



Human Qualities

Discover the potential within

Leadership Talent Pipeline

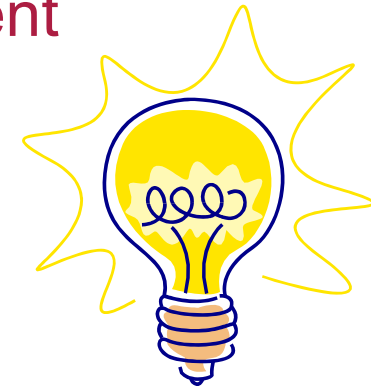
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What we plan to do

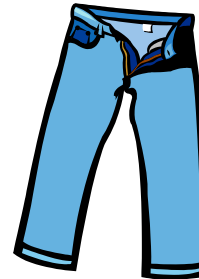
- Say hello
- Recharge your thinking around talent
- Relate Assessment and Development Centres to the whole Talent Pipeline
- Share a specific example of a talent development centre
- Share views and ideas





Who we are

- Business psychologists
- Commercial success lies in unlocking the potential of your people
- A unique approach – every business is different
- Partner with successful UK and international businesses
- Denim, Champagne, Eureka, United





Our clients





LEADERSHIP

TALENT

CHANGE



- **Coaching skills**
- **Development centres**
- **Embedded learning processes**
- **Executive coaching**
- **Leadership development workshops**
- **Management skills development workshops**
- **Mentoring skills**
- **Peer coaching circles**
- **Team development**
- **360° Feedback**



What keeps you up at night?





The War for Talent

The Old Reality

People need companies

Machines, capital, and
geography are the
competitive advantage

Better talent makes some
difference

Jobs are scarce

Employees are loyal and
jobs are secure

People accept the standard
package they are offered

The New Reality

Companies need people

Talented people are the
competitive advantage

Better talent makes a huge
difference

Talented people are scarce

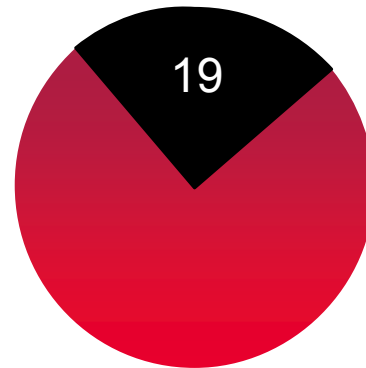
People are mobile and their
commitment is short term

People demand much more

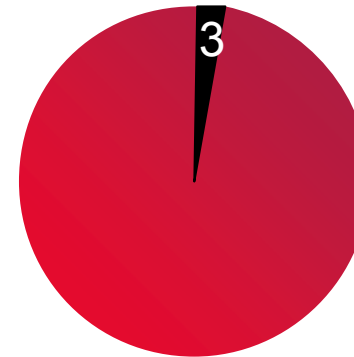
The War for Talent – Harvard Business School Press



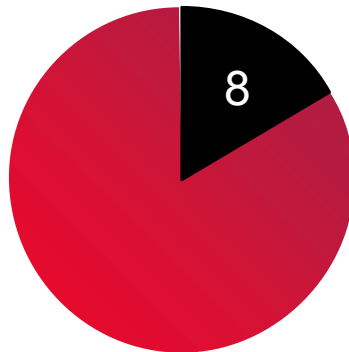
Brings in highly talented people



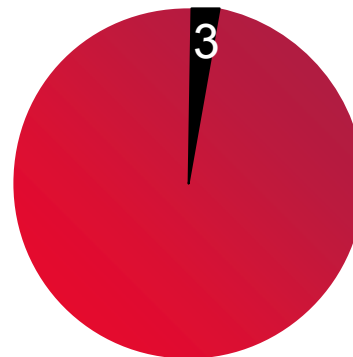
Develops people quickly and effectively



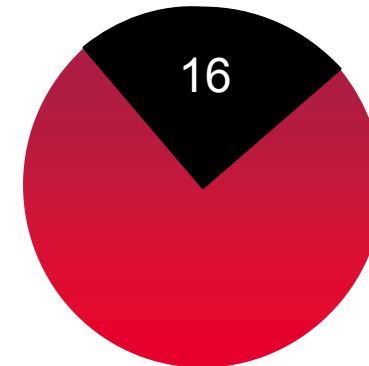
Retains almost all high performers



Removes low performers



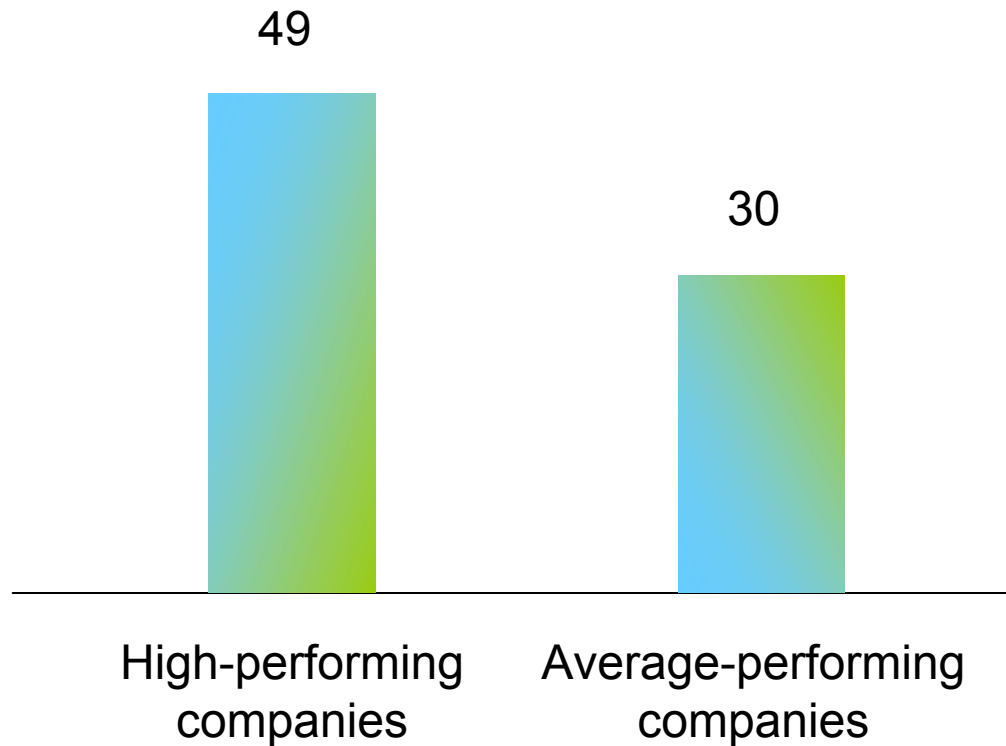
Knows who the high and low performers are



Source: McKinsey & Company's War for Talent Surveys, 1997 and 2000 combined



Improving the talent pool is one of our three top priorities



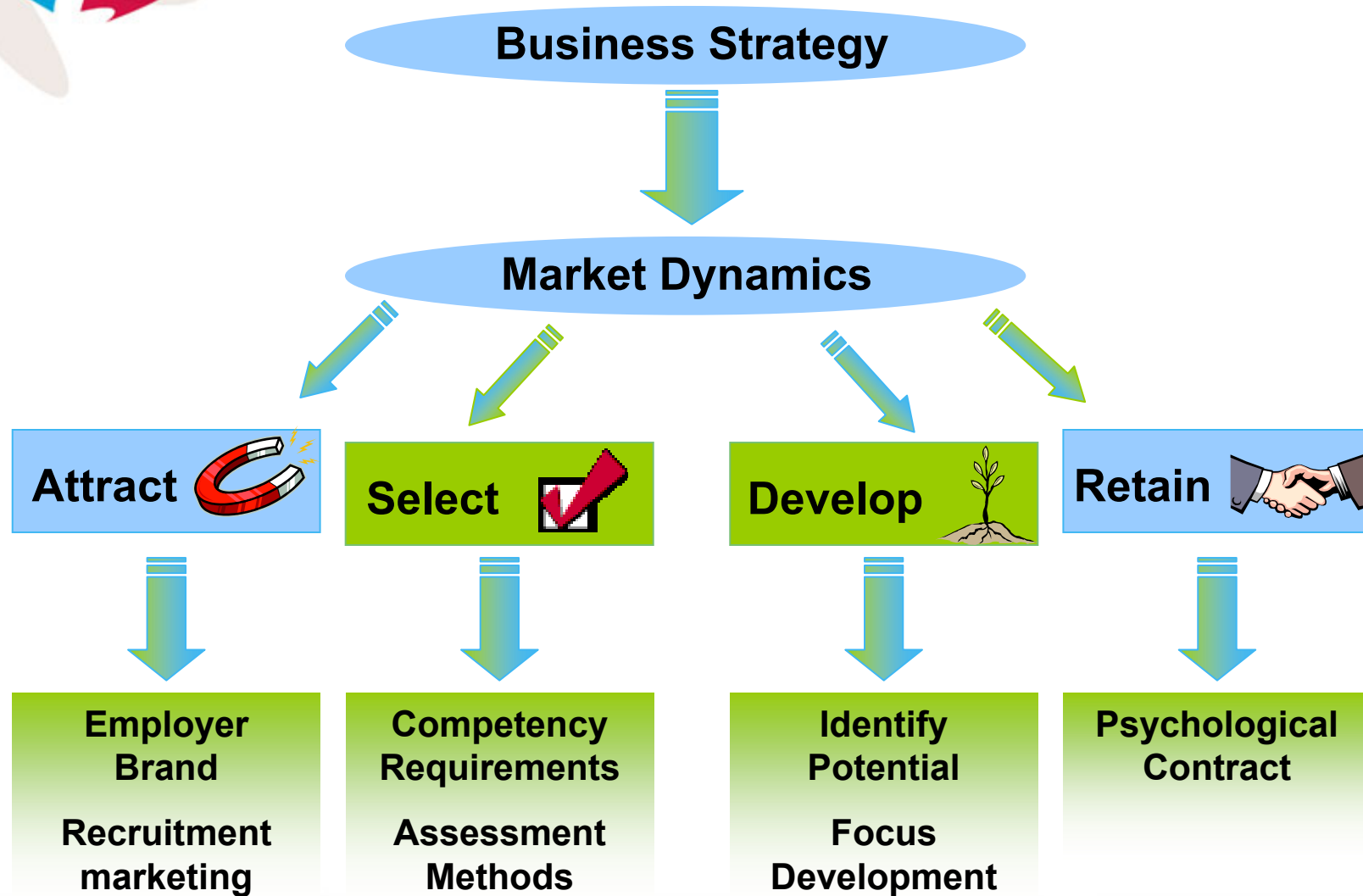
Source: McKinsey & Company's War for Talent 2000 Survey



Assessment and Development Centres through the whole Talent Pipeline



The Talent Pipeline





Assessment Centre Continuum

Development



Assessment

- ← Development without assessment
- ← Development centres
- ← Career development assessment centres
- ← Assessment of potential assessment centres
- ← Internal Selection / Promotion Assessment Centres
- ← External recruitment assessment centres

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Select





Advantages of Assessment Centres

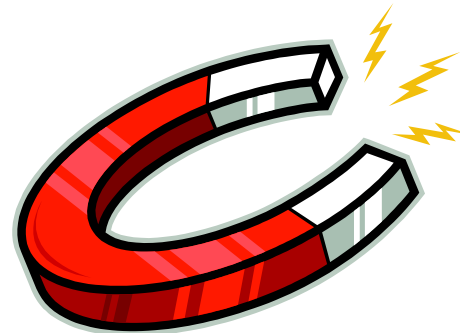
- Highest validity of any selection method
- Observe actual behaviours rather than asking about them
- Simulate business scenarios
- Multiple assessors reduce error
- Standardisation assessor guidelines
- High impact for candidates

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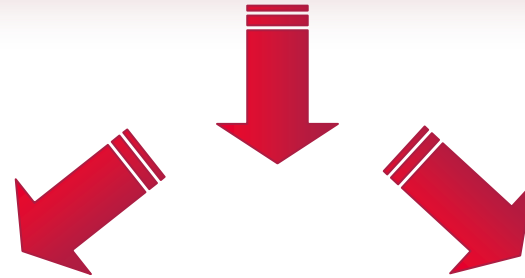
Attract





The Employer Brand

How your company and employment experience are perceived by society / target groups



Internal perspective:
How our own employees
perceive us

External perspective:
How the outside world
sees us

“How attractive you are to the outside world depends a lot on how attractive you are to your own people”



What is a Brand?

A brand is a promise that is kept day in and day out every time a customer comes in contact with it.

- Brand Management is a long drawn out process
- Customers build their perceptions of a brand through experiences at various touch points
- Consistency is key
- Anything can be packaged nicely but the core offer of a brand is the product



Brand equity is...

- The marketing asset : the consequence of good marketing
- Formed by brand experience & communication
- What everyone thinks about the brand
- The link between short & long term : the reservoir of unrealised cash flow
- 75% correlation with share and profitability within 5 years

(London Business School)



Great brands are consistent over time



Custer's Last Stand



Gunfight at the OK Corral



Statue of Liberty unveiled



New York subway opened



Ford build Model T



World War I ends



Prohibition



Bonnie & Clyde killed



Mt. Rushmore completed



Cuban missile crisis



First moon landing



Clinton re-elected



Building The Employer Brand

- External perception focuses on what we need to do to attract the right people to want to join us
- Internal perception improvement is an OD initiative, requiring each end market to develop firm plans to improve organisational hygiene and climate



Brand Values and Proposition

BRAND ESSENCE

WHAT IS THE SOUL, THE ESSENCE OF THE EMPLOYER BRAND? (THE STRONGEST USP)



CUSTOMER VALUES & NEEDS

WHAT DO TOP TALENT LOOK FOR IN THEIR CHOICE OF COMPANY?

BRAND ASSETS

WHAT HAS OUR COMPANY GOT THAT CAN MEET THESE NEEDS & VALUES? WHAT MIGHT WE ADD TO IMPROVE OUR OFFER?

BENEFITS

IN WHAT WAY DO THESE ADD REAL VALUE TO THE EMPLOYMENT EXPERIENCE?

PERSONALITY

IN WHAT MANNER WOULD WE ENGAGE A POTENTIAL RECRUIT?

EXPRESSION

HOW WILL WE REPRESENT OURSELVES TO PEOPLE WHO ARE MORE, OR LESS FAMILIAR WITH OUR BRAND?

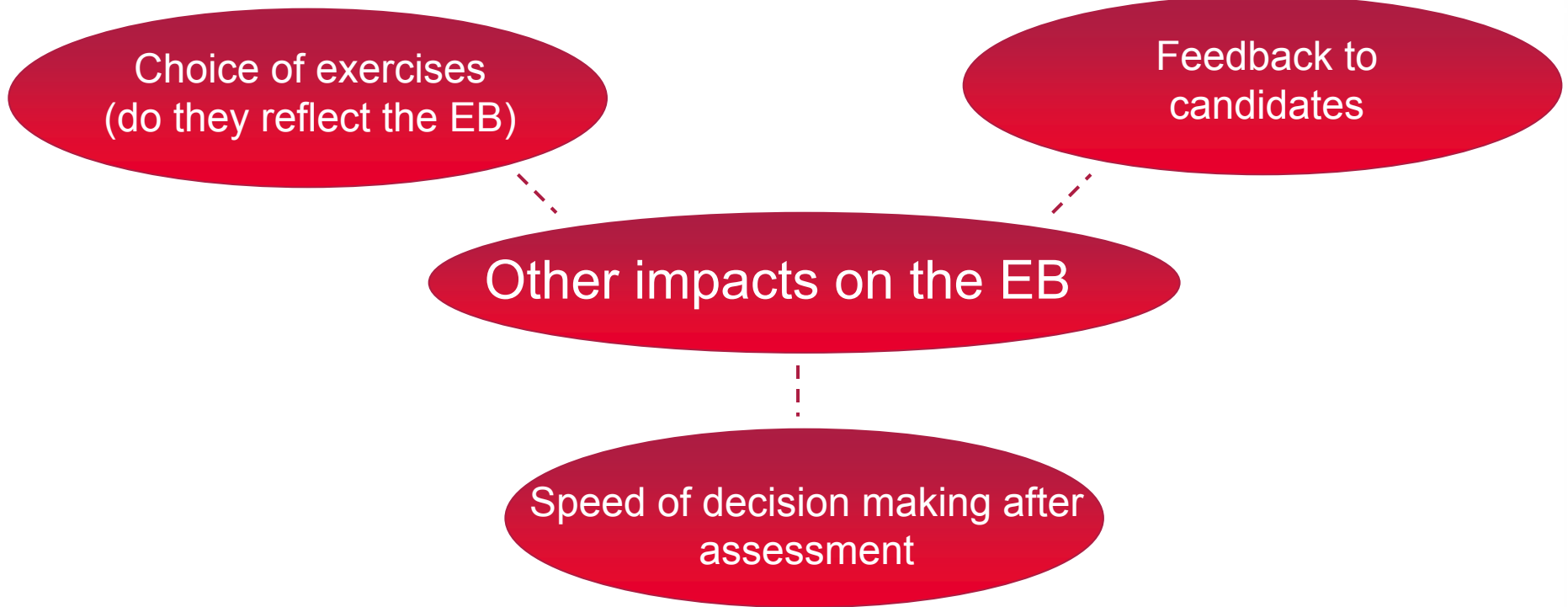


Assessment Centres and the Employer Brand





Assessment Centres and the Employer Brand



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Retain





Retaining talent

- Honest and open communication
 - The purposes of the centre
 - How the information will be used
 - Where people stand
- Development for all – not just the high potential cadre



Quick way to assess someone:

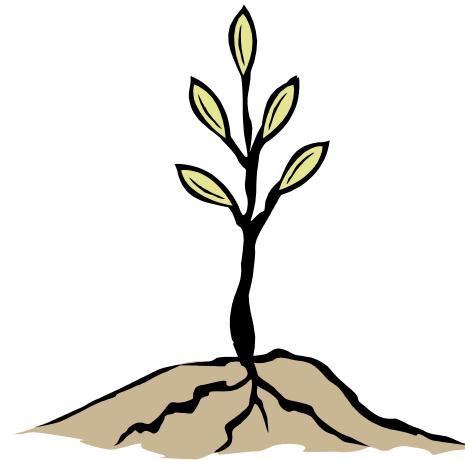
“What do you think of assessment centres?”

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Develop





Learning centres

We are not allowed to talk about that
Come to the panel session this afternoon...





A case study

50+ markets, market leader

180+ markets

Revenue £9bn

55,000 employees

60+ factories



Leadership Pipeline Development Objectives

- Top 500 positions have an on-going robust pipeline ready to succeed them.
- All Business Units have the capability and resources to have a self-sufficient talent pipeline.
- Rigor and discipline is given to all Talent Management principles, standards, measurements and tools.
- Every manager is responsible for building and sustaining a healthy talent pipeline of direct reports.
- Management representation of diverse groups (as defined locally) is equal to or better than the available working management population of the diverse groups in that nation.



The talent development centre

Aim: Identify potential for Head of Finance Function

Facts

10 centres run so far

90+ participants assessed

Participants from 20+ countries

Centres run in Europe, Africa and Far East



Some features of the centre

- Carefully chosen simulation exercises
- Balanced assessment of leadership competencies
- Trained observers
- DVD benchmarking of each exercise
- Ice-breaker and development day for participants
- Feedback and development reports





But how do we really assess leadership potential?





Leadership

“We know of a CEO who designed the waiting room for a new factory whilst his company plunged into bankruptcy and the head of HR at a major bank who spent his time designing forms for succession planning while senior exec’s were desperate for his help in reducing turnover.”



The Leadership Pipeline

Foundation Pillars:

- In every organisation there are different levels of leadership, and people need to make skill, belief and time allocation transitions at each level.
- People are normally promoted for a particular job rather than a particular level of leadership.
- Organisations need to understand the natural hierarchy of work that exists – focusing on managerial leadership work, rather than professional/functional contributions.

From Drotter et al.



What is the Leadership Pipeline?

A model for Leadership development that:

- Defines 6 levels of leadership complexity in organisations
- Defines changes in job requirements at each level
- Defines changes in skills, time application and beliefs required to make the transition between levels



Critical Career Passages in Large Organisations





What Differentiates the Levels?

Skill Requirements:

The new capabilities required to execute new responsibilities

Time Applications:

New time frames that govern how one works

Work Beliefs:

What people believe is important & so becomes the focus of their effort



Advantages of the model

Allows for:

- Identification of clear performance standards
- Individuals to be reviewed against relevant standards
- Identification of performance gaps
- Focused development planning
- Building a leadership pipeline



Additional Advantages

- Can reduce stress for employees
- Helps people move through the passages at the right speed
- Reduces time needed to prepare people for top positions





Passages & Individuals

To ease individuals around the turns of the pipeline by:

- Clarifying roles/performance standards
- Defining leadership development areas
- Diagnosing causes of underperformance
- Determining potential



Passages & Organisations

Assisting the organisation in the following key activities:

- Performance Management
- Leadership Development
- Coaching
- Succession Planning



Functional Manager

Time:

Participation in business meetings/strategy sessions
Working with other Functional Managers
Benchmarking and networking

Believe Important:

To understand and value 'foreign' work
To value working as a team with individuals in other functions
To think/act as leader not manager (managerial maturity)

Capabilities:

Managing areas outside own experience
Reporting to multi-functional person
Understanding resourcing decisions for different businesses
Communicating through layers
Thinking strategically beyond function/longer term
Delegating responsibility for overseeing functional tasks to direct reports
Driving state of the art functional strategies to gain competitive advantage



Functional Manager

Typical Pitfalls:

1. Not planning beyond immediate functional requirement
2. Stressed at not staying in touch with line workers where the action is
3. Point the finger when things go wrong
4. Fail to identify and follow up synergies with other functions
5. Can't let go of 'work' - must control everything



Examples of Indicators

Role-play exercise

Negative Indicators	1	2	3	4	5	Positive Indicators
Does not explain, or misrepresents the role of finance						Makes clear the role of finance in relation to the overall business and other functions
Presents views in isolation from other Directors						Leverages the views of other top team members and takes a collective approach
Does not address the need for risk or change management						Seeks to put in place appropriate risk and change management strategies
Little emphasis on improving the service provided to other functions and the business						Displays a service ethic and desire for continuous improvement
Does not address the leadership pipeline						Sets out to build an effective leadership pipeline in the function

In-tray exercise

Negative Indicators	1	2	3	4	5	Positive Indicators
Addresses individual operational issues rather than overall performance						Takes responsibility for and action to secure overall business results
Focuses only on local company perspective						Balances stakeholder priorities such as group, local companies, government, etc
Takes a mainly one function perspective						Integrates different functions and looks for linkages and synergies
Focuses only on operational issues						Addresses leadership and staff morale issues
Suggests change without thinking through the implications, or does not generate change						Provides sound change management strategies



Results

- Former participants now moving into Finance Director roles
- Global team have made this a requirement
- General raising of Functional Leadership Benchmark and awareness
- Model now extended to Production, IT and Legal functions



The Talent Pipeline

