Making Your Company a Talent Factory

Today’s Session: Nov. 10, 2011

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Fueling High Potential: From Value Creator to Game Changer

How You Perform
- Driven to Excel
- Catalytic Learning Capability
- Enterprising Spirit
- Dynamic Sensors

How You Grow
- The X-Factors of High-Potentials

Game Changer
- Value Creator

How You Behave

2. Control Panel

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Today’s Speakers:

**Presenter: Doug Ready**

Professor of the Practice of Leadership  
UNC Kenan–Flagler Business School  
Founder and President  
International Consortium for Executive Development Research (ICEDR)

**Moderator: Marion White**

Account Director  
UNC Executive Development
Make Your Company a Talent Factory!

Presenter: Doug Ready
Professor of the Practice of Leadership, UNC Kenan-Flagler Business School
Founder and President, International Consortium for Executive Development Research (ICEDR)

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This webinar’s content is drawn from four research initiatives and four articles . . .

- Enabling Bold Visions - Sloan Management Review
- Make Your Company a Talent Factory – Harvard Business Review
- Winning the Race for Talent in Emerging Markets – Harvard Business Review
Douglas A. Ready and Jay A. Conger

Enabling Bold Visions
What Happens When Every Issue Is a “Top Priority”? 

- Managing Networks, Partnerships, & Alliances
- Developing Next-Generation Leadership
- Becoming a Learning Organization
- Fast, Focused, Flexible
- Innovation and Growth
- Good Governance
- Global Competitiveness
- Cycle Time Reduction
- Knowledge Management
- Simplicity
- Creating Shareholder Value
- Managing Performance
- Customer Intimacy
- Articulating Lasting Values
- Building Trust
- Balanced Scorecard
- Building Core Competencies
- Talent Management
- Trans-formation
- Environmental “Green” Agenda
- Productivity Improvement
- Creating Strategic Agility
- Creating a Vision
- Digital Economy
- Building World-Class Core Competencies
- Value & Supply Chain
- Value & Supply Chain
- What Happens When Every Issue Is a “Top Priority”? 

- UNC KENAN-FLAGLER BUSINESS SCHOOL
How the hell do I tell them I haven't a clue where we're going?
Enterprise Leaders Focus Attention on Building and Executing Two Capabilities Simultaneously

"Bold Driving Vision"

"Driving Performance "Doing"

"Creating Climate "Being"

"Brand"

"Values"

Strategic and Operational Priorities as Enablers
The 5 Phase Change Model

1. Framing the Agenda
2. Engaging the Organization
3. Aligning the Organization
4. Capability Building
5. Energizing the Organization
Leading Enterprise Wide Change – From Inspiration to Implementation

- Framing the Agenda
- Engaging the Organization
- Your Company’s Vision
- Aligning the Organization
- Capability Building
- Energizing the Organization

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Survey Question

What are the biggest blockers to your organization’s capacity to turn its bold vision into operating reality?

A. Lack of clarity concerning how our vision links to our strategy and day-to-day decisions
B. Failure to build deep and broad engagement to drive the change
C. Failure to focus on building tomorrow’s capability requirements, not just today’s
D. Failure to pay attention to walking the talk when it comes to our culture, messaging, metrics and rewards; or
E. Failure to build the talent pipeline needed to sustain the change into the future
Stop losing out on lucrative business opportunities because you don’t have the talent to develop them.

Make Your Company a Talent Factory

by Douglas A. Ready and Jay A. Conger
Phase 5

Framing the Agenda

Engaging the Organization

Capability Building

Aligning the Organization

Energizing the Organization

The 5 Phase Change Model

Learn/Adapt

Learn/Adapt

Learn/Adapt

Learn/Adapt

Learn/Adapt
Do leaders fail their companies
or
Do companies fail their leaders?

Definitions:
By “leaders” I mean individuals lower in the organization interested in growing and advancement.

By “companies” I mean the company’s senior leadership population responsible for policy development.
"I want the public to think of us as 'The Company With A Heart'. But I want you to think of us as the company that will chew you up, spit you out and smear you into the carpet if you screw up."
Great companies don’t just manage their talent . . .

They make their companies talent factories!

But, easier said than done . . .
Talent Factories Share

Two Characteristics

Their talent management processes have:

- **High Functionality:**
  - What You Do, Do Well
Processes can be benchmarked, but it is impossible to copy passion

While Functionality is fit-for-purpose
(one size does not fit all)

The second characteristic and the secret weapon is:

**Vitality**

Vitality is universal and characterized by three hallmarks:

- Commitment
- Engagement
- Accountability
Talent Factory Audit : Question 1

Do you have diverse and plentiful pools of talented employees who are ready, willing, and able to be deployed to new opportunities at the technical, managerial, and leadership levels of your organization?

Rate your company’s strength on a scale of 1 - 5.

Scale:

1 = we’re poor performers
5 = we’re at or near benchmark status
Are you a High Potential?

by Douglas A. Ready, Jay A. Conger, and Linda A. Hill
To ensure a fair selection, you all get the same test. You must all climb that tree.
How You Grow
The X-Factors of High-Potentials

- Driven to Excel
- Catalytic Learning Capability
- Enterprising Spirit
- Dynamic Sensors
Talent Factory Audit : Question 2

Do you have specific development plans for your high-potential leaders?

Rate your company’s strength on a scale of 1 - 5.

Scale:

1 = we’re poor performers
5 = we’re at or near benchmark status
Winning the Race for Talent in Emerging Markets

by Douglas A. Ready, Linda A. Hill, and Jay A. Conger
Linking Talent Initiatives with the Enterprise Agenda is a Story of Aligning…
Creating the Talent Factory at Standard Chartered Bank
Who we are

Key facts:
- Dual-primary listed – London & HK
- Rank 22nd of FTSE 100 companies
- Regulated by FSA
- Recent acquisition of American Express Bank

Employee Distribution (as at end 2007)
- India, 23%
- North-East Asia, 30%
- South Asia, 24%
- Middle East & Pakistan, 6%
- Africa, 12%
- UK/Europe/Americas, 4%

2008 Interim results
- Profit up 31% to USD2.59 billion (before tax)
- Income up 33% USD6.99 billion
- Over 74,000 staff in over 70 countries
  Over 100 nationalities
Emotional commitment on the part of management that is reflected in daily actions

Rigorous talent processes that support strategic & cultural objectives

Define Outcome Measures that Drive Business Success

Ref: Doug Ready and Jay Conger - HBR June'07
Creating The Talent Factory

**VITALITY**

- SCB’s Strategic Intent
- Regular people agendas
- Business & country talent reviews
- Developing Great People Managers

**FUNCTIONALITY**

- Global processes with minimum standards
- Consistent timetable for HR & business
- Global talent pools
- Training & Development infrastructure
- Bespoke model for key growth markets

Define Outcome Measures that Drive Business Success

Ref: Doug Ready and Jay Conger - HBR June’07
“Raw Talent” in China

Talent is a recurring pattern of thought, feeling or behaviour that is linked to successful performance in a specific role

THE RAW TALENT PROPOSITION

To identify the core talents for success in a generic role

To source individuals with these core talents who are not in equivalent roles now

To provide the skills, knowledge and critical experiences to develop these raw talents into strengths

Requires effective training & ‘on the job’ learning to be effective

- significantly broadens the resource pools outside those in equivalent jobs
- provides access to older workers (essential as global demographics change)
- offers career switching for HIPOs from other industries
Framework for attracting & retaining talent

**Purpose**
- Guiding mission and values
- Global citizenship
- Committed to the region

**Brand**
- Known for excellence
- Leading global company
- Inspirational leadership

**Promises Made**

**Promises Kept**

**Culture**
- Authenticity
- Meritocracy
- Connection
- Talent-centricity

**Opportunity**
- Challenging work
- Accelerated career track
- Continual training/development
- Competitive pay

Ref: Doug Ready, Linda Hill and Jay Conger - HBR Nov'08
Talent Factory Audit : Question 3

Do you offer managers and executives developmental experiences specifically aimed at preparing them for the unique challenges of leading large, complex, global organizations?

Rate your company’s strength on a scale of 1 - 5.

Scale:

1 = we’re poor performers
5 = we’re at or near benchmark status
Talent Factories:

1. Put people and culture at the very heart of their core purpose.

2. Have successive generations of CEO’s who passionately express the strategic importance of human capital/ talent management (and back it up by investing huge amounts of their time on the matter).

3. Make it a non negotiable expectation that leaders develop next generation leaders.

4. Place a great deal of emphasis on identifying talent early in their careers so they have optimal time and opportunity to develop.

5. Use assignments strategically as ‘classrooms for managerial and leadership development.’
Talent Factories (continued)

6. Have an integrated and ‘capability-building approach’ to training and classroom learning.

7. Urge senior managers to provide honest and targeted feedback for developmental purposes.

8. Are completely upfront and open about how they evaluate talent as well as the consequences of sustained non-performance.

9. Have a coordinated global process for identifying and developing talent for succession and executive resources planning purposes.

10. Have a system that is in harmony with its culture.
# Talent Factory Audit: Energizing the Organization – Phase 5

Rate your company’s strength on a scale of 1 - 5 in the following areas. Then, write down one thing you will do to address any weaknesses.

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating (1 = we’re poor performers, 5 = we’re at or near benchmark status)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Do you know what skills your company needs to execute its growth objectives?</td>
<td>1   2   3   4   5</td>
</tr>
<tr>
<td>2. Does your company have a process for identifying, assessing, and developing its next generation of leaders in all its businesses and regions?</td>
<td>1   2   3   4   5</td>
</tr>
<tr>
<td>3. Do you have specific development plans for your high-potential leaders?</td>
<td>1   2   3   4   5</td>
</tr>
<tr>
<td>4. Are you able to deploy the right people when emerging opportunities arise quickly and without significant disruption to other parts of your company?</td>
<td>1   2   3   4   5</td>
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<tr>
<td>5. Do you have diverse and plentiful pools of talented employees who are ready, willing, and able to be deployed to new opportunities at the technical, managerial, and leadership levels of your organization?</td>
<td>1   2   3   4   5</td>
</tr>
<tr>
<td>6. Do you have a diverse and plentiful pool of leaders who are capable of moving into your company’s most senior executive roles?</td>
<td>1   2   3   4   5</td>
</tr>
<tr>
<td>7. Do you offer managers and executives developmental experiences specifically aimed at preparing them for the unique challenges of leading large, complex, global organizations?</td>
<td>1   2   3   4   5</td>
</tr>
<tr>
<td>8. Do your company’s top leaders use words and deeds to unequivocally demonstrate that they are fully committed to developing talent globally?</td>
<td>1   2   3   4   5</td>
</tr>
<tr>
<td>9. Would the people around your line leaders consider them actively engaged in your company’s talent management initiatives?</td>
<td>1   2   3   4   5</td>
</tr>
<tr>
<td>10. Does your top leadership team hold its managers and leaders accountable for identifying and developing talent in their businesses, functions, and regions?</td>
<td>1   2   3   4   5</td>
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</table>
Thank You! Questions?

Doug Ready

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Questions or Comments? Please contact Tim Sosbe:

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