

Aligning Talent with Business Objectives

A Talent Management System Prospectus

- Scope Leaders seek to further develop a performance culture through a comprehensive talent management *system* that:
- Promotes the recruitment and selection of the right talent resulting in a reduction in turnover and costs and an increase in talent development.
 - Develops selected talent in an environment of challenge, support, and transparency. The goal is to unleash learning agility throughout all roles in the organization.
 - Provides methods and processes for continuous improvement of the talent management system.

- Key Areas A comprehensive talent management system includes the following tactics and areas:
- Culture analysis and job-leadership profiling to ascertain the key behavioral variables related to the specific culture.
 - Assessment methods and procedures based on the comprehensive culture and job-leader analysis that are used to:
 - Select candidates who are more likely to be successful and be retained in the culture.
 - Identify the talent needs and focused development strategies of each associate.

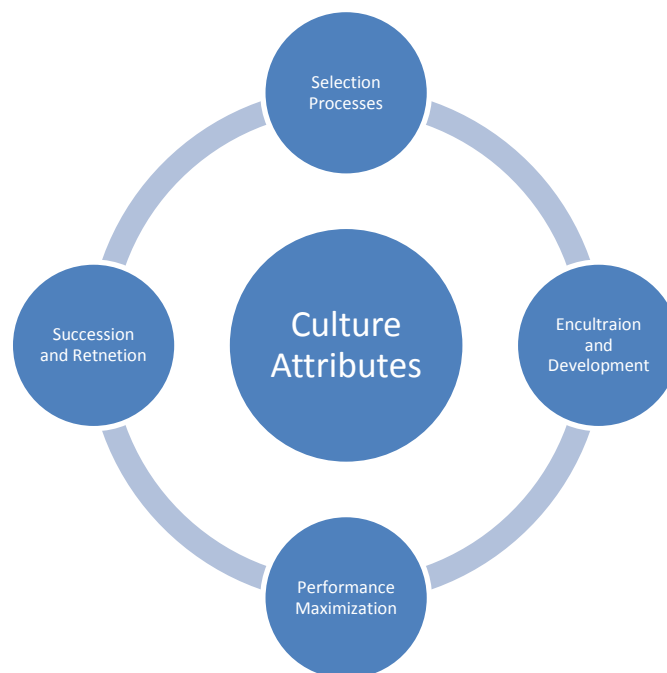
With thirty years of research collected globally, the factors related to performance and organizational culture provide for reasonable prediction of how to create a performance culture in a given market.

Business Impact Comprehensive talent management systems save the organization time and money. The typical replacement value of a six month to one year employee is 2.3 times the initial salary. Further, and more importantly, engendering a perpetual culture of performance produces long term benefits.

General Overview

Talent management involves assessment of the organizational culture, which allows the creation of a talent management system built on cultural attributes for selection, retention, and development of associates.

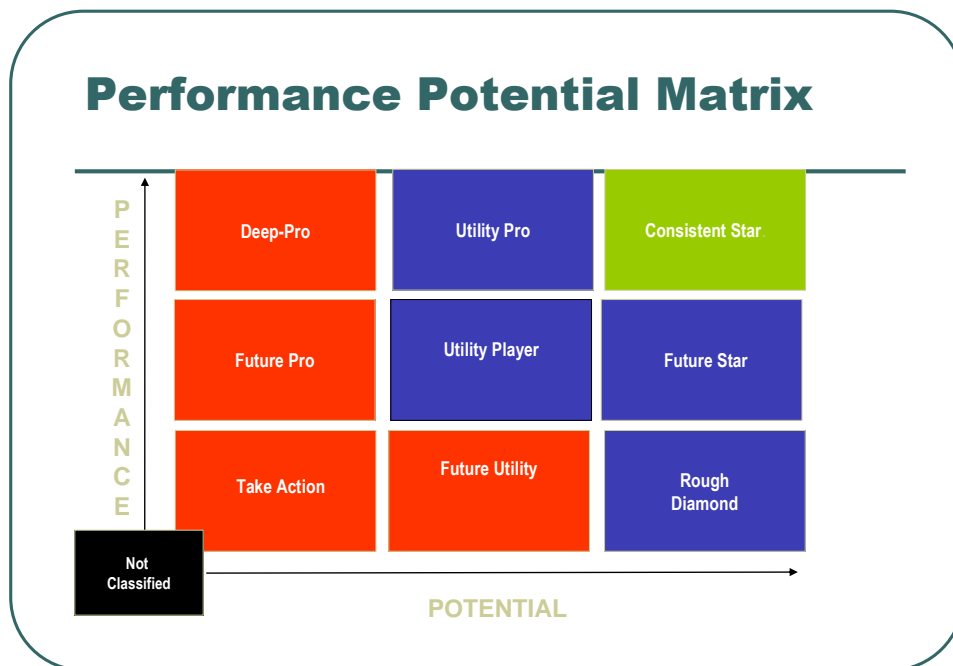
- **Selection** processes must identify those candidates with the conceptual complexity, business acumen, and personality qualities to find the organizational culture satisfying and rewarding. *Thus, selection protocols through appropriate assessment tools and structured interviews are essential.*
- **Enculturation** and development practices need to facilitate the associates rapid understanding of the learning agility expectations related to performance. *Thus, addressing learning agility and personal strategies to accelerate performance at The organization involves well designed group experiences.*
- **Performance** maximization practices facilitate the specific learning strategies for leveraging strengths to address development needs. *Thus, individual performance coaching provides for an individualized plan for alignment of expectations and performance strategies.*
- **Succession** and Retention practices involve the development of a portfolio of performance achievements that provide an alignment of talent, needs, and business impact. *Thus, individual coaching that collaborates with the associate for identifying and seeking challenges appropriate to his or her portfolio needs.*



Two Key Principles

#1

Matrix Regardless of the role, longevity, or responsibilities, each associate can be placed on a performance-potential matrix during each step of his or her career. Appropriate focus on the *right performance factors* and the key *potential indicators* insures that each individual knows his or her standing and his or her development challenges.



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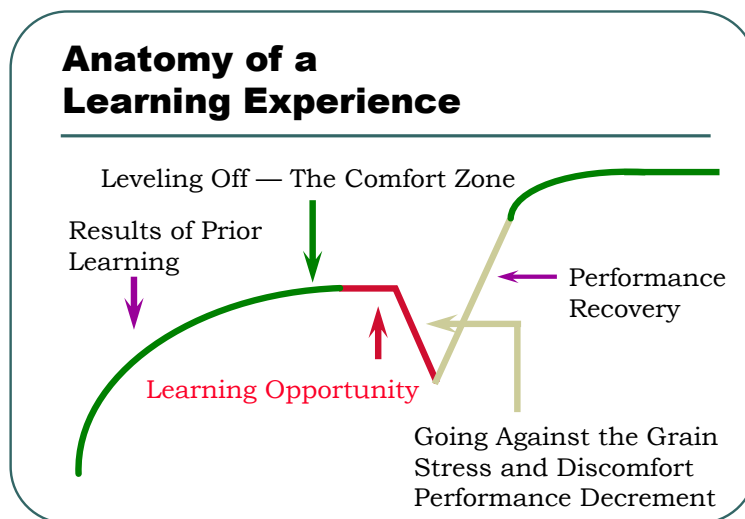
Methods For a performance-potential matrix to work the following must be achieved:

- Analysis of cultural attributes as aligned to business plan.
- Role/leader profiling—identification of the configural competencies that make the organization unique.
- Learning agility assessment of each associate and of group thresholds (some patterns are more important than others in a given culture).

Learning

Learning organizations develop processes based on learning principles; namely, challenge and support are essential to learning through experience.

There needs to be an alignment of challenges that move the associate from current levels of engagement to new performance levels. This change is often uncomfortable, even “painful” in moving to a more complex level of behavior.



Methods

To utilize this dynamic in performance, an appropriate assessment of current levels, potential future levels, and coaching through to the new level is essential for success.

Individuals have a tendency to over rely on learning tactics that have been useful over time. However, the tactic may be part of the issue that creates a barrier to new levels of performance. Assessing the resisters to learning is an important function of a leader-performance coach.

The organization Talent Management Recruitment Issues

Talent Pool Organizations seek individuals with high degrees of conceptual complexity in their thinking and willingness to “follow” the argument toward underlying principles and issues to facilitate effective decisions.

The population of graduates of master’s programs or professional degrees in 2007-2008, in the United States, the number was:

631,000 master's degrees and only 7.3% of this number received MBA or related graduate degrees. This leaves 46,063 MBAs in 2007-8.
(<http://nces.ed.gov/programs/digest/d07/>)

Assuming a natural distribution of talent in, this means that if the top percentage had the cognitive ability, personality patterns, and leadership drive, which suggests that there are 1,151 possible candidates each year who might make the first “grade standards” for The organization.

Implication: India and China will graduate several hundred thousand students who meet these criteria needs to be part of the The organization recruitment strategy.

Secondary issue with international recruitment is related to cultural differences which would need to be addressed in a talent management system.

Tactics A very tight candidate profile needs to be developed and employed in all hiring practices. This involves building an appropriate **structured interview** strategy and assessment methodology to increase the likelihood of an appropriate fit in culture and function.

Long Term Cultural Retention Talent Management Issues

Generations Many current organizational cultures are at odds with the emerging Millennials (83-03) Homeland Generation (04-2024) values and expectations in the work place. In general, these comparisons are relevant:

Generate Y	Millennials	The organization	Sources
Value freedom and autonomy	Value social networks and risk adverse	Value risk taking and challenge	<i>HBR, How Customer and Workforce Attitudes will Evolve, Jan 08.</i>
Casual, direct, eager to please	Pampered and want constant affirmation of performance	Expect direct communication, especially about mistakes and errors	
Blend personal and work life			
Loyalty to people on teams or work projects	Balance between work and home is supreme value	Loyalty is to the organizational culture	<i>Generations at Work, Zemke, et al.</i>
Technology savvy	More social and family interdependencies than in two previous generations	Feedback and transparency are essential as long as learning facilitates greater effectiveness	
Look for quick answers and do NOT like to argue—outcome is supreme over process	They reject negativism as unncecceary and will avoid it and leave it	Pursue “underlying truth” at all costs.	
Pursue economic stability.	Technology has become part of their bodies—contact and access anywhere and at anytime		
	Pursue social connectedness.		

While there are a number of cultural value intersections, the differences are a harbinger of challenges of enculturation.

Competency Analysis—Using the Shared Documents as Artifacts

Background After 30 years of relentless research with hundreds of thousands of executive and managers, evidence is compelling that the library of competences related to performance is both “knowable” and “learnable”. Competencies vary in importance from one organization to the next.

Using the documents provided us prior to this conversation, Appendix B identified the number of times this competency was described or referred to and Appendix C identifies the cultural attributes that seem inherent in the organization’s culture.

See
*Lombardo’s
The
Leadership
Machine
(2007),
Lominger, Inc.*

Appendix A: Price of Admission Performance Factors

Dimension	Key Behaviors
Quantity of Work Output	<ul style="list-style-type: none"> • Amount of work is noteworthy • Production goals are surpassed • Output defines hard work for rest
Timelines of Delivery	<ul style="list-style-type: none"> • Work produced on time • Among the first to finish • Speed of work is exceptional
Quality of Work Output	<ul style="list-style-type: none"> • Quality is among the best • Mostly error free work • Limited waste in productivity
Use of Resources	<ul style="list-style-type: none"> • Efficient, using fewer resources • Resourcefulness • Under budget
Customer Value Added	<ul style="list-style-type: none"> • Deliverables exceed internal and external customer expectations • Up-to-date with customer needs • Customer feedback is positive
Freedom from Unplanned Support	<ul style="list-style-type: none"> • Performs independently • Self-starting, initiating • Uses less support than others
Team/Unit Contribution	<ul style="list-style-type: none"> • Helpful with other teams • Volunteers to help others succeed • A model of caring and cooperation
Productive Work Habits	<ul style="list-style-type: none"> • Efficient in planning and executing work • Scores out work, efficient workflows • Plans, sets priorities, executes
Adding Skills and Capabilities	<ul style="list-style-type: none"> • Seeks new skills, capabilities • Makes learning a higher priority • More skills at the end of the year
Alignment and Compliance	<ul style="list-style-type: none"> • Aligned with culture, values • Operates within the mission • Encourages others to be in alignment with mission, culture