

**“TALENT MANAGEMENT”
AS A COLLABORATIVE TOPIC
AT THE FIRST MEETING OF THE UIC
GLOBAL NETWORK OF RAILWAY TALENTS**

NEWCASTLE, 17 JULY 2015

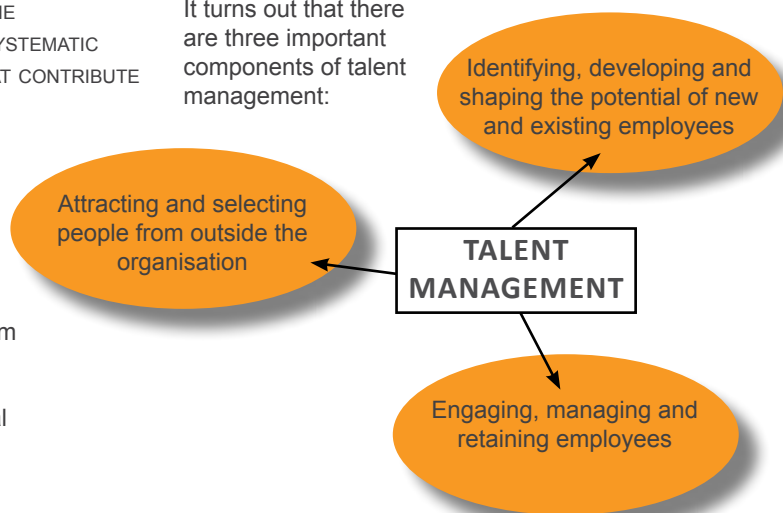
TALENT MANAGEMENT IS A ‘HOT TOPIC’, BUT WHAT DOES THE TERMINOLOGY REALLY MEAN? TALENT MANAGEMENT IS A SYSTEMATIC APPROACH TO IDENTIFYING ORGANISATIONAL POSITIONS THAT CONTRIBUTE TO BUSINESS SUCCESS.

Talent management should be viewed from the organisational as well as the individual perspective. From the organisational perspective, developing a philosophy around talent management is the starting point for any successful talent management programme. In the global rail industry, there are both government and private sector businesses with different needs and a focus on different niche markets, and no one approach will fit all organisations.

Defining ‘talent’ and the philosophy around talent management allows organisations to be proactive rather than reactive with regard to talent management when business conditions change. Relying on approaches that have worked in the past is not sustainable anymore as workplaces become more diverse and the global impacts of the interconnected world are realised. Traditionally, HR teams have a key role to play in assisting organisations to discover the organisational philosophy of talent management as well as defining ‘talent’ in the organisation – but they need the support of senior management.

Across the world there are a number of practices that successful organisations use to facilitate talent management including structural and HR practices. Identifying these practices can set up a framework for action and continuous improvement of the strategy.

It turns out that there are three important components of talent management:



These practices include:

Image and branding of the rail industry

including ideas to reach young people. The network insisted on the need to **engage schoolchildren and students** and to **educate them on the career prospects** they would have in the industry

“Main point 1: Start at education, even as early as primary schools ... Need to start young in order to counteract parental influence and stereotypes (e.g. gender stereotypes).”

“Stress the high-technology aspects of rail, to make it sound more glamorous. Stress sustainability and environmental benefits of rail.”

Learning and development strategies

of mentoring and skills recognition for existing employees. The network insisted on the need to **develop more railway related courses and degrees** and to **collaborate with the industry on an academic level** so that after course completion graduates would have better understanding of their career prospects as well as an easier time of finding their first jobs.

The network also offered an idea for the companies in the industry to focus on **skill transferability** so that prospective employees wouldn't feel like they could only work in one position throughout their whole life.

“Talented people like autonomy to work on the areas that they find interesting. However, they sometimes need some guidance. Talent is developed by always pushing people slightly beyond their comfort zone. Talent needs to be challenged, without pointless conflict. It needs to be unleashed sometimes.”

“Stress scope to change career within the industry, e.g. engineer to strategist, project sponsor to station manager. Transferability of skills is a key point.”

“Develop better, more comprehensive degree courses, in collaboration with industry, which lead more obviously to jobs and careers.”

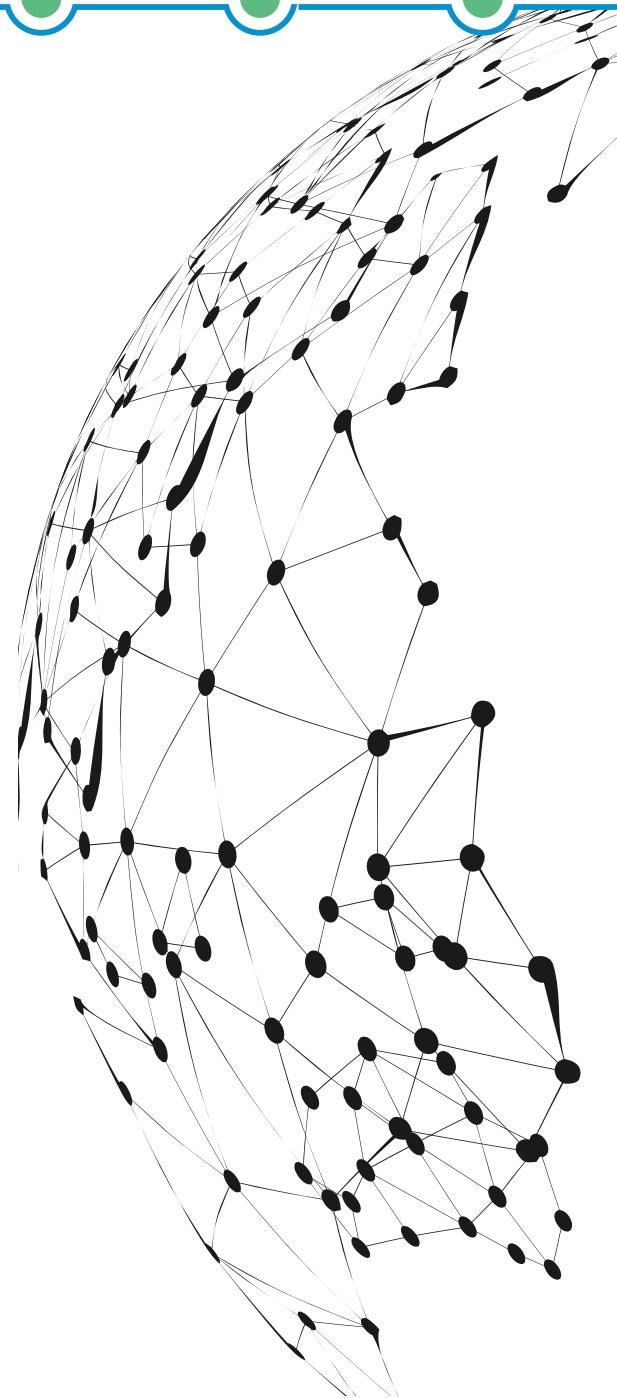
“We need an equivalent of the Erasmus Programme for railways in Europe, an exchange programme to foster the flow of knowledge. This should encompass all organisational levels, from signallers up to management, and allow long secondments in other countries.”

“Training courses could be opened up to outsiders, further enhancing knowledge flow. Academia is international, so maybe corporate training and development could follow this.”

“Railway knowledge learning: Take initiatives in academia and industry, share good practices.”

Tips for individuals

to maximise their opportunities and career



With regard to individuals, there are many opportunities to participate in a fulfilling career in the rail industry.

Dr Janene Piip who is an independent talent consultant from Australia (working for the Australian government on talent issues) and a key note speaker at the Talent event on 17 July 2015 is sharing 12 top tips for managing your own talent.



TOP 12 TIPS FOR MANAGING YOUR OWN TALENT

1 Understand your strengths and weaknesses – Skills Audit

The key to making a success of your career is to follow your interests and capitalise on your unique strengths, knowledge, skills and abilities. Develop a thorough understanding of your strengths, put in place a strategy to build and use them, and further develop areas related to your career plan that may not be your strength at the moment.

At the beginning of each year, create a career plan for the following 12 months so that you achieve a number of goals towards your long term career goal.

Analyse your skills in the following areas and plan to develop each area further:

personal skills	technical skills
communication skills	interpersonal skills

3 Curriculum Vitae (CV) and Resume

Understand the difference between a Curriculum Vitae and a Resume. Keep your CV up to date and shape your resume for each new opportunity that comes along. Each time you undertake a new project, gain new skills, participate in Professional Development, write a paper or give a presentation add these activities to your CV.

Get feedback on your CV as well as your Resume layout so that it is modern and sells your skills in the best possible way for each new opportunity. Keep a separate list of accomplishments in the workplace in the format that:

1. States the problem
2. The solution
3. The result

You can use this document as a reminder for yourself during your annual review, as a basis for updating your resume and for future job applications.

2 Build your personal brand

A personal brand is a clear, positive image that comes to mind when people think of you. Understanding who you are, what you like and the value you offer an organisation, contributes to your own personal brand.

Take some time to think about what you represent, your passion at work and how this intersects with an employer's needs. Building your own brand requires you to be authentic as your brand hinges on trust and whether you can deliver results on your promises. Your personal brand builds your career credibility.

Identify places to speak, write and talk about your field of expertise in the organisation. This will help you to build your brand and meet other people who can help you to develop your career.

It also allows you to be certain about not taking on certain roles as they do not fit with your personal brand.

4 Develop a LinkedIn strategy

Decide whether you want to use LinkedIn and how it fits with company policy. If you decide to use it, select a flattering photo of yourself that reflects your brand. Then:

- Post your personal statement in the centre of the summary of your profile
- Add skills and move this section higher up the page
- Join groups and post in them to build and maintain your profile
- Respond to comments and like others content
- Post updates regularly, including your photograph

Attractiveness, Creativity, Performance, Responsibility, Openness

5 Anticipate change, be prepared for the next career move, embrace the change

Always anticipate changes in your workplace. Think about what would happen if the business changed and your position was not required. If you happen to lose your job, never be unemployed – volunteer somewhere where you are able to put your skills, knowledge and abilities to work. The longer you're not meaningfully engaged, the more this will drain your energy and confidence.

In the rail industry, developing global business skills adds to your career as there is a strong demand for professionals worldwide who have a global perspective. Organisations are seeking people who are familiar with business practices in other countries to provide new ideas and different ways of approaching problems.

6 Performance

Take opportunities to perform and prove that you have the ability to be a talented professional. The key factor in individuals being recognised as 'leadership potential' is their past performance, hard work, and sponsors who promote you, based on your ability to perform.

7 Always look for ways to learn

Lifelong learning, professional development and being involved in different activities and projects in the workplace and community contribute to your learning. Embrace the opportunity to continually develop your skills. Not only will you learn but you will also develop your networks.

8 Be consistent

Always follow through and do what you say you will do as this builds your personal brand.

9 Help others

Helping others, helps you to learn and enables you to demonstrate leadership skills.

10 Get a mentor

Find mentors for a range of purposes, and especially those who can help you develop self-awareness in personal, communication, technical and interpersonal skills. A mentor is preferably situated outside the organisation and is one who can provide an objective view of your career.

As you move through, different stages of your career, you will need different mentors as you will have grown and have different needs. There is no rule about having one or many mentors.

11 Build your networks

Devise ways to expand your networks through the UIC Talent Network, LinkedIn and professional events

Engage with other people. Find out about their career goals and tell them about yours. Networking is about communicating with other people. All sorts of opportunities arise through networks.

Networking helps to:

- identifying career leads
- building relationships bridges with others
- gather information and solve problems
- generate ideas
- develops your listening and questioning skills

12 Reflect on your career progress