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## The Search for Talent

By Richard Hohmann

**T**alent management represents the greatest challenge facing business owners and HR professionals. Talent management starts with the hiring and selection process and ends when retirement is less than a week away. Everyone is telling business owners and companies to think globally yet when we research the talent available in other countries, we find the talent in short supply. Almost every country in the world except for India has a talent shortage of middle managers, and India may not be far behind. CEO's and Business owners are asking the question, "Where will our next generation of leadership come from?"

There is not a quick fix available. Middle management has become an endangered species. We have created a big gap in the middle management ranks due to downsizing and demographics. We now need to train the younger employees to take on middle management responsibilities early on in their careers. Owners and HR professionals must realize that the training of younger employees is the best practice for talent management. We must develop our high potential employees and move them into the ranks of middle management as soon as we can.

Business owners and HR professionals must be prepared to create programs and processes that can move their organizations toward a performance-driven culture. This is how companies will compete for years to come. Building performance-related measures into the way people are paid, promoted and evaluated is not a luxury, it is a necessity.



**W**e must find ways to attract and retain the younger generations. We must determine who is a high potential employee early on in their career and provide the training that will move these people quickly into a leadership role. We must integrate potential and performance into an engaging leadership model that will satisfy the younger employee and at the same time fill the middle management talent gap.

As a business owner or HR Professional, are you innovative in your thinking in terms of talent acquisition and retention? Have you really focused on a process that is different and unique for your company's talent needs? I just hope that you are not left with a vision that no one can see.

Let us discuss with you a process that can alter the way you solicit talent and help you retain the high potential employee so that your leadership pool is never empty.

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