

Talent and Values

People Management (PM) magazine from the Chartered Institute of Personnel and Development (CIPD) just arrived in the post. “Global Talent and Values at Panasonic” it shouts on the cover announcing the lead article. This is the first time I can remember values being front and centre of PM.

In the article Danny Kalman, Director of Global Talent for Panasonic is quoted as saying “Most organisations have values and mission statements, but the difference here is that they are talked about constantly and people believe in them”. I would add that another feature of Panasonic that is not true of all corporate values statements is that the values talked about and acted upon today are the ones that were deliberately developed by the founder of Panasonic, Konosuke Matsushita: values of collaboration and integrity.

Over eighty years ago, in 1932 Matsushita was talking to the people of Panasonic about the importance of contribution to society through organisational activity. In his book *People before products* he said “Every corporation exists for the public good – to be useful and beneficial to society. Without this awareness it is impossible to mobilize a workforce to optimum advantage”. Clearly he grasped the significance of employee engagement long before it turned into a hot topic for conferences and training programmes.

Talent is something that excites me. This is partly because I believe that everyone has at least a couple of talents (whether they know it or not) and because when you have the opportunity to work with people who are consciously harnessing their talents it is a joy. My Chambers Dictionary tells me that talent is “any natural or special gift; special aptitude or ability”.

My clients tell me I have a gift for distilling problems down to a handful of manageable things upon which they feel action can be taken. One of my top values is “Minessence” for which the descriptor is “to minaturise and simplify complex ideas or technology into concrete and practical applications for the purpose of creatively impacting on the world-view of the user”.

So do peoples’ priority values reflect their talents?

Even after working with a few hundred individuals and their values profiles I’m not sure I can give a precise answer to that one. What I do know from what I have experienced is that people most readily share their talents with their employer when their personal priority values and the real values at work in the culture of their organisation “chime”; that is to say they are in alignment with one another.

For me the challenge of recruiting and retaining talent begins before you even have a prospective candidate in front of you. How the opportunity is described and presented will trigger a values based response in the employment seeker. Very quickly they will decide (often at a subconscious level) whether that job is for them or not, and then rule themselves in or out of your process before you even knew they were there.....

Values and recruitment is something I have been getting quite a few questions about so there is a longer article on the website which you are welcome to [download](#) if you wish.

Elsewhere in People Management magazine this month.....

Tanith Dodge, HR Director for Marks and Spencer and member of a government taskforce on employee engagement said “The only way to build trust is for leaders to really demonstrate that they walk, talk and embed the values”.

Jerry Connor, Founder and Asia –Pacific Director of Bridge wrote “One of the paradoxes of talent management is that the mindset and values that worked so well in the previous role are no longer the keys to success in the new one.”

And from the wider world.....

Sir Roger Carr, President of the CBI, said in his 2011 speech to conference “It is up to us all collectively to stamp out bad practice whenever and wherever we see it. If we are to ensure that business is both respected in society and the career destination of choice for our young and talented people, we must act responsibly in the way we pay ourselves, govern ourselves and conduct ourselves in every aspect of our business lives. In short: performance driven, values led. There is no alternative.” Read the rest of his speech [here](#)

“Effectiveness without values is a tool without a purpose.”

Edward de Bono

“Values are the most powerful motivation tool we have. Values are the overriding factor that causes congruence or incongruence, causes people to be motivated or not.”

Tony Robbins

“To build an enterprise that will endure, one must believe in the value of one's work.”

Mihaly Csikszentmihalyi

As ever if you have questions about values or think I may be able to help you in any way please do get in touch.

All good wishes

Jackie