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Going Further of being just a space-Talent management

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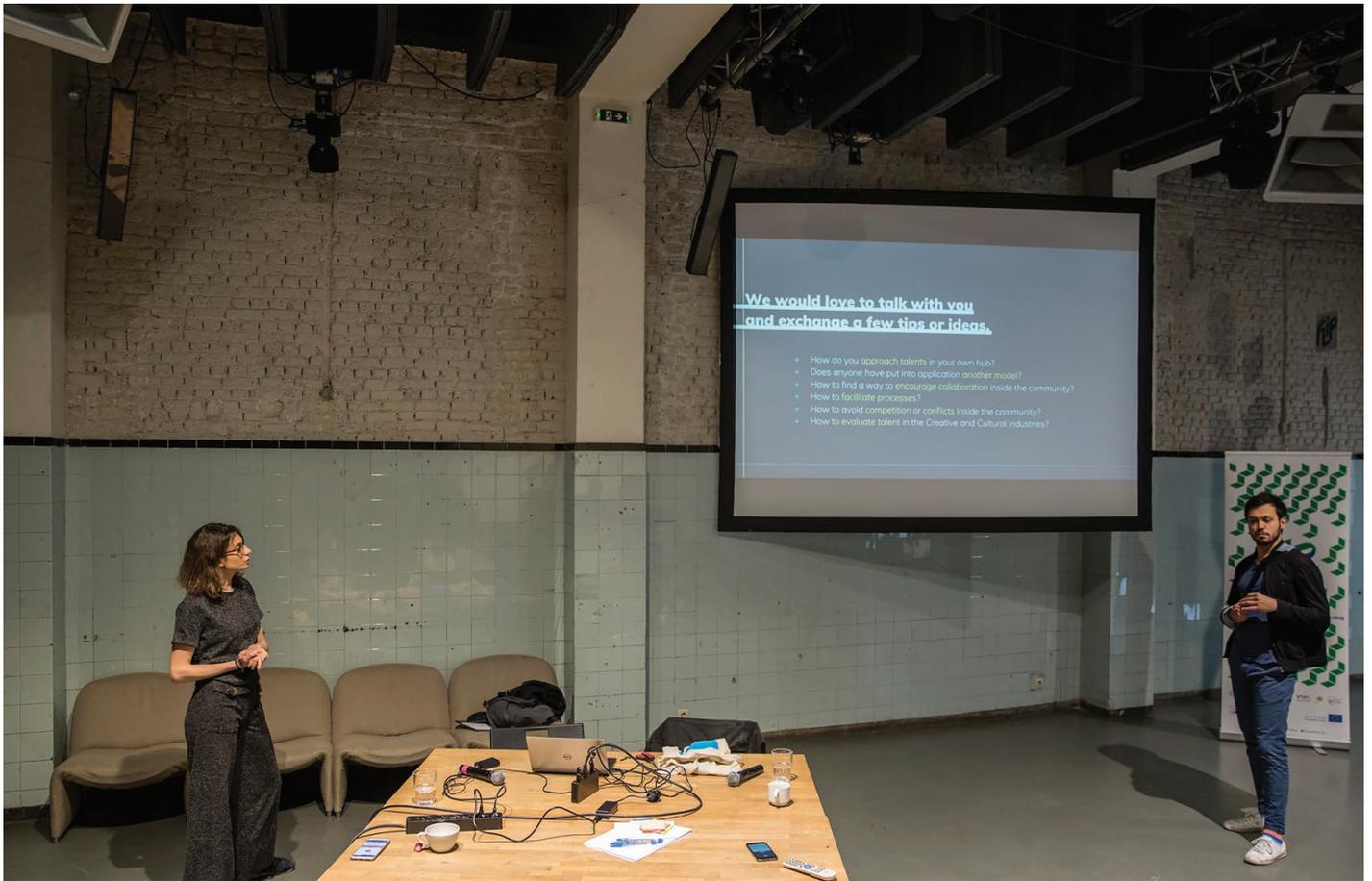
Facilitators:

Lorene Garcia, MOB & Atilim Sahin, ATOLYE
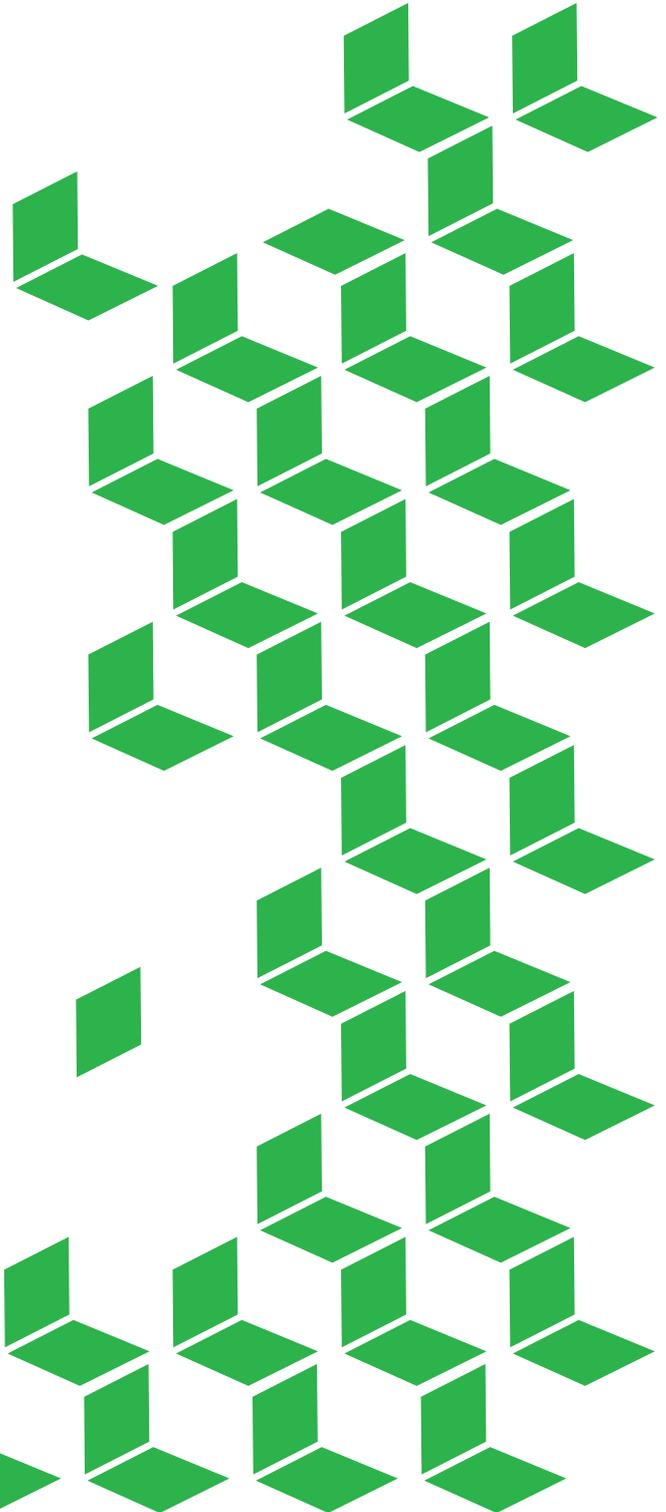
# Going Further of being just a space-Talent management

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During this session, Lorene Garcia and Atilim Sahin present examples of their hubs best practices on talent management and different models.

In Atilim Sahin's words, creative hubs are not only spaces or desks to be rented, they are people and a community, an interdisciplinary group. How do we deal with talents? How do we create mechanisms in order to get benefits from these projects? How are we encouraging our community to work on these projects together?

ATOLYE's model is a symbiosis that consists of two components: a design studio and a creative hub that work hand in hand. The design studio is the main drive that runs the projects. Clients approach the
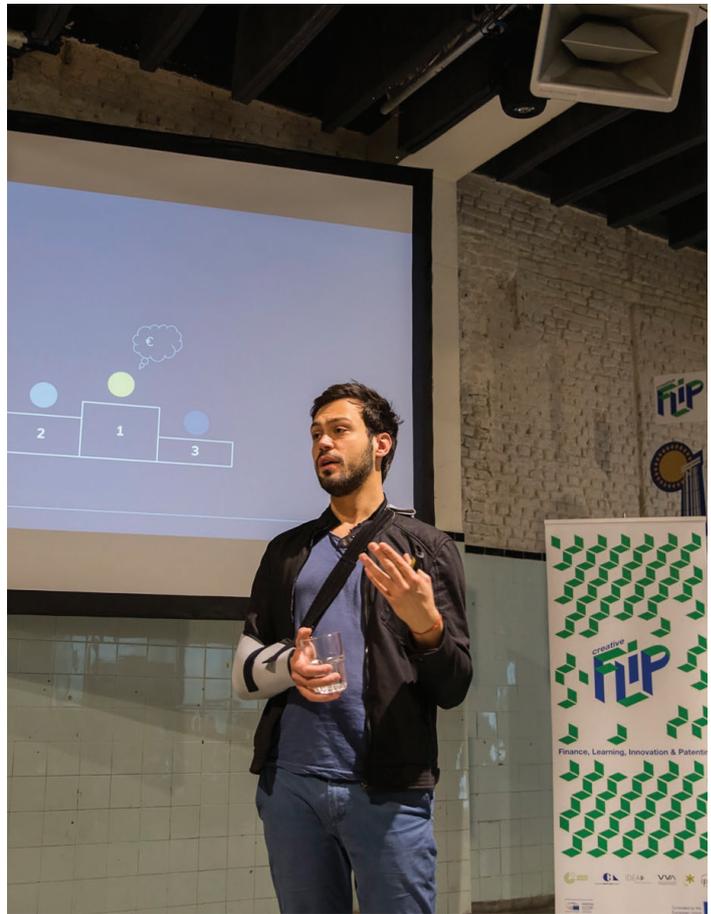
design studio directly (where a certain trust already exists) presenting their problems and in return, the design studio confronts these problems and comes up with solutions, with the support of the community. Thus, ATOLYE works as the intermediator between the creatives and the client.

At this point of the session a participant stated that their members/creatives prefer not to be involved in the communication process with the client, wanting to mainly focus on the creative part of it, though unavoidably there is a big portion of this project that has to do with creating a brief, understanding the problem and also dealing with its legal parts. So, hubs are sometimes not only acting as intermediators but also as process managers.

ATOLYE's design studio consists of people who run the creative hub part, and also different design projects (like digital design, architectural design, organizational design, services design and learning design). These people are surrounded by a disciplinary community, in accordance with the projects that they are running. Of course, there is a very important component that is orchestrated to coordinate the talents in the projects and maintain harmony between the creative hub and the studio. They also strive to make the community as disciplinary as possible because being under the same roof, they

want members to execute their own projects as well.

ATOLYE has created a rewarding system for active members to encourage collaborations. Each member has an interaction point, ATOLYE evaluates the interaction points every six months and proceed to give free membership to members depending on their activation in the community.

Since it is very important to overview the talent in the ecosystem, mapping is probably the most efficient tool in talent management. ATOLYE uses an online platform called "Graph Commons", a mapping system actually built by one of their members, that helps find people/talents, connect them through the map and overview them. It is used to access people's names, their disciplines and projects they are working on.

Lorene Garcia of MOB discussed more widely about the different models. As she mentions there are as many models as there are organizations.
Some of these models are:
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- Open communities where everyone is accepted, but the talent selection and curation occurs when it is time to work on a project that results in small teams getting built. "99designs" for example, is an online platform for freelance designers that falls into

that category.

- The hybrid Agency/Workshop. For example "Loftwork", an agency that apart from other things, organizes workshops at venues. Since the community is very important to them, they do a high selection of who gets to join it, plus they make sure there is a constant rotation of talents. With that being said, their workshops are not only open to the community, but parts of them are also open to the public, so people can get enabled and be more open to the outside.

- The Agency/Incubator. Take for example "Leadtech", a hybrid team of experts that built an agency where they receive projects from the outside which they realize together, but they also have an incubator program. So, in a few words, the agency collaborates with the incubator and they work together on projects that are sourced from the outside.

Common characteristics of models are:
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- A variety of hybrid models that result from different needs that arise

- A need to be agile, meaning, being quick and ready to convert to another model that could potentially be more efficient as well as profitable

- Adaptable to local environments, like for example local policies, different realities and different ecosystems, depending on where a hub is located

- They are multidisciplinary

 A few words about MOB's model as discussed by Lorene Garcia:
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MOB has three venues and each one of them has 100 members. One of their goals is to manage talents and be able to know who they are, so the idea is to have all this community and their interactions online, to create an interface for either publishing

projects or projects they want to start.

A challenge that sometimes arises when members are working on projects in the community, is the risk of competition within the community, where tension can appear. It is important to remember that we are not only dealing with the outside customers but there is also another customer, who is actually the member of the creative hub.

For that reason, MOB has created another tool, a manifesto where they list all the rules and all the information about how the agency works. This is handed to all the members before they start any project or when they express interest in working with the agency.

Another challenge is sometimes that freelancers and creatives don't know how to promote their work, so it is MOB's role to do it for them. And by promoting individuals they promote themselves as a group and in that way everything becomes more efficient.

In conclusion, when us hubbers think about what model suits best regarding the needs that we have, the ones of the members' and also the clients', we should consider the above and also ask ourselves the following questions:

What are the best practices of other hubs? What is your current model? What is your obligation as a model? How do you encourage collaboration within the community? Do you use any online platforms? Did you ever have competition problems inside the community and how do you manage that? How do you evaluate talents?