

### CEDAR TALENT MANAGEMENT

#### Products and services

- Executive coaching: from emerging talent to pre-board selection, high potentials, on-boarding for lateral hires, leadership development
- Assessment: succession planning and validation, development centres, selection assessment, 360° feedback and talent benchmarking
- Other consulting services: strategy facilitation, talent retention and development strategies, talent and HIPOs programmes, leadership effectiveness, team development

#### Areas of specialisation

- Coaching: coach accreditation and supervision by Gladeana McMahon, director of professional standards for coaching; real-time programme information via CoachTracker©
- Assessment: from 1:1 assessment to large group development centres
- Talent strategy: including design of bespoke leadership, behavioural frameworks, retention and development
- Bespoke solutions: for high potential groups, including career management, mentoring schemes, leadership development

## CEDAR Talent Management

#### Company profile

CEDAR Talent Management provides talent management solutions to help organisations to identify attract and retain talent.

This encompasses executive coaching, assessment and leadership development at senior executive and high potential levels.

Services also include a proprietary 360° benchmarking instrument and highly effective talent retention programmes. Clients, including over 65 of the FTSE 100, range from financial services, major industrial and telecoms companies to leading professional services firms, not-for-profit and public sector.

CEDAR Talent Management designs bespoke solutions because we recognise that no one solution is right for everyone. It also means that we can offer a client-centred flexible approach. Our solutions range from one to one support and team or group workshops to strategic solutions that can be rolled out across the whole organisation.

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**Date established** 1990

# Talk Generation Y's language

Cindy Mahoney answers the question: what will make a talented person want to work for you?

**W**hen McKinsey & Co revisited their War for Talent work 10 years on they concluded that we're not winning the war for talent. In the first quarter of the 21st century the major demographic shifts and the changing nature of work, which is more knowledge-based than ever, are creating new talent management challenges for organisations.

When the phrase, 'The War for Talent', was coined, McKinsey suggested organisations should review their employee value proposition and ask: 'What is going to make a talented person want to work here?' The question is still valid but the difference is that talent has gone digital. Generation Yers are technologically sophisticated. They grew up in a world where access to information is immediate, technology an integral and vital part of their daily routine and relationships. Connectivity is king; these kids multi-task all the time.

Generation Yers gets a bad press, criticised as flighty, spoilt, image-conscious job-hoppers. But these people in their 20s also tend to be ambitious and idealistic, embracing new ideas and new technology enthusiastically. Generation Yers are achievement-oriented. They are confident, flexible and collaborative but want to be judged on outcome rather than 'face-time'. They are environmentally aware, commit to socially responsible causes, and are open and tolerant.

So what does it mean in terms of managing the new breed of talent, Generation Y? You can't rely on HR policies and processes designed 20 years ago to deal with the talent management challenges we face today. Flexible policies, processes and approaches are imperative in order to compete effectively.

**Cindy Mahoney is chief executive, CEDAR Talent Management**

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Generation Yers value flexibility and want real work-life balance. They are not work-shy but they don't live to work. They want fulfilment, personal development and learning opportunities, exciting and varied work, managers who motivate them – and feedback, lots of it.

Modern technology, processes and approaches are vital. Look at how you recruit and retain the new talent, at the environment and the career structures you create for them. You need an attractive online presence, an informative careers site and snappy systems for online applications and communications.

Technology allows us to connect with our colleagues, clients and net-

works to work in an unrestricted way. Use it to make business processes more effective and provide your workers with flexibility, mobility and the tools for working collaboratively.

Take a good look at your branding – image-conscious graduates are drawn to strong organisational brands. Companies are creating profiles on MySpace and LinkedIn to meet Generation Yers on their own ground.

Manage expectations and help employees to balance personal goals with the needs and restraints of the organisation. Provide coaching and mentoring from day one, give constant feedback and recognition and positive role models to learn from.

Build on sincere and authentic engagement from induction onwards. Help Generation Yers to manage their careers as individuals. You need personalised career management plans and flexible working practices, with benefits packages that can be customised to need. Generation Yers don't want to play the presenteeism game. They do want sabbaticals, variety, a stimulating environment and working culture they can relate to. Talented young people want purpose from their work as well as reward.

A study in 2004 by Common Purpose found that those who were not getting job satisfaction were hitting a 'quarter-life crisis'. This *Searching for Something* report concluded that employers must accommodate young workers' wider ambitions or risk losing them by the age of 30.

Accept that there is a different psychological contract, and appeal to Generation Yers in their own language, otherwise the best will walk.

