**Key messages and references for Rhonda Brighton Hall’s Podcast**

Key messages:

* Has observed a shift in the HR function from being predominantly about IR/compliance/service delivery to a function which is about the individual and focusing on empowerment, enablement, working together, organisational culture and leadership
* There has been significant change in how we manage talent, performance and recruitment. We have moved from data on performance to be about contribution and how we behave which has gone into the performance.
* Talent management has moved away from the “box grid” or an “event process” to be one which is about focusing on three key things (think of it as a circle) – the outer ring is about “everyone” having access to opportunities and realizing their potential, an inner circle that is about capability an organisation provide an advantage and the inner circle is about “talent management” which is about how you create an environment and a culture that enables as many people as possible to be appropriate candidates for more senior roles in the future.
* HR needs to focus their time in talent management on measurable results – are people developing, are they positive about their career, are you getting diverse people through the ceiling, do you have a bench strength of great people, are you mitigating risks where you have only one or no people ready for pipeline/roles to succeed. It’s 90% career discussions and 10% on the 10% admin
* In developing our people there has been a change in emphasis from “what is a skill and how do you learn it” across to “what’s the experience, how do you get it and learn it” – which is a modern version of 70-20-10 where the broader life experience is recognized and mapped earlier in a person’s career for them to gain the exposure and learning experience.
* Rhonda also shares her take on ‘individuals owning their development plan’, but it really only works well when the individual is by a great leader who will give good advice, guidance and suggestions and lean into feedback the individual needs to move forward with their career.
* Problems with capability frameworks is that they are often not used – it needs to be a tool which is understood, used and accessed from the individual’s career perspective to assist them in finding their right path. Staring with what “raw materials” do individuals have to offer and what experiences they need to get exposure to (and how).
* Insights in relation to how to empower our people rather than control them to undertake their work. Need to recognize “performance effectiveness” and “potential” to have impact on themselves and impact on others – can you grow and can you grow other people? This requires a ‘culture mindset’ rather than a ‘process mindset’
* The number of critical roles is very important. HR practitioners need to reduce the number of roles which they are “hard-wiring” for succession and get people ready for succession who are either high performing or who have potential. Rather than “either”/”or”.
* Rhonda defines a critical role is “one that is absolutely imperative for the organisation if it is empty” – it could be that you cannot function today, that you have a risk as the role is accountable for a series of risks that need to be managed, a critical strategy the role is required to implement, Recheck your critical job roles every 6 months or so as strategies or other events impact the organisation.
* She utilizes six elements to assess “potential” (the potential equation) – performance, curiosity, openness to growth, open to disruption and resilience to respond, comfortable with high degree of ambiguity

References referred to in Rhonda’s interview:

* Kruger, Justin; Dunning, David (1999). "Unskilled and Unaware of It: How Difficulties in Recognizing One's Own Incompetence Lead to Inflated Self-Assessments". Journal of Personality and Social Psychology. 77 (6): 1121–1134
* Bond, Michael (2020). From Here to There: The Art and Science of Finding and Losing Our Way, Belknap Press: An Imprint of Harvard University Press
* Bond, Michael (2015) The Power of Others: Peer Pressure, Groupthink, and How the People Around Us Shape Everything We Do, Oneworld Publications
* Pfeffer, Jeffrey (2018). Dying for a Paycheck: How Modern Management Harms Employee Health and Company Performance―and What We Can Do About It, Harper Business
* <https://bcec.edu.au/about/people/rebecca-cassells/> - <https://bcec.edu.au/publications/gender-equity-insights-2020-delivering-the-business-outcomes/>
* <https://bcec.edu.au/projects/analyses-and-research-based-on-the-wgea-reporting-data-description-of-services/>
* <https://www.sydney.edu.au/business/about/our-people/academic-staff/dimitria-groutsis.html>
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* <https://www.drjohnboudreau.com/>