What is Talent Management?

“A holistic approach to optimizing human capital, which enables an organization to drive short- and long-term results by building culture, engagement, capability, and capacity through integrated talent acquisition, development, and deployment processes that are aligned to business goals.”

- ASTD/i4cp
Why?

• Most recent report from the Bureau of Labor Statistics (BLS) projects interesting changes in the workforce for the years 2008 to 2018:
  • Workforce will be made up of a significantly larger number of older workers as the baby-boomers continue to remain active well past the normal retirement age of 65.
  • There will be a shift in industry composition as jobs shift increasingly from manufacturing into significantly more business and professional services positions, including health services.
  • Finally, even with baby-boomers working longer and a jobless recession in place it is projected that there may still be a 5.9 million worker shortfall through 2018.
• More access to info and jobs.
• Young talent pool less tethered to idea of long term employment.
“Traditionally, what separated an average company from a great company has been technology. We’re in the middle of a transformation. Today, what differentiates an average company from a great company is talent. And you, as talent acquisition leaders, are at the forefront of this.”

Wade Burgess
VP Talent Solutions, LinkedIn

LinkedIn Talent Solutions
“Talent is the multiplier. The more energy and attention you invest in it, the greater the yield. The time you spend with your best is, quite simply, your most productive time.”

-Marcus Buckingham
Talent Management

What? Linking human resources planning with strategic planning:

• Assuring human resources are aligned with the company’s goals and objectives
• Having the right people with the right skills and abilities in the right place at the right time
Leader Quality and Bench Strength Trends by Industry

- Eager and Waiting Impatiently: Retail
- Headed in the Wrong Direction: Health Care Providers, Manufacturing
- Many Challenges, Few Leaders: Pharmaceuticals, IT
- Stay the Course: Financial/Banking/Insurance, Business Services
Trends for the Future of Leadership Development

Current Focus
• The “what” of leadership
• Horizontal development
• HR/Training own development
• Leadership resides in individual managers

Future Focus
• The “what” and “how” of development
• Horizontal and vertical development
• Each person owns development
• Creating an environment of collective leadership where leadership capacity can flourish throughout the organization

From: CCL, 2014
Still True...

- Senior leadership and board support
- Competency based
- Development plans
- Development experiences
- Feedback

What we are seeing...

- Movement away from performance and toward development
- Earlier Career Development
- Knowledge Transfer Planning & Coaching
The Process

• Define Strategic Business Goals

• What human resource questions must we answer to achieve our goals?
  – What are the people resource implications of our strategic plan?
  – Supply Analysis – profile of current workforce
  – Demand Analysis – current & future needs
    • Anticipated growth (categories, markets, etc.); Labor market; Skills/Competencies needed; Retirements; Flight risks; Readiness of employees

• Conduct Gap Analysis – What is the state of our career development culture?
  – Compare current workforce resources/talent available to future workforce needs
  – What do we have in place organizationally, formally and informally, for careers/leadership to flourish?

• Develop and implement gap closing strategies
  – Recruitment
  – Retention – employee value proposition
  – Career/Leadership Development
  – Succession Planning & Knowledge Transfer
  – Measure, evaluate and adjust to ensure an active and continuous process
3 Easy Steps

1. Identify Risks & Needs
   • Review Strategic Business Plan
     - Growth, new markets, new skills, new strategy?
   • Review Org Chart
     - Identify your critical positions
     - Identify talent pool – be careful how you identify this & how others identify this

2. Assess Readiness of Talent Pool

3. Take Action to Address Needs & Risks
   • Close development gaps for hi-po’s & emerging leaders
   • For Retirements & Flight Risks - Knowledge Transfer/Baton Passing
   • Strategic Hires
   • Move toward a development culture - how does leadership capacity flourish in the organization?
1. Identify Risks & Needs

- Review Strategic Plan & Objectives
- Look at Org Chart
What is Strategic Planning?

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.

How does that impact talent needs & risks?

• Anticipated growth (categories, markets, etc.)?
• Competition?
• Legislation?
• Labor market?
• Technology?
• Skills/Competencies lacking or needed?
Org Chart: Take a look at Risk & Need

- **Rarity of Skill/Knowledge** – The difficulty of finding and replacing the skill/knowledge required in this position.

- **Sphere of Influence** - The level and degree of influence this position has on the organization.

- **Impact on Bottom Line** - The impact of the position on the overall productivity and profitability of the organization.

- **Loss to Competition** - The degree of risk that the incumbent in the position will be lost to the competition.

- **Promotion/ Transfer** - The degree of risk that the incumbent in the position will be promoted or transferred out of the position.

- **Retirement** - The degree of risk that the incumbent in the position will retire from the position.
2. Assess Readiness of Talent Pool

- Assess Talent for Skill Gaps & Growth Needs
- Assess Health and Effectiveness of our Career and Leadership Development Processes
What’s the difference?

- Two engineers?
- Two developers?
- Two accountants?
- Two nurses?
- Two project managers?
- Two operators?
- Best Boss?
Success requires both

Hard Skills, Tasks, Abilities:
- Technical Skills
- Achieves Goals
- Planning
- Delegation Skills
- Writing Skills
- Presentation Skills
- Negotiating Skills
- Time Mgt

Soft Skills, Attitudes, Attributes:
- Trust
- Approachability
- Interpersonal Savvy
- Motivating Others
- Inspiring Others
- Compassion
- Listening
- Political Savvy
Leadership by Stages

Individual Contributor:
get it done, get along with team members, and they understand goals and objectives of their manager

Manager:
get it done, with and through the team, driving the departmental goals, and clarity on organization’s goals

Executive:
get it done, through the leadership team, decision making with an eye and a vision on the future of the organization, and inspire the troops
Why would anyone want to work with you or for you?
How do you know?
The NFL Draft – Great Combine Fails

• Odell Beckham Jr bench press reps were 222nd out of 225 wide receivers tested since 1999
• Darren Sproles 340 out of 344 in the broad jump
• Bengals Vintaze Burfict’s inability to break 5 secs in the 40 yard dash kept him from being drafted but was a pro-bowler in his second season
• Seahawks Kam Chancellor - 163 out of 182 free safeties
• Tom Brady in 2000 - was 283 out of the 288 quarterbacks since 1999 in the vertical leap...but number one in deflating footballs in 2015 😊
Development Events

- Strategic initiatives or planning
  - Process or software implementation
  - Corporate or International assignment
    - Project Lead
    - Change Manager
    - Crisis Manager
    - Problem Solver
    - People Leader
    - Start Ups
  - Board Presentation

Note: Technical and functional skills, business acumen, and relationships are being built along the way
Biggest predictor of ability to promote?

- **Learning Agility** - the ability to learn from experience is what differentiates successful executives from unsuccessful ones.

- One study found that **fully 71% of high performers were not high potentials** (Corporate Leadership Council). They had limited success at the next level due to shortcomings in their ability, aspiration, motivation, or engagement.

- In contrast, the successful ones (i.e., the high potentials) seemed comfortable with new, different, and challenging situations. These managers and executives were willing to learn and develop from their “lessons of experience.”
What Do Hi-Po’s Look Like?

From: Korn Ferry
3. Take Action to Address Needs & Risks

- Company Culture
- Retention – employee value proposition
  - Career/Leadership Development
- Succession Planning & Knowledge Transfer
  - Strategic Hires
What is Company Culture?

• Company culture is the personality of a company. It defines the environment in which employees work. Company culture includes a variety of elements, including work environment, company mission, value, ethics, expectations, and goals.

• **Having great company culture is no longer just an option. Today’s workers consider it as much as they consider salary and benefits. In fact, fantastic company culture is almost expected along with other traditional benefits.**

• **Southwest Airlines, Zappos, Google, REI**
Why would anyone want to work for or with your company?
Learning Culture

Organizations that create an active learning culture will benefit from increased loyalty and commitment of their younger workers, and therefore have the advantage of higher retention & talent sustainability”

*Attitude & Talent at Work, CCL, Eckert, PhD & Deal, PhD*
Succession Planning & Leadership Development:

**Succession Planning** - An organization’s strategic approach to filling critical positions that might otherwise be left vacant due to turnover or retirement. This involves transitioning high-potential employees into new positions through planned leadership development processes and events. A good succession planning process manages the risk of the loss of key positions; assures successful transitions as the organization grows and changes; challenges and rewards talented employees; and increases the retention of superior employees.

**Leadership Development** – Any activity that enhances the quality of leadership within an individual or the organization.
YOU HAVE TO HAVE A LEADERSHIP SUCCESSION PLAN.

THERE'S A FREEZE ON HIRING, SO YOU'LL NEED TO PICK SOMEONE FROM YOUR STAFF.

SO, IF SOMETHING HORRIBLE HAPPENED TO YOU, I'D GET A PROMOTION?

THIS WAS A BAD IDEA.
Succession planning and career management have the potential to be powerful drivers of retention.

According to the research:
• Organizations with a formalized succession management process have 50% lower turnover among high performing employees.

• In other words, employees who believe they are being groomed for future positions are more likely to stick around.

DILBERT, I NEED YOU TO TAKE OVER CARL'S FUNCTION.

HE'S ALREADY GONE, BUT TED CAN TRAIN YOU.

TED WAS SOMETIMES IN THE GENERAL VICINITY WHEN CARL DID THE FUNCTION.

TRY CLICKING ON THE RED... NO, BLUE... NO, RED BUTTON.

OOH. OKAY. I DIDN'T EXPECT THAT.

NOW YOU EITHER HAVE TO ERASE ALL OF THE SERVERS OR ACTIVATE THE FIRE SUPPRESSION SYSTEM IN THE CLEAN ROOM.

WHAT IF I CLICK "CANCEL"? THAT'S WHAT KILLED CARL.

ANYWAY, THAT'S ALL I KNOW. THE REST IS JUST COMMON SENSE.
Knowledge Transfer: Why it’s Important

• Why preserve knowledge? A large amount of technical knowledge is undocumented knowledge.

• The problem with tacit knowledge is that it’s stuck in one person’s head — and there’s a large amount of it required to get things done at most organizations.

• Competition is intense for people who have this type of undocumented, but highly valuable, knowledge — and your organization’s ability to remain competitive depends upon keeping that knowledge working in your organization.

• and...you and your company can’t grow without doing it
Succession & KT Plans

• Captured and managed documents or plans specifying how KT will happen. Helps ensure the right experiences occur to develop people and transfer knowledge effectively to others

• Captured and managed plans and processes provide visibility and accountability

• Process requires a human touch that involves coaching, feedback and mentoring

• Inspire the confidence of others

• Transfer relationship equity
What every organization should have in place, regardless of size...

- Mission & Vision
- Strategic Plan
- Core Competencies (based on culture, values & research)
- Career & Leadership Development
- Succession Planning (more than just names on a page)
  - With Knowledge Transfer as needed
- Yearly Talent Discussions (at least)
  - Review of risks, needs, critical positions
  - Review of talent pool including readiness, HiPo’s, development experiences, strategic hires
“The only irreplaceable capital an organization possesses is the knowledge and ability of its people. The productivity of that capital depends on how effectively people share their competencies with those who can use it.”  Andrew Carnegie
FYI, publicly held companies & boards

- Sarbanes-Oxley Act of 2002: Increased board accountability for operations.
- U.S. Securities and Exchange Commission Staff Legal Bulletin No. 14E (CF): “One of the board’s key functions is to provide for succession planning so that the company is not adversely affected due to a vacancy in leadership.”
Questions?

Devin Lemoine
225-205-5300
dlemoine@mysuccesslab.com
www.mysuccesslab.com