Talent Management in Nursing
An Exploratory Case Study
Of One Acute NHS Trust

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Aims

• Background and relevance to practice
• Aim
• Methods
• Results
• Discussion
• Conclusions
Personal Motivation

“The ward sister has told me I am too clever to be a nurse and that I should consider medicine”

Newly Qualified Staff Nurse
What is Talent Management?

‘…attracts, develops and retains high potential and high performing individuals’

(Blass, 2007)

‘right skills in the right place’

Under researched, inconsistently defined and poorly evaluated

(Garman and Glawe, 2004; Lewis and Heckman, 2006; Capelli, 2008; McDonnell, 2011)
Talent Management

- ‘Talent management is the systematic attraction, identification, development, engagement/retention and deployment of those individuals who are of particular value to an organisation, either in view of their high potential for the future or because they are fulfilling business/operation-critical roles’ (CIPD, 2010)
Continuum of TM Approaches

Inclusive Model
Open to all

- Staff engagement and participation.
- Shared Governance
- Individuals can self nominate

Exclusive Model
Selective

- ‘Top talent pool’ selected by Management / Board
- Individuals selected based on recommendation, performance
Inclusive Talent Management

‘Talent Management should consider all individuals in an organisation. It should cover the development they require, the value they bring, and the position(s) that best suit their skills currently and into the future within an organisation and/or elsewhere in their career journey.’

Learning From The Literature

- **Talent** A socially constructed concept

- **Talent Management**
  Contextual to different organisations, occupations and influenced by philosophical beliefs of leaders
  An organisational process, Core components
  Not just about ‘succession planning’
  Lack of discourse within nursing literature
Core Components of Talent Management

Define Talent

Evaluate Talent

Attract Talent

Develop Talent

Managing Talent

Cyclical Process

(Adapted from; Talent Management Loop, Tansley et al, 2007)
Nursing must attract, develop and retain high potential and high performing individuals with the right values and behaviours.
Study Aims

• To gain new insights and knowledge into how TM is emerging as a concept within nursing, in an exploratory investigation within one acute NHS Trust.

• To explore nurses’ perceptions, lived experiences and possibilities of TM.
Objectives

• To identify how participants define talent in nursing

• To identify what participants see as the challenges of talent management and how talented nurses can be effectively attracted, developed and retained

• To identify areas for further research and contribute to the emerging debates on TM in nursing in a wider national and international context
Research Questions

1. How is talent defined within nursing?

2. What are the challenges of attracting, developing and retaining talented nurses in an acute NHS organisation?
Exploratory Case Study
Large Acute NHS Trust
Data Collection - Qualitative

• Knowledge constructed within a social context
• 1:1 Interviews: Executive Board Members
• Focus Groups: Core clinical nursing roles
• World Café consultation exercise
### Embedded Case Study Design

**CONTEXT**

<table>
<thead>
<tr>
<th>CASE</th>
<th>(Multiple units of analysis) 1 to 1s (n=3)</th>
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<tr>
<td>1</td>
<td>F1, F2, F3, F4, F5, F6, F7, F8</td>
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- **Focus Groups** (n=57)
- **Wider Consultation ‘world café style’** (n=229)

Organisation Policy, Reports and NHS Staff Survey

**Documentary Sources**
Purposive Sample – Core Clinical Nursing Roles

- Band 7 Ward Sisters, Specialist Nurses, Practice Development Matrons
- Band 6 Deputy Sisters, Specialist Nurses
- Band 5 Staff Nurse Practitioners
Results: Thematic Analysis – Three Core Themes

- Nursing as Talent
- Career Development
- Ward Leadership & Culture
How is talent defined in nursing?
## Four Domains of Nursing Talent

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<tr>
<th>Leadership Qualities</th>
<th>A Person-Centered Approach</th>
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<td>Professional Knowledge and Skills</td>
<td>Personal Values</td>
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Nursing As Talent

‘...I just don’t think we use the word talent and I don’t know why that is ...I suppose caring isn’t a talent really is it) its part of you (6: its intrinsic to you)’ (FG3 WS)

‘...it’s a multitude of different skills’ (FG1 NQ)

‘...there is a core sort of way that they approach things which is thoughtful, a thirst for knowledge, a wanting to do things differently.’ (Exec.3)
Nursing Talent a Contested Concept

Negative media image

‘People don’t know what nurses do..’ (FG8 SN)

‘Reclaim pride in our profession’ (FG7 PDM)

‘Excellence not recognised...only what hasn’t been achieved’ (FG5 NS)

‘Recognition of talent important ‘ (FG1 NQ)

Not just about senior bands, ‘high fliers’ or those who ‘shout the loudest’.
The Invisibility of Nursing Careers

‘What are the career pathways?’ (FG5)

‘You don’t know, what you don’t know’ (FG7)

‘...it’s not always about soaring higher’ (FG5)

Lack of clinically focused career pathways
Lack of awareness clinical academic & education career pathways
Need for careers guidance
Appraisals key
Ward Sister/ Line Manager - Key Talent Developer

‘Gatekeeper to opportunities’ (FG6)

‘Developing talent is not high on the (NHS) agenda’

‘...you’re in the office...you don’t see it.’

Manager can ‘Nurture’ or ‘Block’ (FG8)

An appraisal is only as good as the person that’s appraising you..’ (FG3)
Organisational Culture

Talent as a ‘disruption’

‘...talent sometimes gets squashed because it’s seen as outside of the norm, so praise is more about conforming to what the ward already does and what they want, whereas talent sometimes...is seen as a discrepancy that needs to be got rid of.’ (FG6)
Consultation ‘World Café Style’ (n=229)
Consistent agreement with all themes

Emphasised:
- An inclusive approach to talent development
- Engage and Involve Staff Nurses
- Value & recognise the Band 5 Staff Nurse role - pivotal impact on patient experience
Discussion

• **The Individual** – Motivators, strengths, career aspirations. The invisibility of nursing careers
  Contextual Nature of Talent. Recognise and reward
  Feeling valued and engaged

• **Managers as talent developers** – Skills as talent spotters and coaches. Knowing team as individuals.
  Personal motivation

• **Organisational Context** - Valuing SN role, valuing diversity. Career ladders v climbing frames,
  Workplace culture of learning. Promote positive images and role models
Conclusion
Further study of TM in nursing recommended

- **Nursing Workforce Priority**
  Organisations need to attract, develop & retain nursing talent to meet changing healthcare needs; global nursing workforce shortages, specialists, educators, clinical academic careers.

- **Clearer Nursing Career Pathways** integral to that aim.

- **Organisational Culture Change - Inclusive Talent Management** (NHS Leadership Academy 2014)
Thank You For Listening

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