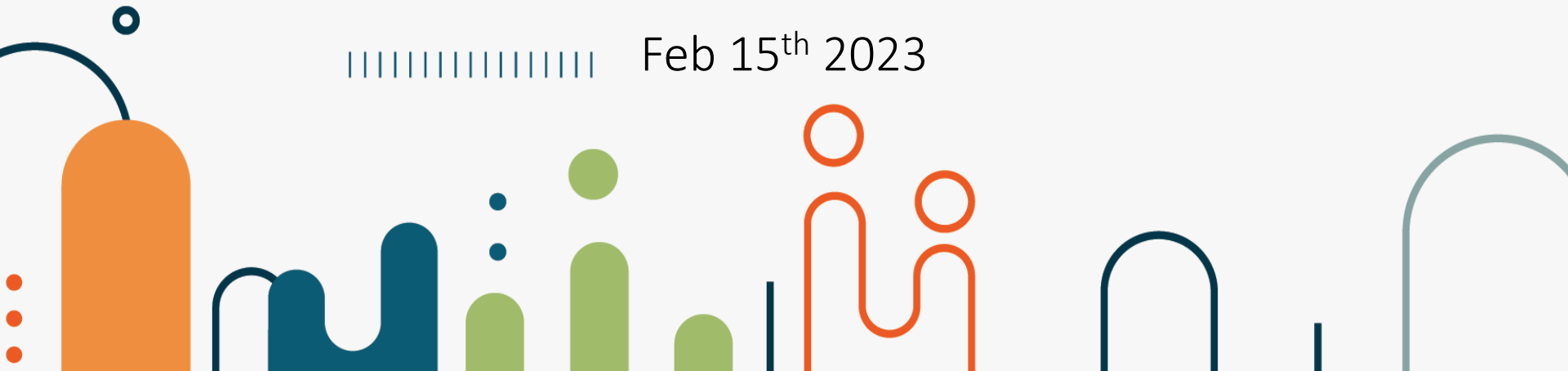


Rethinking Talent Development: NGO Experience and Thoughts

Billie LAU Chung

BGCA

||||| Feb 15th 2023



The Welfare and NGO Sector

- Labor intensive → Talent first
- Flat communication and direction/leadership
- Teamwork
- Fairness
- Individual/ Personal/ Tailor-made
- MISSION DRIVEN



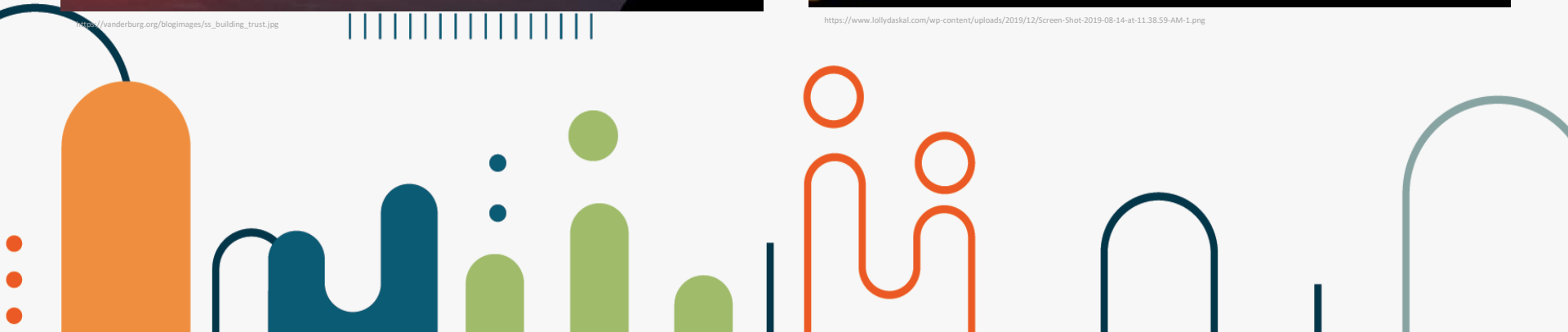
People Building / Team Building



https://vanderburg.org/blog/images/ss_building_trust.jpg



<https://www.lollydaskal.com/wp-content/uploads/2019/12/Screen-Shot-2019-08-14-at-11.38.59-AM-1.png>



WHY ARE YOU HERE AND NOT SOMEWHERE ELSE

Talent Development for Mission



<https://imageio.forbes.com/specials-images/imageserve/5f6df386756815b92a0c7bf3/Mission-driven/960x0.jpg?format=jpg&width=960>



https://datafloq.com/wp-content/uploads/2022/09/Stock-1331964393_7abbbb2796-750x420.jpg

“He who has a why to live for can bear almost any how.”

— Friedrich Nietzsche



Training Department



<https://cdn.elearningindustry.com/wp-content/uploads/2019/12/the-value-of-employee-training.jpg>



Talent Development (Under Corp Development)



https://blog.5app.com/hubfs/960x640%20growing%20talent%20AdobeStock_434287551.jpg



Pop-ups from the term “Talent Management”

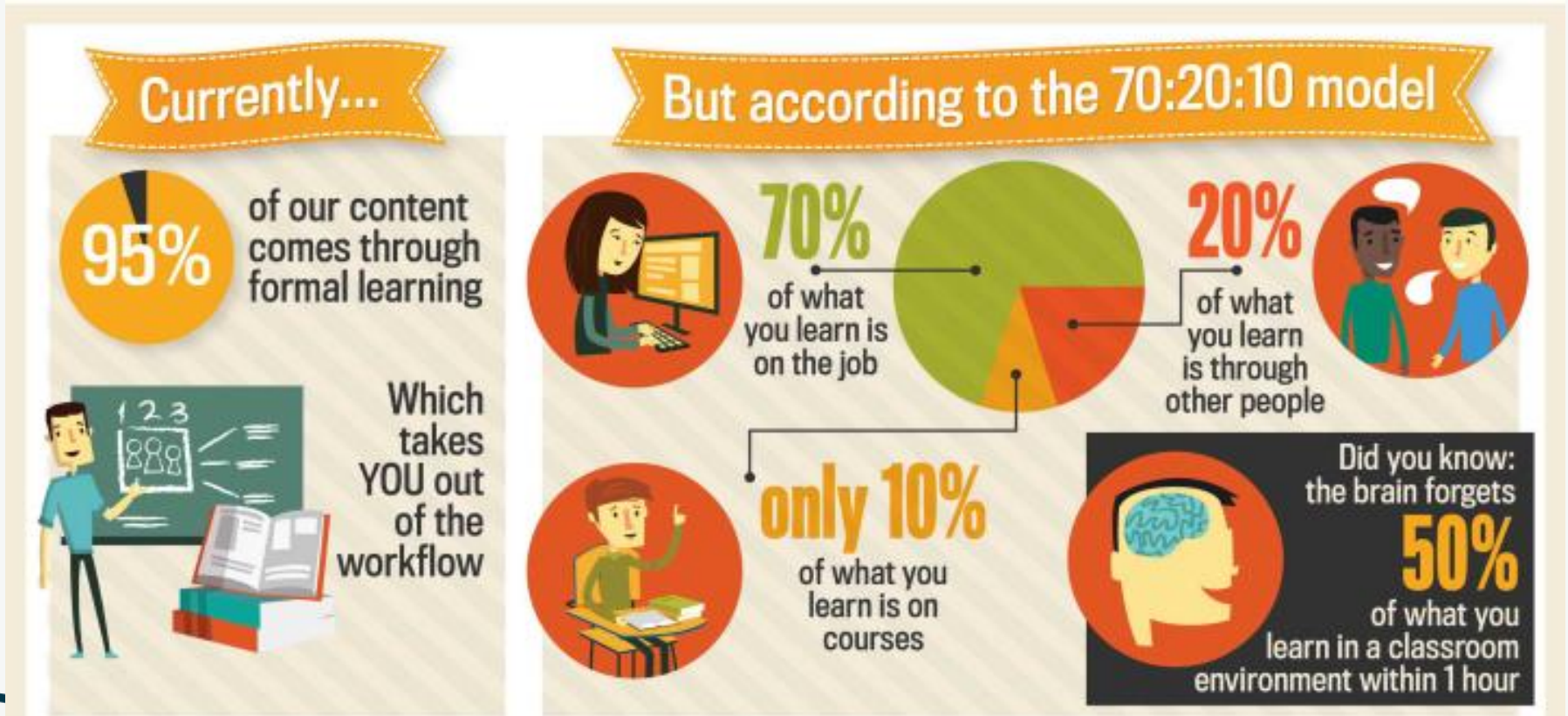


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- 善用人才，發揮所長
- Right Person, Right Position
- 專業知識承傳
- 積累好經驗
- 伯樂
- 機構、同工皆有益
- 公司及個人的未來
- Succession
- 要刻意經營

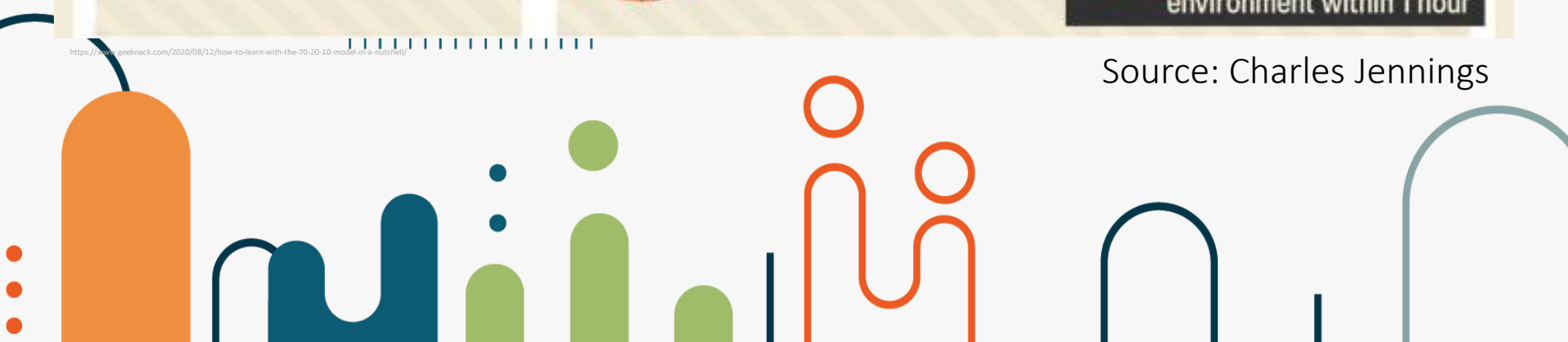
A SYSTEM TO SUPPORT/
FACILITATE

70: 20: 10



<https://www.geeknack.com/2020/08/12/how-to-learn-with-the-70-20-10-model-in-a-nutshell/>

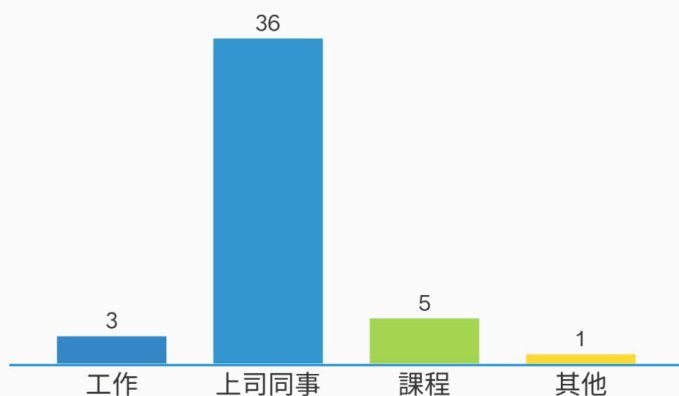
Source: Charles Jennings



20% Learning Through Other People

你認為工作場景中最有效的學習方式是？

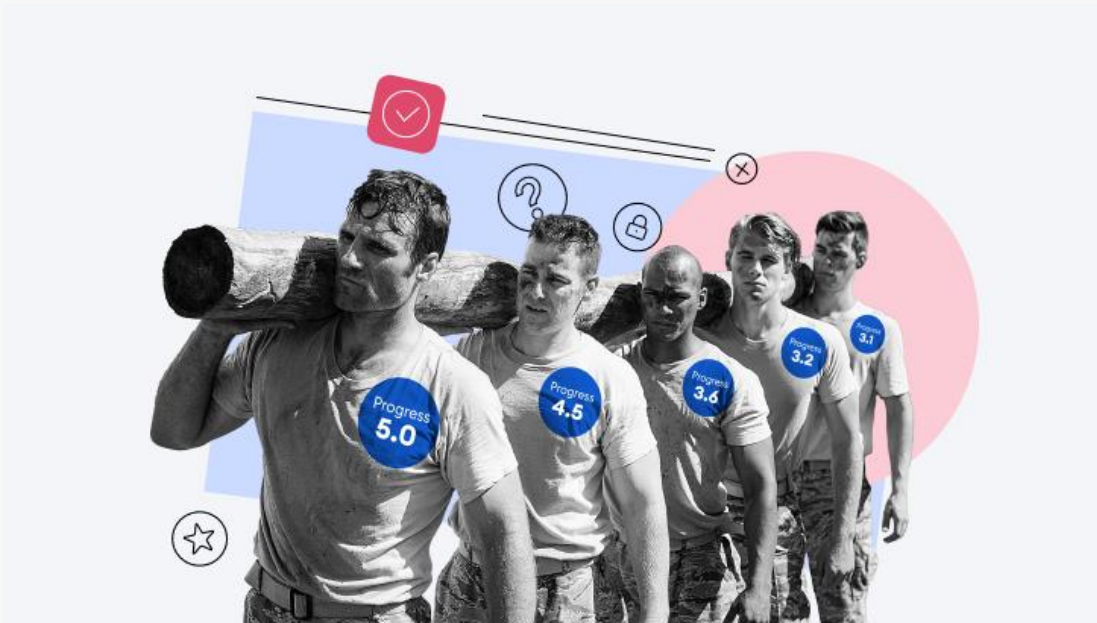
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香港中文大學



- Direct Supervisor(s): Coaching, Assessment, Performance Review, AAR
- Mentors
- Practice Networks (PN) / Professional Learning Community (PLC)

- How to foster PN and PLC? Top-down? Bottom-up?
- Cross units/ departments/ organization learning?
- 易子而教？
- Pool of mentors?
- Support Supervisors to be better Supervisors?

70% Learning On The Job

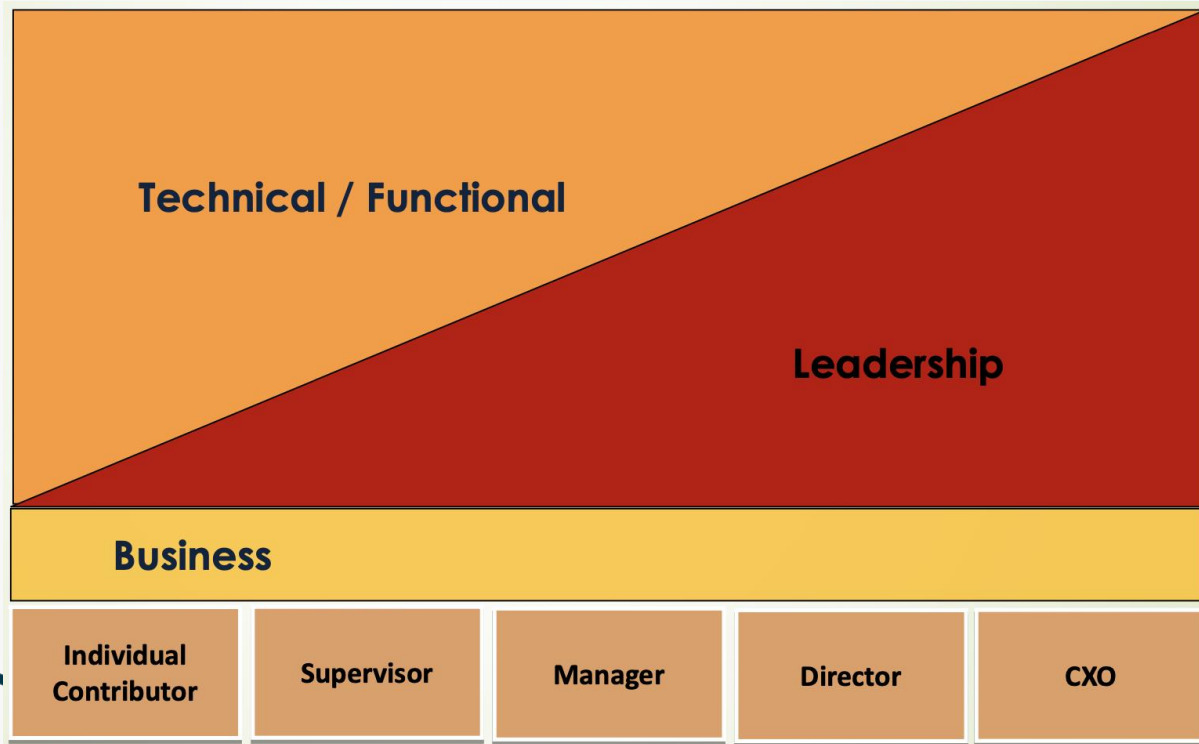


<https://www.ispringsolutions.com/blog/wp-content/uploads/2020/01/top-7.png>

- Undertaking for training
- Job rotation
- Acting
- Promotion (Transition)

- PN/PLC/Mentoring after training?
- Cross unit/ department/ organization internship/ secondment?
- Acting/ De-acting debriefing?
- Transition training/ coaching?

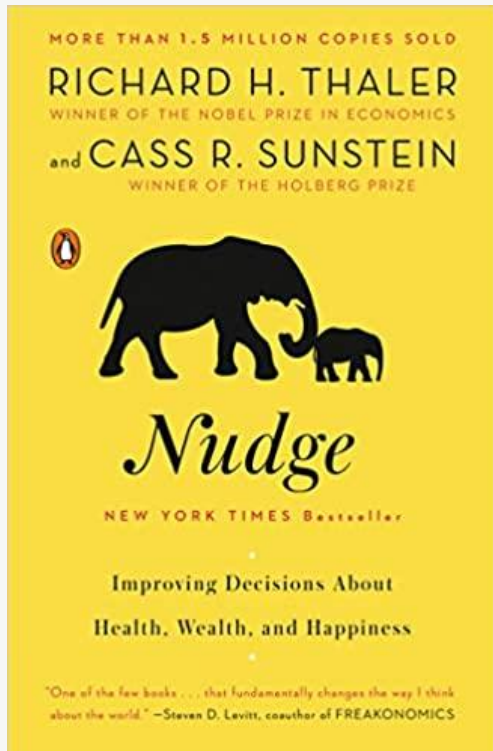
Development Framework



Source: McDonald's

- Technical/Functional vs Leadership?
- Streaming?
- Talent Journey?
- Pipeline of Development?
- Talent Bank?
- System/Platform (LMS) to hold/facilitate the learning?

Nudging for Mission-driven Talent Development



https://m.media-amazon.com/images/I/41U7FQlspL_SX324_BO1,204,203,200_.jpg

Choice Architecture
in System(s)



Strategic Planning of Talent



Strategic Talent
Development
Organization-centered



Personal Growth
and
Career Planning
Employee-
centered



MISSION &
CULTURE

Strategic Talent
Development
Organization-centered

Personal Growth
and
Career Planning
Employee-
centered



Thank You Very Much!

