

Talent Building

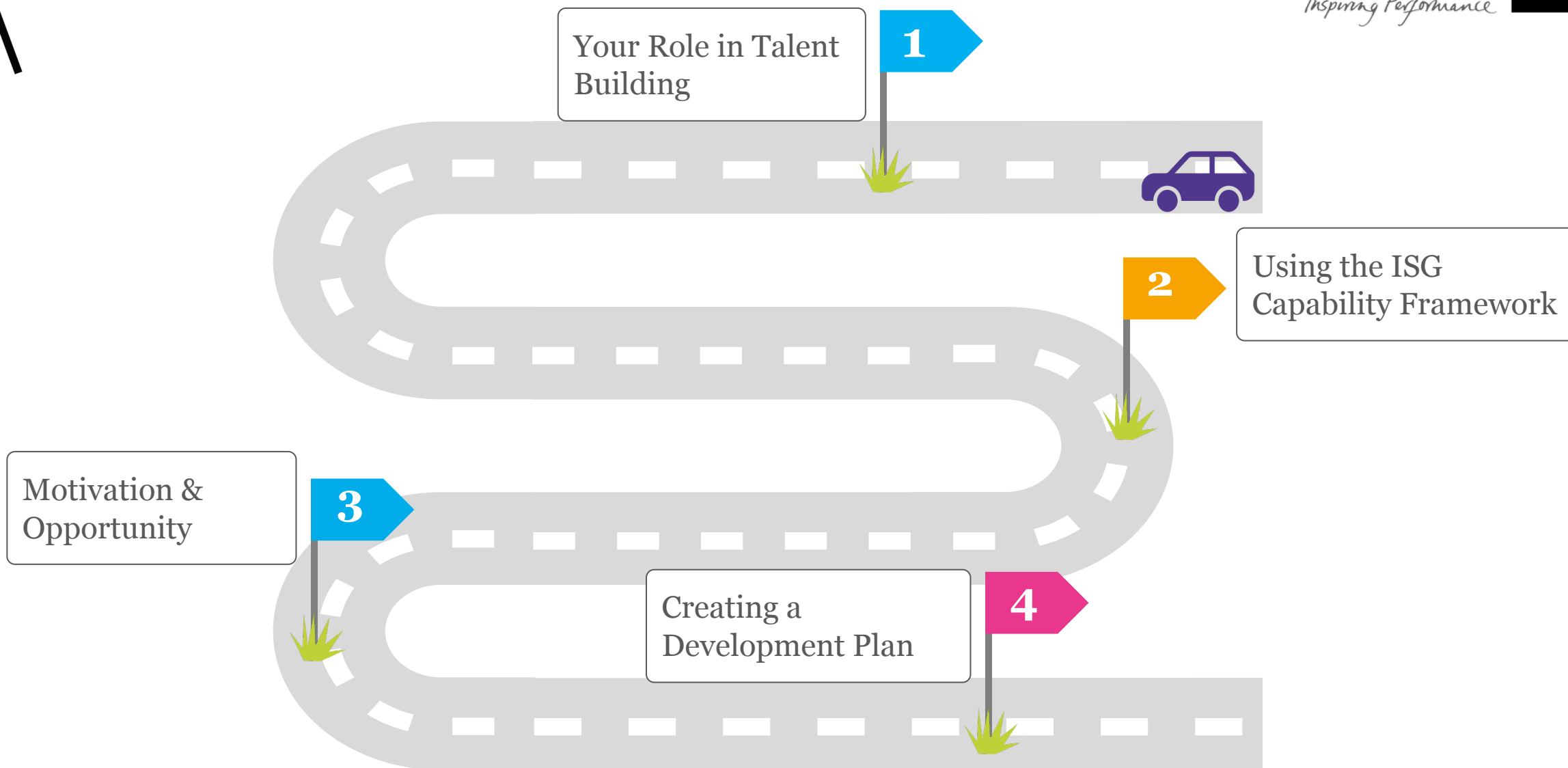
ELM Module : Developing People

Learning outcomes

Use the ISG Capability Framework to assess development needs

Create a development plan that reflects identified needs

Session roadmap



Your Role in Talent Building

Identifying Needs: 9 Box Grid - Recap

Performance

LOW

MEDIUM

HIGH

Potential:

The ability to assume increasingly broad or complex responsibilities as business needs change during the next 12 -18 months.

Potential

Performance:

The extent to which an individual can deliver results, demonstrate competencies and act in the spirit of company values

HIGH

Focus on coaching
Provide development plan
Concerned with lack of motivation

Develop

Valuable team member
Room for performance improvements
Challenge them!

Develop/Stretch

Mastery of current role
Provide new assignments that stretch and push their skills
Future Leader

Stretch

MEDIUM

Shows potential but performance is low
Focus on skills to improve performance
Consider PIP

Observe

Consider increasing responsibilities
Meeting current expectations
Create development plan

Develop

Exceeding performance expectations
Identify skills gaps for probable promotion, and develop those skills

Stretch/Develop

LOW

Not meeting performance expectations
Need to upskill or find new role

Observe/Exit

Consistent contributor but limited potential
Put on improvement plan
May need a successor

Observe

Strong performer but unlikely to move to a higher level
Will need motivation to remain engaged

Develop

Talent Building: **Your Role**



What does your role in talent building look like?

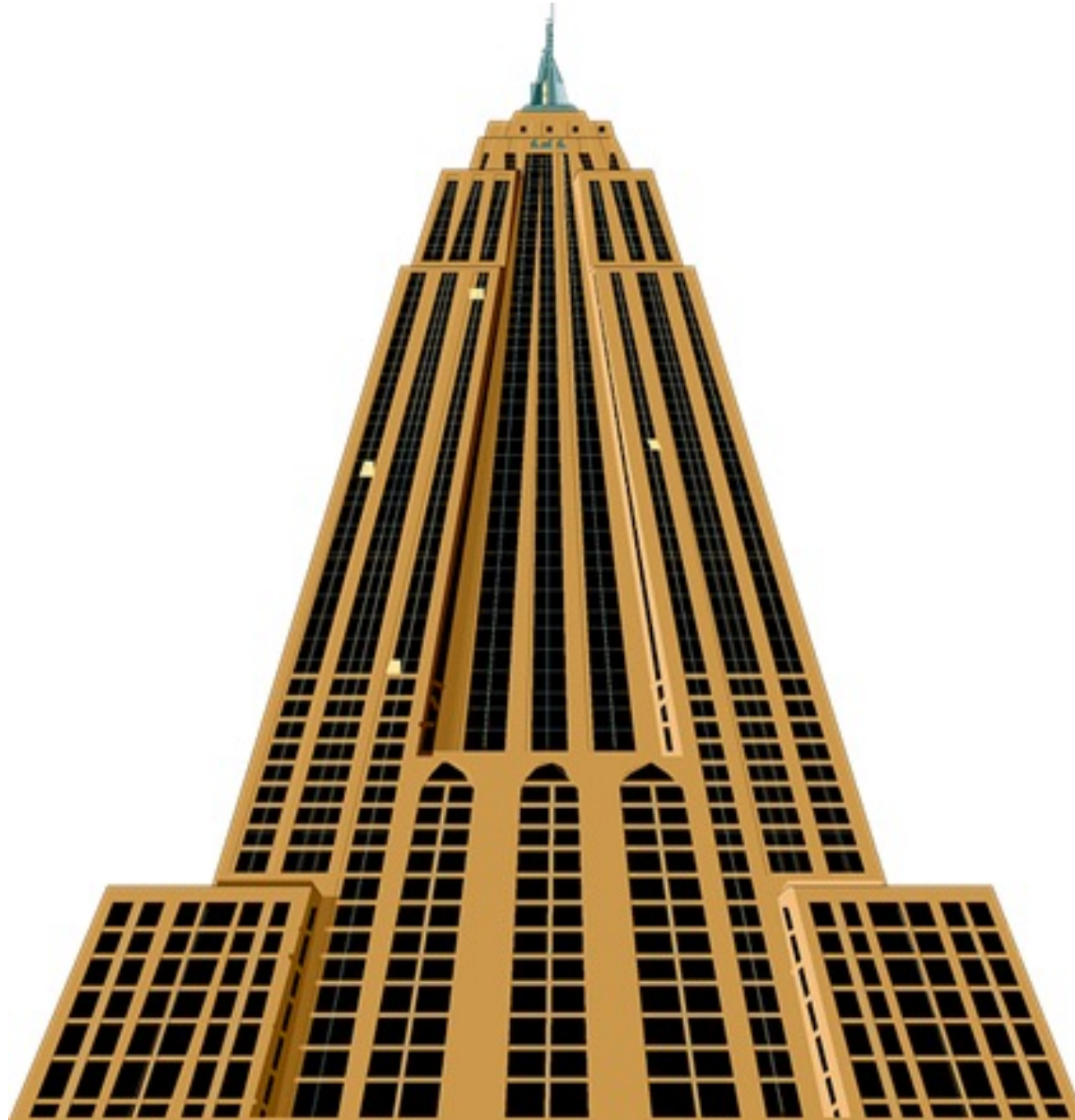


Why is it important?

Following a brief demonstration, you will be invited to join an interactive whiteboard session via the link in chat:

- The object of the exercise is for you to consider where you/your team members are on their development journey.
- The journey is depicted as a high-rise office and you need to place people on the appropriate floor that corresponds with their current level, using a sticky note
- **Consider the following:**
 - Have they reached their ceiling or is there still plenty of room to develop?
 - Are they on the fast-track (lifts), moving at pace (escalators), steady (stairs) or stationary right now – add this to the note
 - What can you do in your role to get people moving up the levels? Are you pushing, pulling, removing obstacles or actively leading the way? Or are you a barrier?

Talent Building: **Your Role**



The ISG Capability Framework

Talent Building: Using the Capability Framework

In a moment, you will be carrying out some individual work focused on selecting the key areas for improvement for either yourself or your team:

Breakout:

- Download the file from the chat box
- Switch off your webcams and go on mute to avoid distractions
- Follow the instructions on the next slide and also on the handout
- Once you've completed the exercise, switch your cameras back on and use the "raise hand" function to let me know you're ready to begin

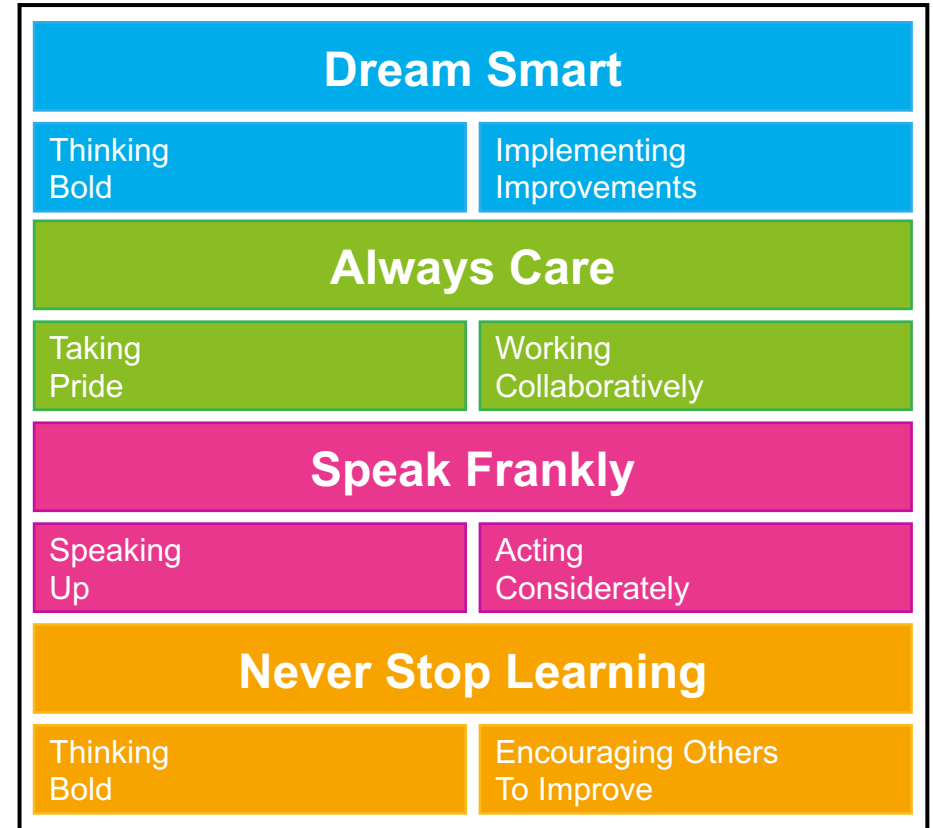
You have 10 minutes to complete this exercise!

Skill Elements & Learning outcomes

Using the Capability Framework – Instructions

Using the attached handout (see the chat box), conduct a capability audit as follows

- **Step 1** – Consider a person from your building exercise on Jamboard, (could be you)
- **Step 2** – Think through each behaviour, particularly those relevant to potential/stepping up to the next level
- **Step 3** – Identify behaviours/capabilities that the individual needs to work on/develop



Unlocking Motivation & Opportunity

$$P = A \times M \times O$$

Performance = Ability x Motivation x Opportunity

It's a multiplier; all elements need to be present to result in performance

*Source: Purcell, Bath University & CIPD,
"Inside the Black Box: the
People/Performance Link" 2003*

Performance = **Ability** x Motivation x Opportunity

Motivation x Opportunity

Creating a Development Plan

Talent Building: Ability – Recap

ABILITY

Job specific know-how:

Do they have the right level of technical know how to be successful?

Values / Behaviours:

Will they go about their role in the right way?

Generic skills:

Do they have the planning, communicating, negotiating and other skills necessary?

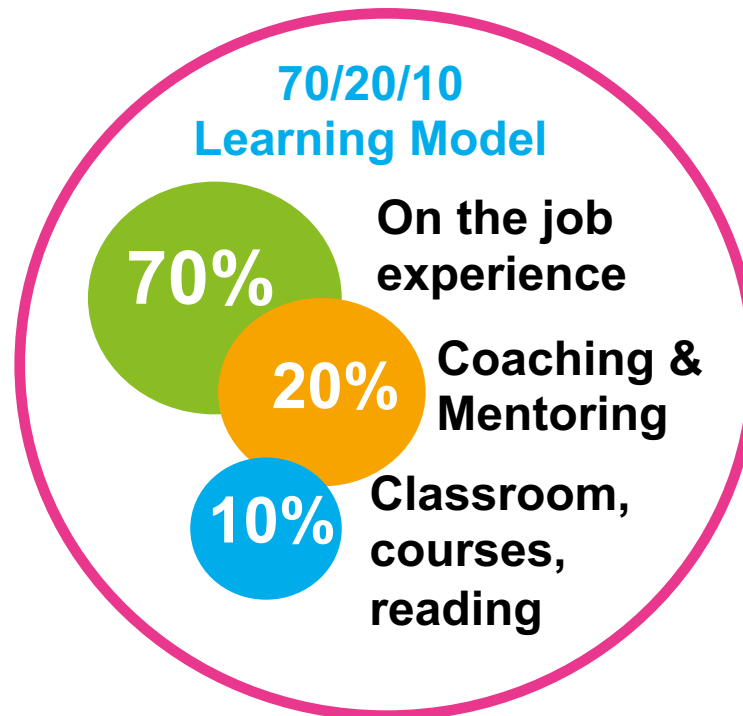
Contextual Knowledge:

Would they be able to be successful here?

Think back to your team member's identified development needs: how can you create a relevant, meaningful and stretching development plan to prepare them to “step up”?

Formal Options

- Management Development Programmes
- One off training workshops
- Coaching
- Online training
- Higher education
- Professional accreditation



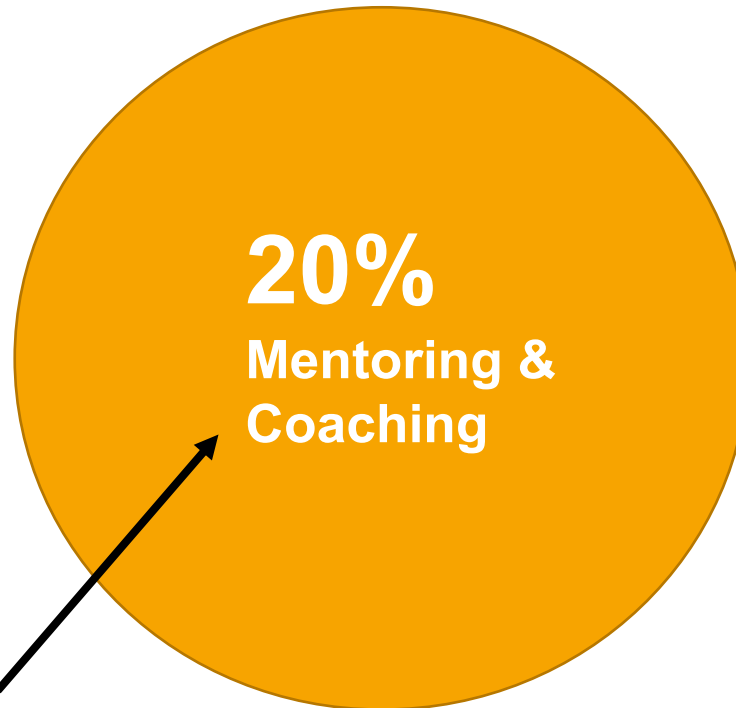
Informal Options

- On the job learning
- Networking
- Industry related seminars
- Mentoring
- Participation in specific projects
- Cross department/division assignments
- Self-study and reading
- Committee participation

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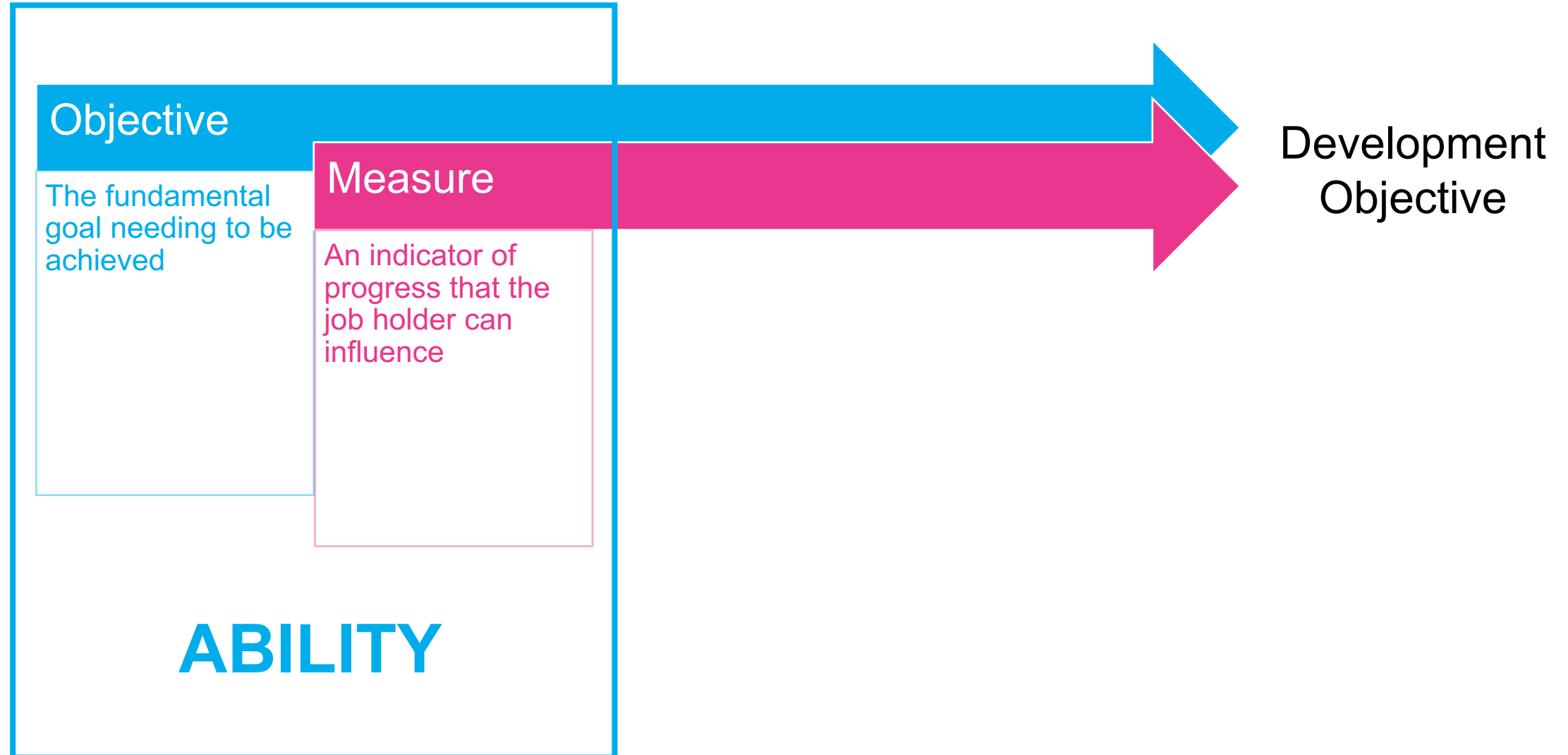


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- On-the-job learning
- Networking
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- **Mentoring**
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**This is the magic you
can bring to your team!**

Talent Building: OMTA: OM = Ability

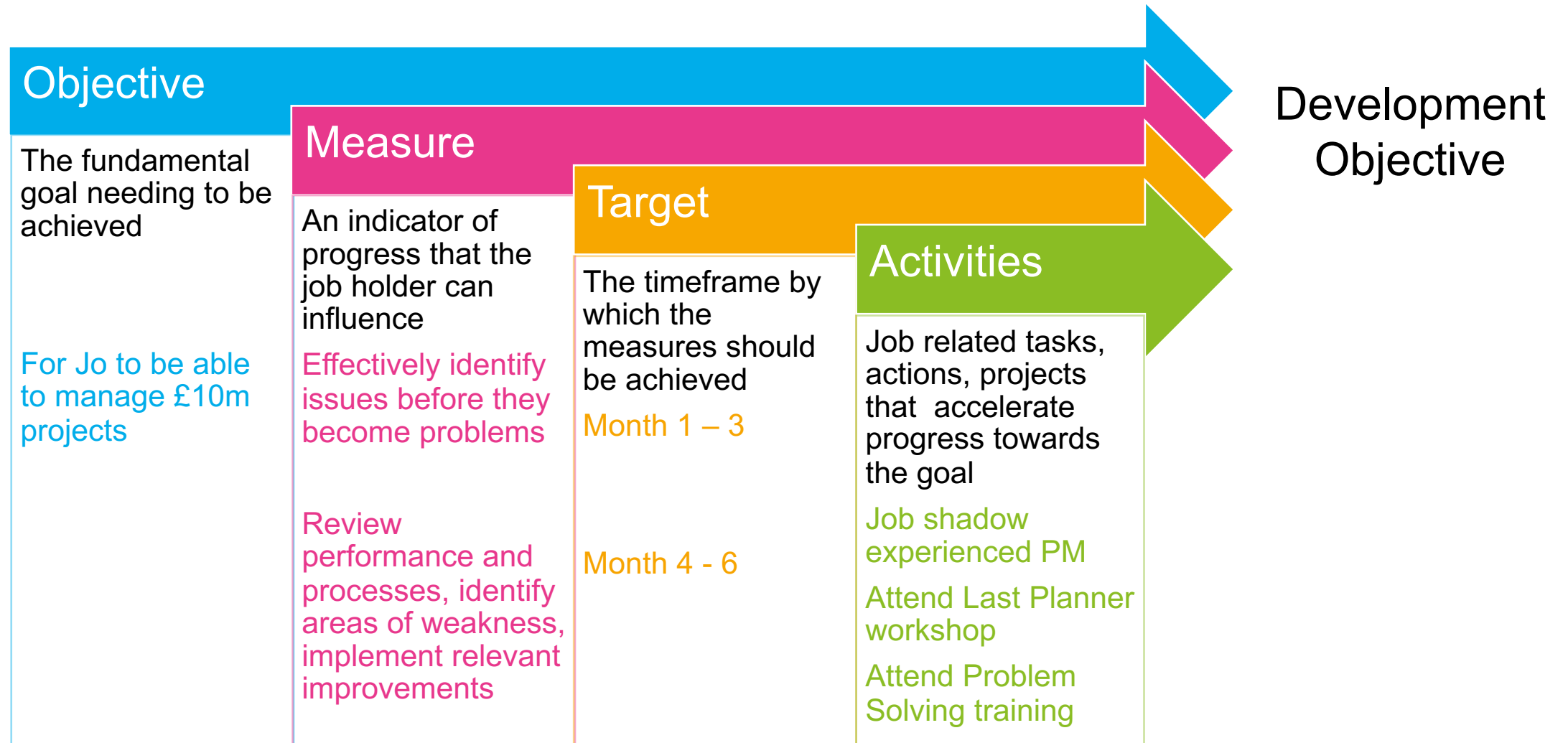


Talent Building: **OMTA: TA = Motivation & Opportunity**



Development
Objective

Talent Building: Development Plans - OMTA



Development Plans: Applying OMTA



Breakout Room Exercise: 20 minutes

- In pairs, create a development plan for a selected team member using this approach. Consider carefully Objective, Measure and Targets
- Now map this to Activities/Key Tasks that will make it all happen – what do they actually need to DO?
- Be prepared to present your thinking to the group

Talent Building: Development Plans - ISG



PERSONAL DEVELOPMENT PLAN
NAME:

SUMMARY OF DEVELOPMENT GOAL FOR THE PROGRAMME:

PLAN TO GET THERE:

WHAT DO I NEED TO IMPROVE ON OR LEARN?	WHAT ACTIONS CAN I TAKE TO ACHIEVE MY GOAL?	WHAT SUPPORT DO I NEED TO ACHIEVE THIS?	HOW WILL I KNOW IF I'VE BEEN SUCCESSFUL?	WHAT PROGRESS HAVE I MADE SO FAR?	WHAT'S MY DEADLINE FOR COMPLETION?
What's your goal?	Come up with some actions you can take to achieve your goal.	You might want to identify someone internally who has some skills you could learn that would help, or someone who could advise you on how they met a similar challenge. There might be a book you can read, or a TED Talk to investigate. Be creative!	It's really important to identify what will be different when you've achieved your development goal. What impact will it have on your performance? What difference will people see?	A place to keep track of all the great stuff you've done to develop this so far.	All good plans need a deadline.
For Jo to be able to manage £10m projects	Job shadow experienced PM / Attend Last Planner workshop / Attend Problem Solving training	[Carefully consider your role here] - 70 / 20 / 10	Be able to effectively identify issues before they become problems / Effectively Review performance and processes, identify areas of weakness, implement relevant improvements	Track Key Task completion	Month 1 – 3 / Month 4 - 6

Wrap Up

Learning outcomes

Use the ISG Capability Framework to assess development needs

Create a development plan that reflects identified needs

Talent Building: **Key points**



Your role in building the talent pipeline is critical



Use the ISG Capability Framework to effectively assess needs (yours/team)



Creating motivation & opportunities for performance and development is essential



Focused and challenging development plans underpin talent building

Talent Building: **Action planning**



Use the Capability Framework to assess the needs of your team



Build motivation and opportunities for development



Create a shared development plan with all team members – review regularly!