



# OUR BEST TALENT ADVICE EVER



**WELCOME! WE'LL GET STARTED SHORTLY!**

**OUR  
BEST TALENT  
ADVICE EVER**

# HI! I'M MARC



## I USED TO



## CONSULT



## DEVELOP



## PUBLISH





**THE GOOD STUFF IS HERE**

# TODAY

- **OUR FOUR BEST**
- **LOTS OF YOUR QUESTIONS**



**SET GREAT GOALS**

# PM IS ACTUALLY QUITE SIMPLE

**SET GOALS**

**COACH**

**REVIEW**

**BUT  
WE TYPICALLY FOCUS ON  
THE WRONG THING**

**SET GOALS**

**COACH**

**REVIEW**





**SET GOALS**

**COACH**

**REVIEW**

**INVEST YOUR TIME WHERE IT  
MATTERS MOST**

**LET'S START HERE:**

***WHAT'S A GOAL?***

# WHAT'S A GOAL?

**AN OUTCOME THAT  
MEANINGFULLY CONTRIBUTES  
TO YOUR COMPANY'S SUCCESS**

# SO, A GOAL SHOULD BE

- **ONE OF ONLY A FEW**
- **CHALLENGING TO “MEET”;  
VERY CHALLENGING TO “EXCEED”**
- **DIRECTLY ALIGNED TO ONE LEVEL UP**

# **AND SHOULDN'T BE**

- **YOUR DAY JOB (BUT THAT MIGHT CONTRIBUTE)**
- **THE ACTIVITIES YOU DO TO ACHIEVE THE GOAL**
- **ABOUT DEVELOPMENT, NOT DELIVERY**

# GREAT GOALS ARE:

**FEW**

PRIORITIZE THE VITAL FEW  
COMBINE TASKS INTO GOALS

FOCUS ON WHAT'S  
MEANINGFUL

**BIG**

INCREASE THE CHALLENGE

GET THE HIGHEST  
PERFORMANCE

**SIMple**

CRISP AND  
MEASURABLE

KNOW EXACTLY  
WHAT TO DELIVER

# FEW

**YOU HAVE 3 – 4 TRULY IMPORTANT DELIVERABLES TO YOUR COMPANY IN 2023. WHAT ARE THEY?**

- **WHICH DELIVERABLES DO YOUR SHAREHOLDERS MOST CARE ABOUT?**
- **WHICH DIRECTLY SUPPORT THE GOALS SET BY YOUR CEO AND THE E.L.T.?**
- **WHICH DIRECTLY CONTRIBUTE TO REVENUE, OR TO COST REDUCTION?**
- **WHICH WILL SUSTAIN YOUR COMPANY'S SUCCESS?**

# BIG

**WHAT WOULD IT TAKE TO DELIVER 200% OF LAST YEAR'S RESULTS? (NOT ADDING MORE HOURS)**

- **WHAT WOULD YOU HAVE TO DELEGATE, LEARN?**
- **WHAT BEHAVIORS WOULD YOU NEED TO CHANGE?**
- **WHICH TEAM MEMBERS WOULD NEED TO BE IMPROVED?**
- **WHAT SUPPORT WOULD YOU NEED FROM YOUR MANAGER? FROM YOUR PEERS?**



# OUR ADVICE

- **REDESIGN YOUR PROCESS TO FORCE 3 – 4 GOALS**
- **HRBP'S "AUDIT" GOALS OF THE TOP 20 IN THEIR GROUP**
- **TRAIN LEADERS IN SIMple GOAL SETTING**

**QUESTIONS?**



## IMPLEMENT A TALENT PHILOSOPHY

# IS THERE ALIGNMENT?

ARE THERE CLEAR “RULES” AT YOUR COMPANY ABOUT . . .

- HOW LONG IS IT OK TO BE AN AVERAGE (50<sup>TH</sup> PERCENTILE) PERFORMER?  
HOW LONG IN A KEY ROLE?
- HOW ACCOUNTABLE ARE MANAGERS TO DEVELOP EMPLOYEES AND WHAT  
HAPPENS IF THEY DON'T?
- HOW TRANSPARENT SHOULD MANAGERS BE WITH THEIR DIRECT REPORTS  
ABOUT THEIR POTENTIAL TO ADVANCE IN THE ORGANIZATION?

**EACH OF US HAVE PERSONAL OPINIONS ON THESE QUESTIONS.  
THAT'S THE PROBLEM...**

# WHY HAVING A TALENT PHILOSOPHY MATTERS

WITHOUT A TALENT PHILOSOPHY,

- INDIVIDUAL BIASES DETERMINE WHO GETS MANAGED HOW
- THERE'S INCONSISTENT INVESTMENT IN MANAGERS WHO HAVE SIMILAR CAPABILITIES
- TALENT DECISIONS CAN BE SEEN AS BIASED OR POLITICALLY-DRIVEN

**OVERALL, YOU'RE SUB-OPTIMIZING YOUR ABILITY  
TO GROW TALENT**

**A TALENT PHILOSOPHY IS YOUR  
EXECUTIVE TEAM'S PREFERENCES  
FOR HOW TO MANAGE TALENT TO  
BEST ACHIEVE THE STRATEGY**

# TALENT PHILOSOPHY

**THERE ARE FIVE MAIN AREAS OF A TALENT PHILOSOPHY:**

- **PERFORMANCE:** WHAT ARE THE CONSEQUENCES OF HIGHER OR LOWER EMPLOYEE PERFORMANCE?
- **BEHAVIORS:** HOW MUCH DO BEHAVIORS MATTER FOR MANAGERS AND EMPLOYEES?
- **DIFFERENTIATION:** HOW SHOULD WE ALLOCATE THE COMPANY'S RESOURCES AND REWARDS ACROSS VARYING LEVELS OF PERFORMANCE AND POTENTIAL?
- **TRANSPARENCY:** HOW OPEN SHOULD WE BE WITH OUR LEADERS ABOUT THEIR PERFORMANCE AND THEIR POTENTIAL TO ADVANCE?
- **ACCOUNTABILITY:** TO WHAT EXTENT SHOULD MANAGERS BE RESPONSIBLE TO BUILD THE QUALITY AND DEPTH OF THEIR TEAMS?

# TALENT MANAGEMENT PHILOSOPHY – WHERE IT FITS

**EVERY OTHER TALENT PRACTICE RELIES ON THE TALENT PHILOSOPHY FOR  
DIRECTION**

**THE CORE PROCESSES  
FOR ENSURING HIGH  
PERFORMING TALENT**

**TALENT REVIEWS AND  
SUCCESSION PLANNING**

**ENSURE THAT HIGH QUALITY  
TALENT EXISTS AND THAT IT CAN  
SUSTAIN THE BUSINESS**

**PERFORMANCE MANAGEMENT**

**ALIGN EMPLOYEES WITH THE  
NEEDS OF THE BUSINESS**

**THE FOUNDATION FOR  
ALL TALENT ACTIVITIES**

**TALENT  
PHILOSOPHY**

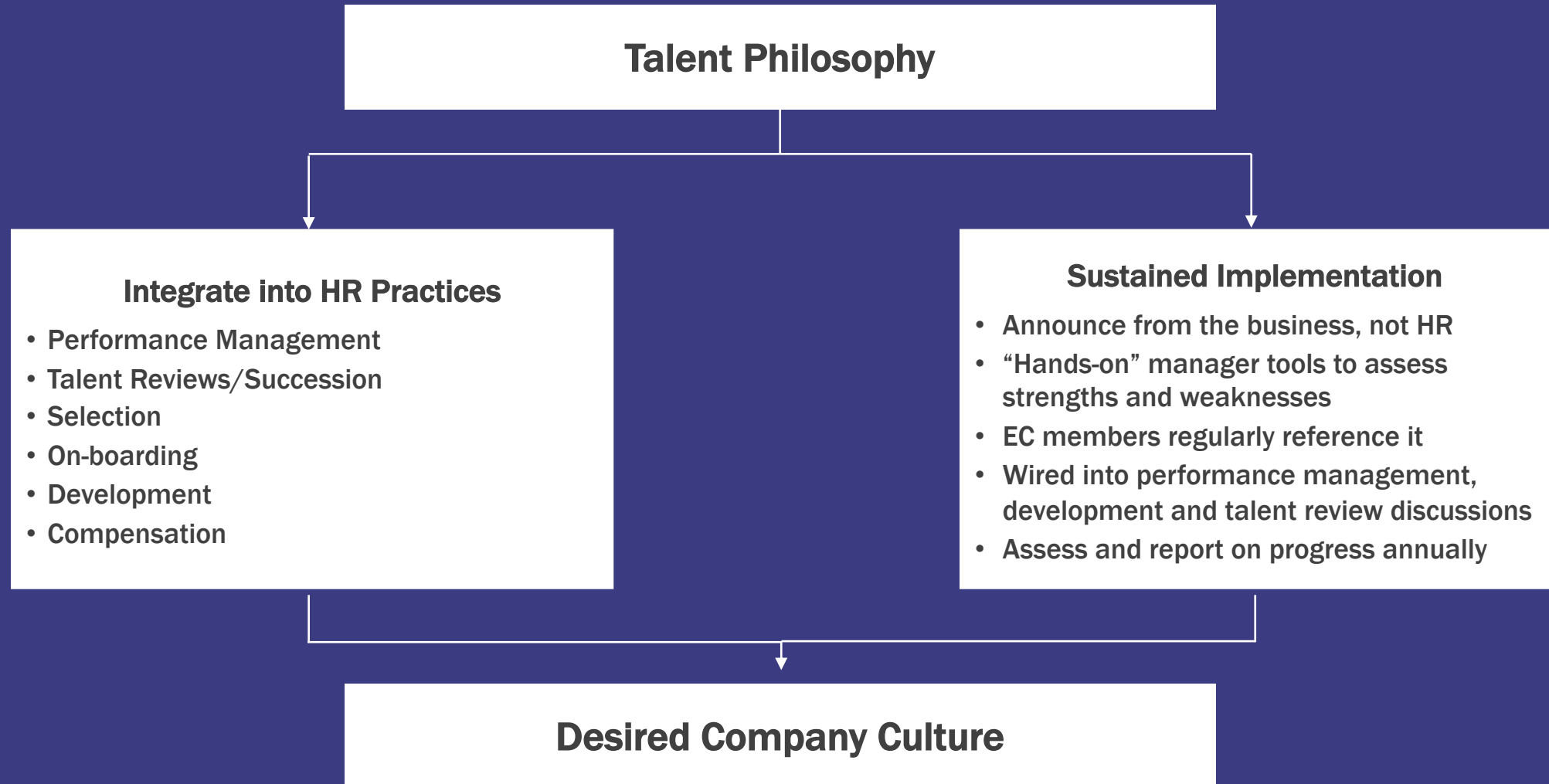
**THE RULES OF THE ROAD FOR BUILDING  
YOUR COMPANY'S TALENT**

**YOUR  
SUCCESS MODEL**

**THE CAPABILITIES THAT WILL  
DISTINGUISH YOUR BEST TALENT**

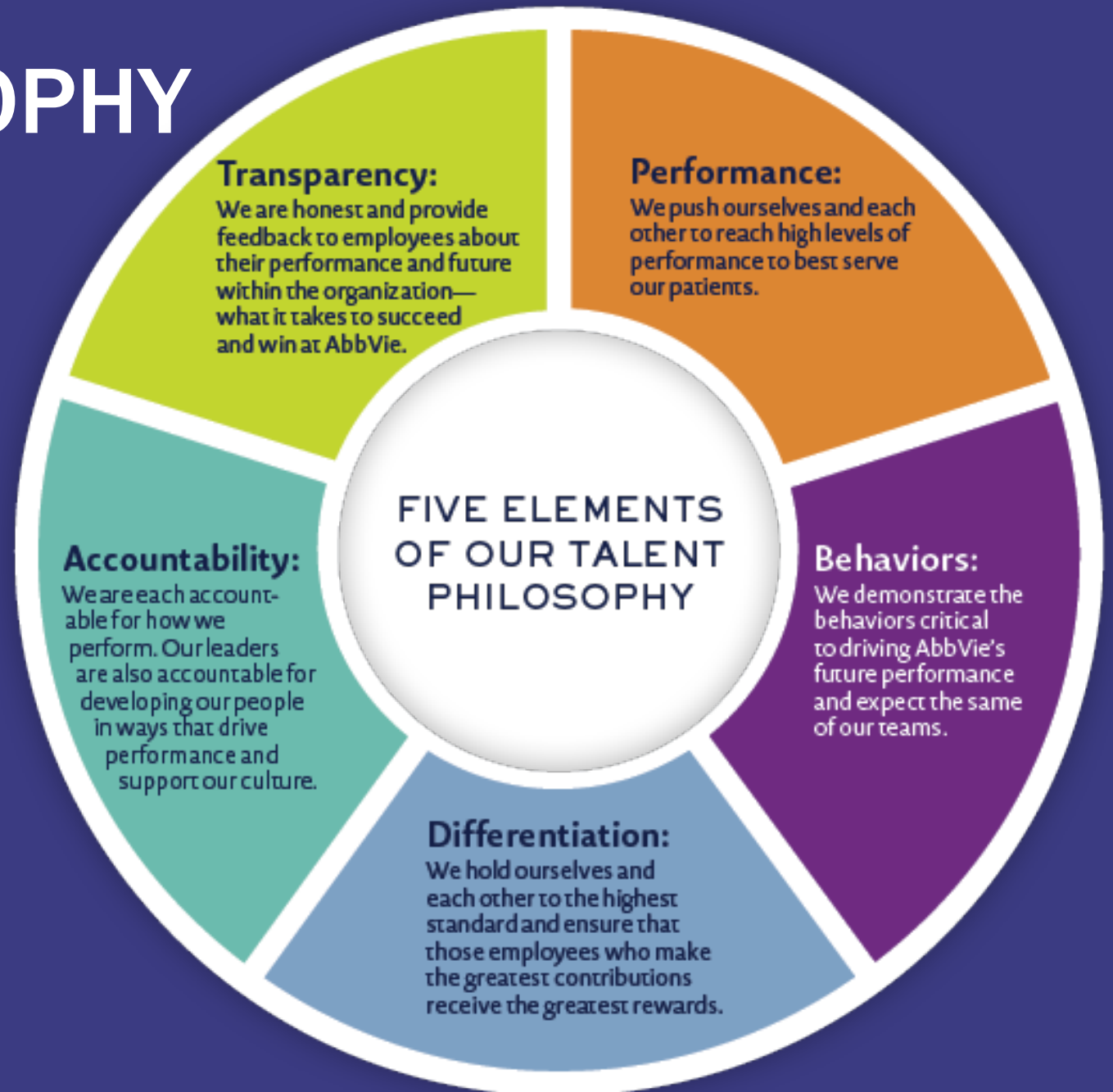


# AFTER CREATING TALENT PHILOSOPHY, TWO TRACKS



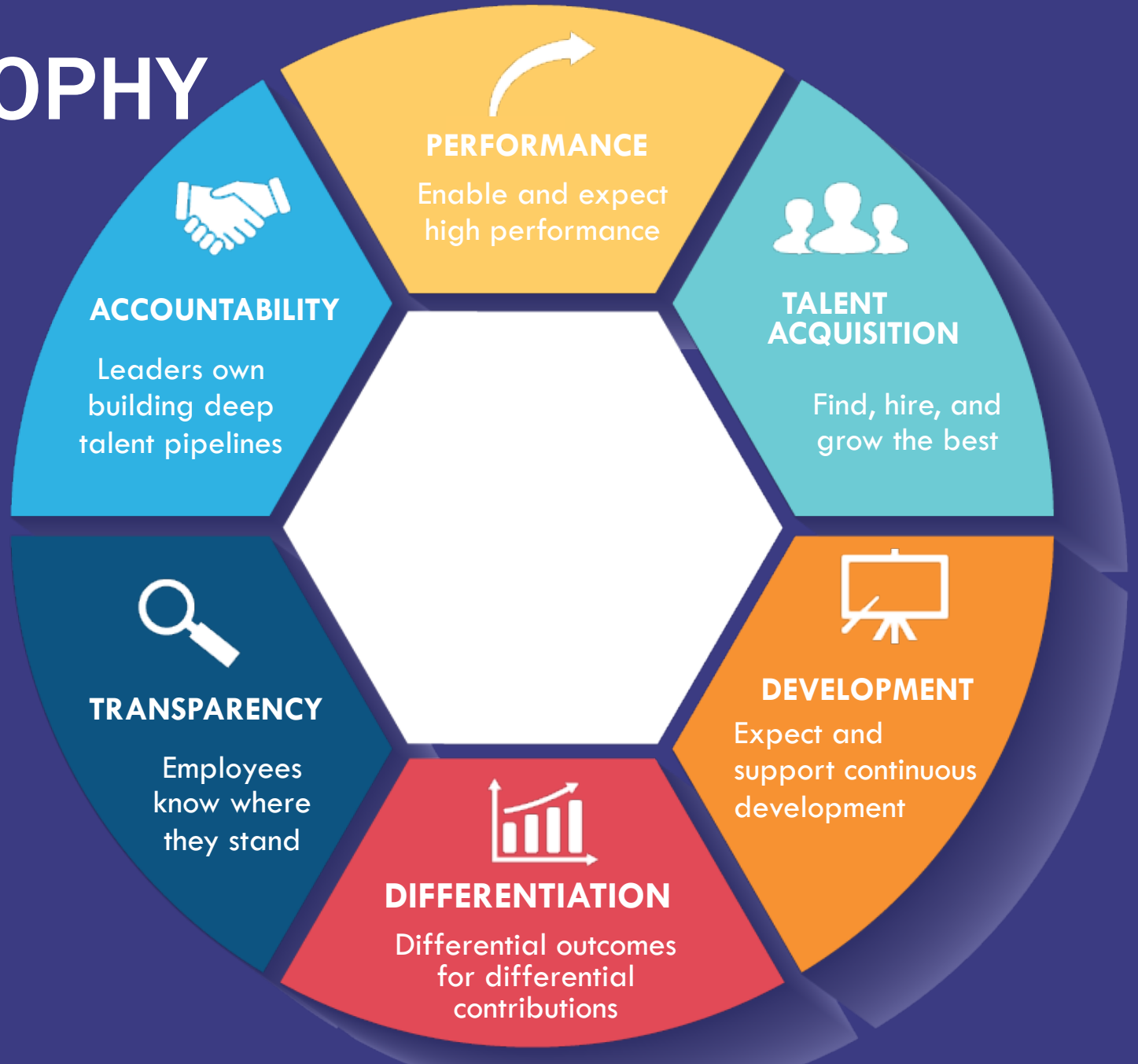
# TALENT PHILOSOPHY EXAMPLE #1

Top 5 Pharma Company



# TALENT PHILOSOPHY EXAMPLE #2

Top 3 Food Company



# TALENT PHILOSOPHY EXAMPLE #3

**THIS IS ONE TALENT PHILOSOPHY PLANK FROM AN INTERNET UNICORN:  
PERFORMANCE AT (COMPANY) IS AN UNAPOLOGETICALLY HIGH  
STANDARD. GOALS ARE CHALLENGING TO MEET, ESPECIALLY AS WE  
SCALE. HIGH PERFORMERS GET SH\*T DONE FAST AND A LOT. THEY  
MAKE THE COMPANY BETTER. LOW PERFORMERS KNOW IT, ARE GIVEN  
SUPPORT TO TURN IT AROUND, OR ARE EXITED WITH WHITE GLOVE  
CARE.**

# OUR ADVICE

- **CONDUCT A TALENT PHILOSOPHY PROCESS (EXECS LOVE IT)**
- **REDESIGN HR/TALENT PRACTICES TO REINFORCE**
- **MEASURE AT 1, 2 AND 3 YEARS TO ASSESS PROGRESS**

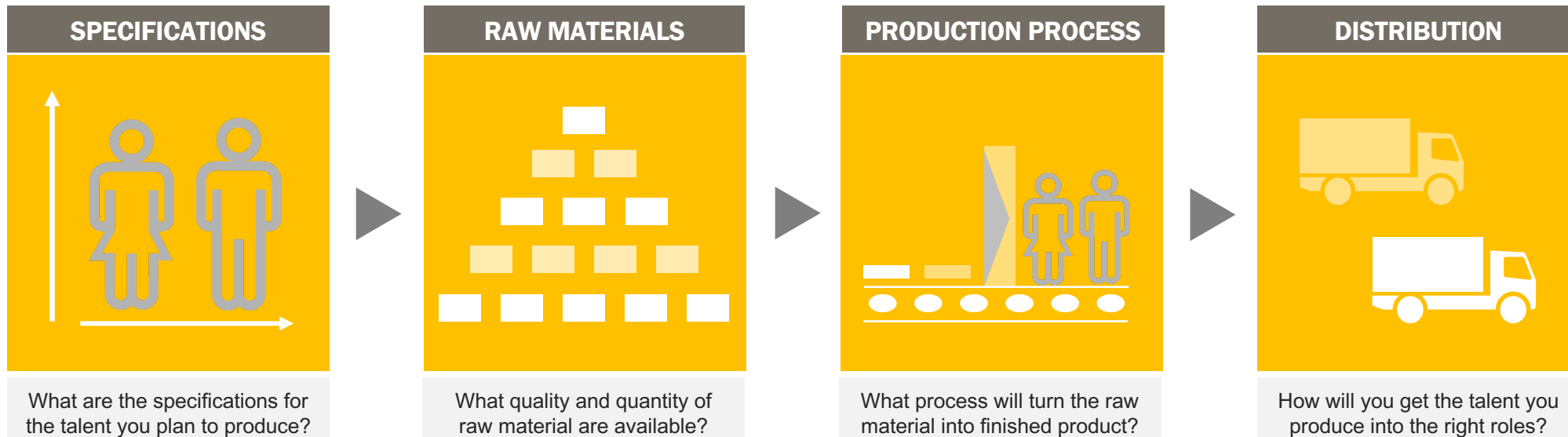


3.

# APPLY A TALENT PRODUCTION LINE MENTALITY

# TALENT PRODUCTION LINE

- CARE ABOUT YOUR PEOPLE AT LEAST AS MUCH AS YOUR CARE ABOUT YOUR PRODUCTS!
- BUILD TALENT WITH THE SAME RIGOR & DISCIPLINE WITH WHICH YOU BUILD ANYTHING ELSE
- LEAN PRODUCTION OF TALENT – NO WASTE OR SLACK



# OUR ADVICE

- AUDIT YOUR TALENT PRODUCTION ABILITY ACROSS EACH STEP (ESPECIALLY FOR CRITICAL ROLES)
- CREATE AN ACTUAL TALENT PRODUCTION LINE FOR YOUR MOST CRITICAL ROLES
- ASSESS BY INCREASE IN TALENT DEPTH FOR THOSE ROLES, OVER TIME





## **ENHANCE HR'S TALENT-BUILDING CAPABILITY**

**WE ARE THE LAST  
MILE (OR KILOMETER)  
BETWEEN THEORY  
AND REALITY**

**EXPENSIVE TECH.  
FANCY PROCESSES.  
ELABORATE MODELS.**

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**IT ALL DEPENDS ON  
**YOU**  
TO ACTUALLY WORK**

# THE 4 + 2 MODEL

## THE CORE FOUR

**BUSINESS JUNKIE**

**HR DISCIPLE**

**PRODUCTION MANAGER**

**TALENT AUTHORITY**

## THE DIFFERENTIATING TWO

**TRUSTED EXECUTIVE ADVISOR**

- **PROFESSIONALLY CREDIBLE**
- **FORMS STRONG EXECUTIVE RELATIONSHIPS**

**COURAGEOUS ADVOCATE**

- **HAS A THEORY OF THE CASE**
- **IS APPROPRIATELY AGGRESSIVE**

# OUR ADVICE

- INVEST IN GROWING THESE CAPABILITIES IN YOUR HR TEAM MEMBERS
- SHIFT/REPLACE TEAM MEMBERS WHO WILL NEVER EXCEL
- USE TALENT MANAGEMENT INSTITUTE AS YOUR LEVER

# OUR BEST TALENT ADVICE EVER

1. SET GREAT GOALS
2. IMPLEMENT A TALENT PHILOSOPHY
3. APPLY A TALENT PRODUCTION LINE MENTALITY
4. ENHANCE HR'S TALENT-BUILDING CAPABILITIES

**WE WOULD LOVE TO SUPPORT YOU.**

**WE HELP LARGE, COMPLEX  
ORGANIZATIONS WORLD-WIDE TO  
BUILD AND IMPLEMENT HR AND  
TALENT STRATEGIES**

**LET'S TALK.**

QUESTIONS;  
THOUGHTS;  
REACTIONS

