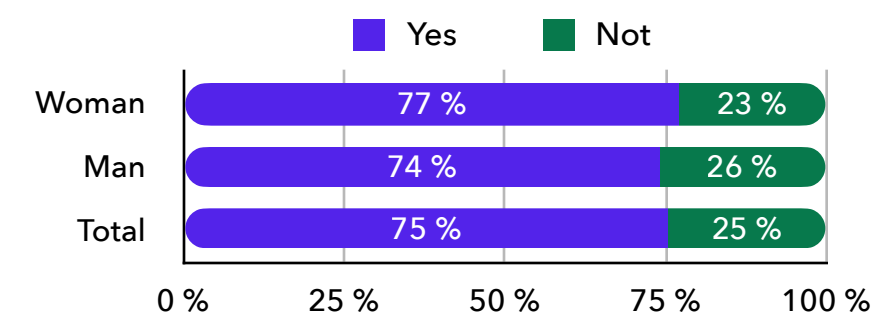
### Performance map TM



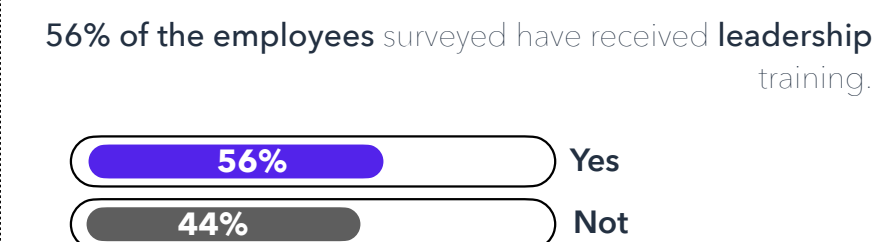
### Selection process



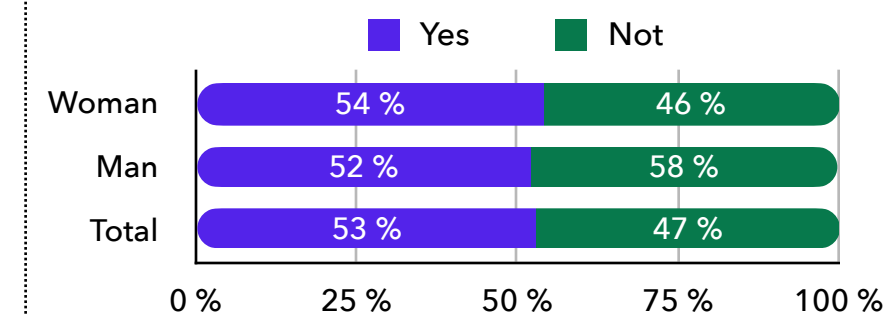
### Recognition of talent



### Leadership development



### Career development plans



### Career development by experienced colleagues

