Overview

**Attracting and Cultivating Talent**

The Café is a short blended learning experience oriented around the concepts and skills found in the Harvard ManageMentor Attracting and Cultivating Talent course. This course will help managers:

* *Foster a positive and inclusive work environment where individuals feel respected, valued, and supported*
* *Attract a diverse talent pool with the skills your team needs*
* *Identify people who will thrive at your organization and create a positive hiring experience for new employees*
* *Retain and engage employees through a culture of learning and development*
* *Anticipate and navigate team changes with grace*

The learning experience has three components:

*60 to 90 minutes 60 minutes Ongoing*

Part 1: Pre-work (self-paced, individual)

Before the live Café session, participants are expected to complete the following assignments:

* Review the following online lessons from the Harvard ManageMentor Attracting and Cultivating Talent course:
  + Shape a Positive Employee Journey
  + Attract the Talent You Need
  + Hire and Onboard Team Members
  + Engage and Keep Employees
  + Manage Team Transitions
* Complete the online assessment from the Harvard ManageMentor Attracting and Cultivating Talent Course.

Part 2: Café session (live, group)

The Café session represents the core element of the learning experience. The session provides an opportunity for managers to:

* Exchange ideas and questions with others
* Discuss how concepts and skills apply in the workplace
* Practice and begin application of those concepts and skills
* Build momentum and support for applying the concepts and skills in the workplace

The Café session focuses specifically on the following concepts and tasks from the Attracting and Cultivating Talent course:

* Aligning purpose to daily work
* Helping your team members make learning a priority
* Staying in touch with former team members

Facilitating the live Café session as outlined should take approximately 60 minutes. If the facilitator prefers a shorter session or wishes to spend more time on a specific concept or activity, they may want to cover only those concepts and activities that are most relevant to the group.

| SECTION | ACTIVITY | TIME |
| --- | --- | --- |
| **Introduction** | Show icebreaker question while participants are arriving to the session  *What drew you to your current role initially, and what’s keeping you there*?   * Introduce facilitators. * Review tips for participating and using technology during the session. * Debrief icebreaker question. * Review session objectives. | 10 minutes |
| **Skill focus: Align purpose to daily work** | * Explain the benefits of having a sense of purpose at work. * Facilitate reflection activity: Learners reflect on what their organization’s purpose is and how their team’s work fits into that purpose. * Facilitate practice activity: *Make the organization’s purpose relevant*. Add tips from Lesson 1 of the course if relevant. Participants offer ideas for how they can regularly prompt their team members to talk about: * Their organization’s purpose * Their team’s purpose * Team members’ own purpose | 15 minutes |
| **Skill focus:**  **Help team members make learning a priority** | * Explain the benefits of ongoing learning * Facilitate discussion: Learners identify skills they think *their organization* will need to keep up with changes happening in its industry or sector and explain why they think these skills will be important. * Facilitate discussion: Learners identify skills they think *their team* will need to help their organization succeed. * Define upskilling and reskilling as two types of ongoing learning. * Facilitate discussion: Learners describe upskilling and reskilling opportunities they think might be especially valuable for their team members, given the skills they just discussed that they think their organization and team will need in the future. * Facilitate practice activity: Learners offer ideas for how they can provide their team members with individualized learning opportunities to help them make learning a priority. Add tips from Lesson 4 of the course as relevant | 15 minutes |
| **Skill focus: Stay in touch with former team members** | * Explain the benefits to a team and an organization when managers stay in touch with former team members. * Facilitate practice activity: Learners share examples of experiences they’ve had where a former team member was helpful to them, their team, or their organization in the ways just described. Note any common themes emerging in the shared stories. * Facilitate discussion: Read a case story about a new business alliance that a manager forged by staying in touch with a former team member. Ask learners to identify former team members who might be able to initiate a similar new business alliance. Ask them to describe how that alliance might work and what benefits might come from it. | 15 minutes |
| **Applying what you’ve learned** | * Review session objectives and skill areas discussed. * Review directions for completing the On-the-Job section of the online Harvard ManageMentor course, including the action plan. * Close the session. | 5 minutes |

Part 3: Application (self-paced, individual)

After the live Café session, participants are expected to complete the following assignments:

* Complete the online On-the-Job section in the Harvard ManageMentor Attracting and Cultivating Talent course. The section provides learners with an opportunity to choose a skill to focus on and create an action plan for applying and developing the skill. *Note:* If your organization does not include the On-the-Job section in your configuration of Harvard ManageMentor, ask participants to think of two things they can do over the next 90 days to further apply and develop their skills in this area.
* Execute their action plan over a specified time frame (e.g., 60 or 90 days).
* After the specified time frame (e.g., 60 or 90 days), access the online On-the-Job section in the Harvard ManageMentor Attracting and Cultivating Talent course to update the action plan and reflect on the experience.