

YOUR 2021 TALENT PLAN

A WEBINAR DISCUSSION



**HOW TO KEEP YOUR
TALENT FOCUSED &
HIGH PERFORMING**

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HI! I'M MARC



I USED TO



CONSULT



DEVELOP



PUBLISH



BUT FIRST...

IS THIS RIGHT FOR YOU? A FRIEND?

- TWO HEADS OF TALENT ROLES
- GREAT \$20B+ COMPANIES – MANUFACTURING, PHARMA
- BIG CHALLENGES – GROW, EXPAND, INFLUENCE
- BOTH IN MAJOR U.S. NORTHEAST CITIES (NOT NYC)
- MUST BE IN OR RELO TO THOSE AREAS; VIRTUAL NOT AN OPTION

- **SEND YOUR RESUME OR A NOTE INDICATING YOUR INTEREST TO ME: SEARCH@TALENTSTRATEGYGROUP.COM**

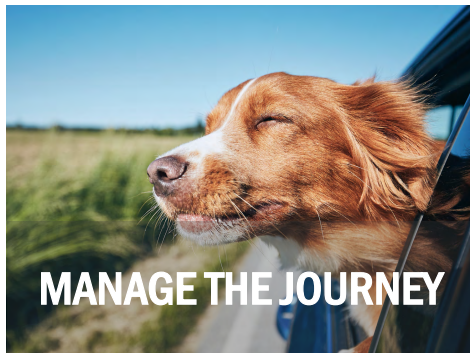
**THE
DETAILS
ARE HERE**



YOUR 2021 TALENT PLAN

TODAY'S FOCUSED DISCUSSION

THE PEOPLE



THE COMPANY



YOU





MANAGE THE JOURNEY



WHY

Better talent wins

Most companies are not very good at this

Development is a huge engagement driver



START/ STOP

LET'S STOP

Pretending that managers are great people developers

Thinking that employees should “own” their development

Assuming that everyone needs a development plan every year

LET'S START

Charting the journey before the choosing your vehicle

Assigning the manager ownership for development

Using employees' current role to develop them



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CLARIFY EVERYONE'S JOURNEY WITH THE FROM/TO

- **What is their development journey? Google Map each direct report**
- **You need to move FROM (being seen this way) TO (being seen this way)**
- **Do this BEFORE choosing any development action**

USE THIS EXPERIENCE

- **Everyone is in an experience today; make it more developmental**
- **Add adversity, visibility, geography, diversity**

IT'S THEIR JOB

- **Products don't produce themselves; machines don't operate themselves**
- **It's a people manager's job to meaningfully increase the quality of their team. Every. Single. Year. [More on than shortly]**

GET HIGHER PERFORMANCE





WHY

It's why your company exists

People grow faster with big challenges

Successful companies attract and retain better talent



**START/
STOP**

LET'S STOP

Wasting our time arguing about ratings – it doesn't matter

Saying we don't provide honest feedback because of our “nice” culture

Shirking our accountability to help managers set great goals

LET'S START

Focusing almost all our efforts on great goals and coaching

Creating hard accountability for managers to elevate performance

Advancing to 90% transparency by October 12, 2021



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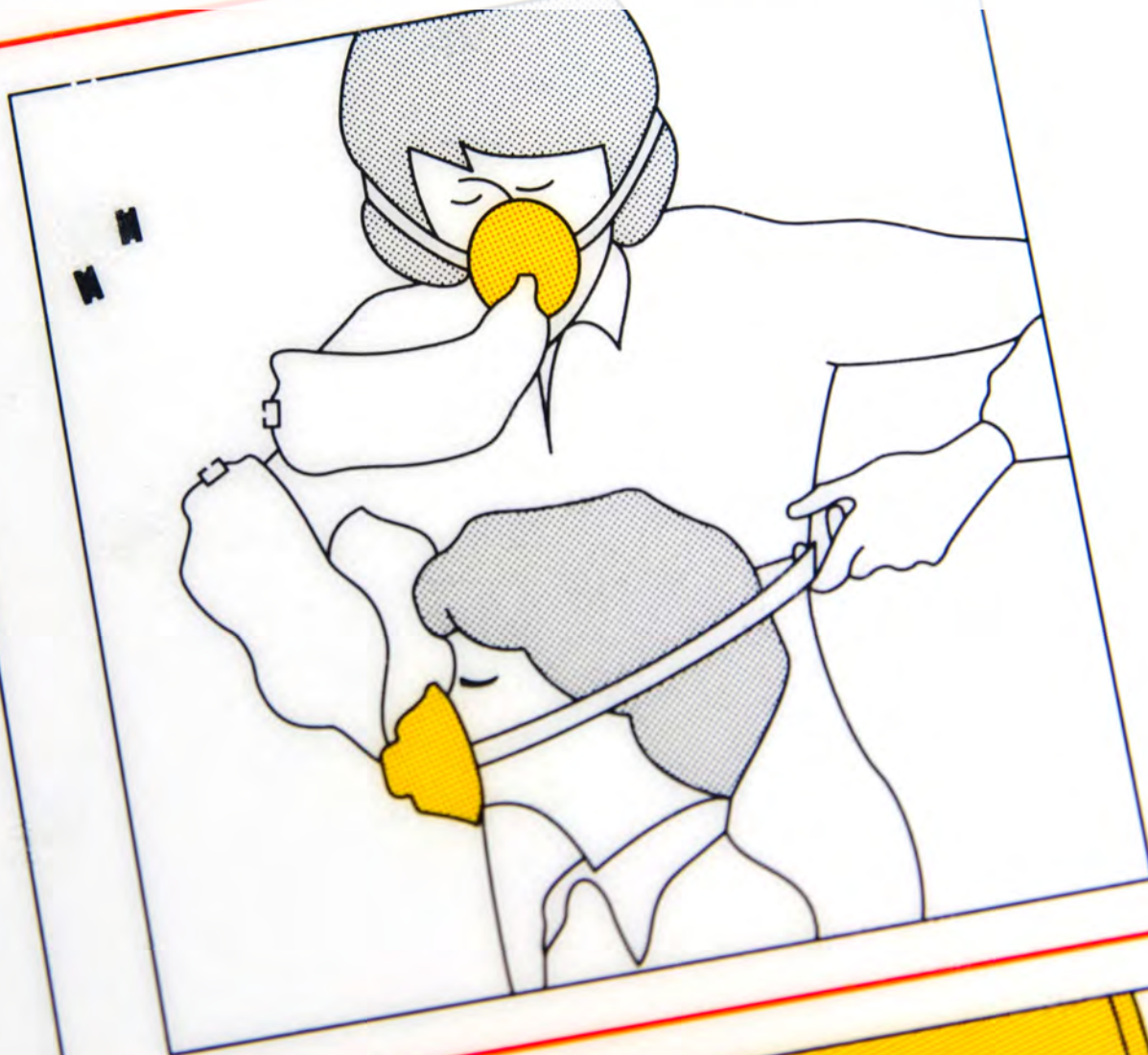
EVERY LEADER'S GOALS ARE FEW, ALIGNED AND STRETCHY

- **Squeeze activities and tasks into big PROMISES to your company**
- **Make your leaders great at this; REAL training on what matters most**
- **Tighten the timeline – goals locked by the first month of Q1**

CONSEQUENTIAL ACCOUNTABILITY FOR LEADERS TO DO P.M. WELL

- **Use the Accountability Ladder to determine how much you need**
- **Goals – audited by HR, reviewed by skip-level, calibrated with peers**
- **Feedback – 2+2 coaching; one-question audit**

SECURE YOUR OWN MASK FIRST





WHY

We can't take care of others unless we take care of ourselves

There's a secret factor that can instantly boost our performance

HR's high performance requires each of us to be high performers



LET'S STOP

Putting ourselves last in line when it comes to investment

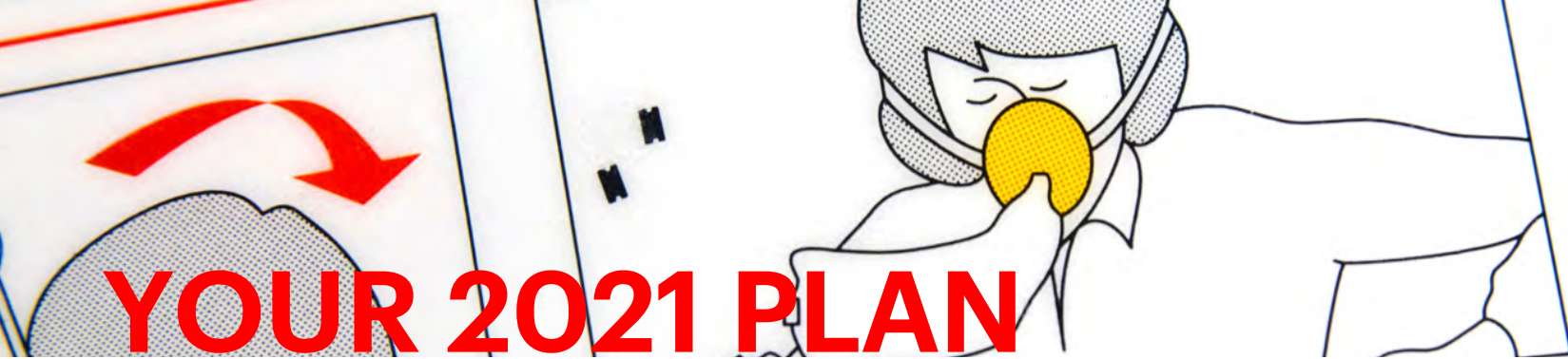
Allowing ourselves to not know the business as well as a CEO, COO, CFO

LET'S START

Recognizing the areas where we add value and improving at those

Holding ourselves to the standard of the best CHRO team member

Managing ourselves the way we'd manage a star athlete



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IMPROVE THE QUALITY (AND IDEALLY THE QUANTITY) OF YOUR SLEEP

- **Quality matters more, so make your room cooler, darker, quieter . . .**
- **Try for 6.5 – 7.5 hours a night; the 5-hour/night star is largely a myth**
- **Fix low quality with a 10-minute nap; low quantity with caffeine**

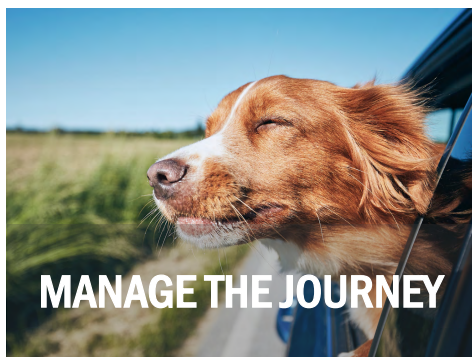
BUILD THE CAPABILITIES THAT MAKE YOU A CHRO-TEAM STANDOUT

- **Commit to having a high performer's mindset (or commit not to)**
- **Build your HR breadth – get out of your sub-function in 2021**
- **Become truly influential with the leaders who matter most**

YOUR 2021 TALENT PLAN

Thoughts? Questions? Observations?

THE PEOPLE



THE COMPANY



YOU



Other questions? Search suggestions?

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