

# DEVELOPING TALENT

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The Big Experiment

&

ROI

A photograph of a road with a white line that has been painted in a wavy, irregular pattern, with a pile of branches on the shoulder.

**NOT MY JOB AWARD**

# Where to Start?

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- Honest Assessment
  - Today vs. Tomorrow
- At the Top!
- Right Tools, System & Structure

If you don't know where you are going, you will wind up somewhere else.

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- baseball great Yogi Berra

# Identify the Gap

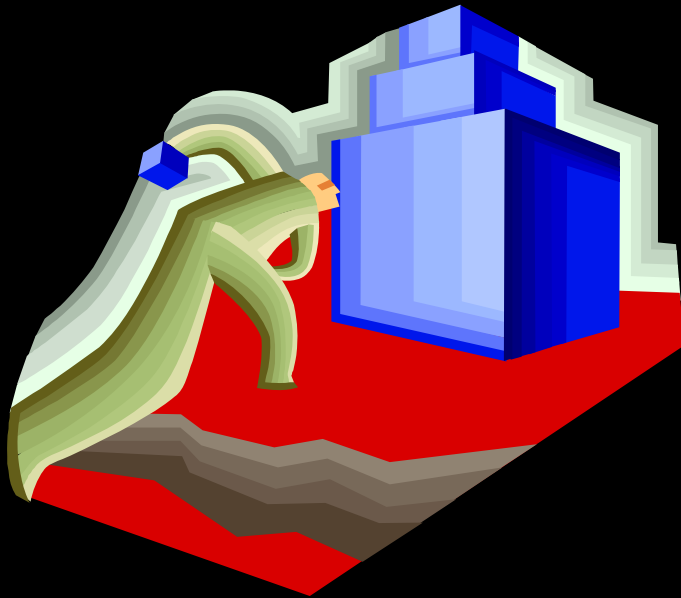
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Current vs. Future

# Driving Change

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- Not for the weak or timid . . .
- Don't underestimate the personal dedication and energy it takes!!

# Job Satisfaction & Performance

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*“We either make ourselves miserable, or we make ourselves strong.*

*The amount of work and energy required is the same.”*

Castaneda

Carlos



# Keys to Engagement @ Work

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- Meaningful & Relevant
  - How do I make a difference?
- Measure Success
  - Metrics that are immediate & meaningful
- Personal Relationship—Connect
  - To be seen, known & validated

# Empowerment

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- The only thing more difficult than getting managers to give up control



is getting employees to take control.

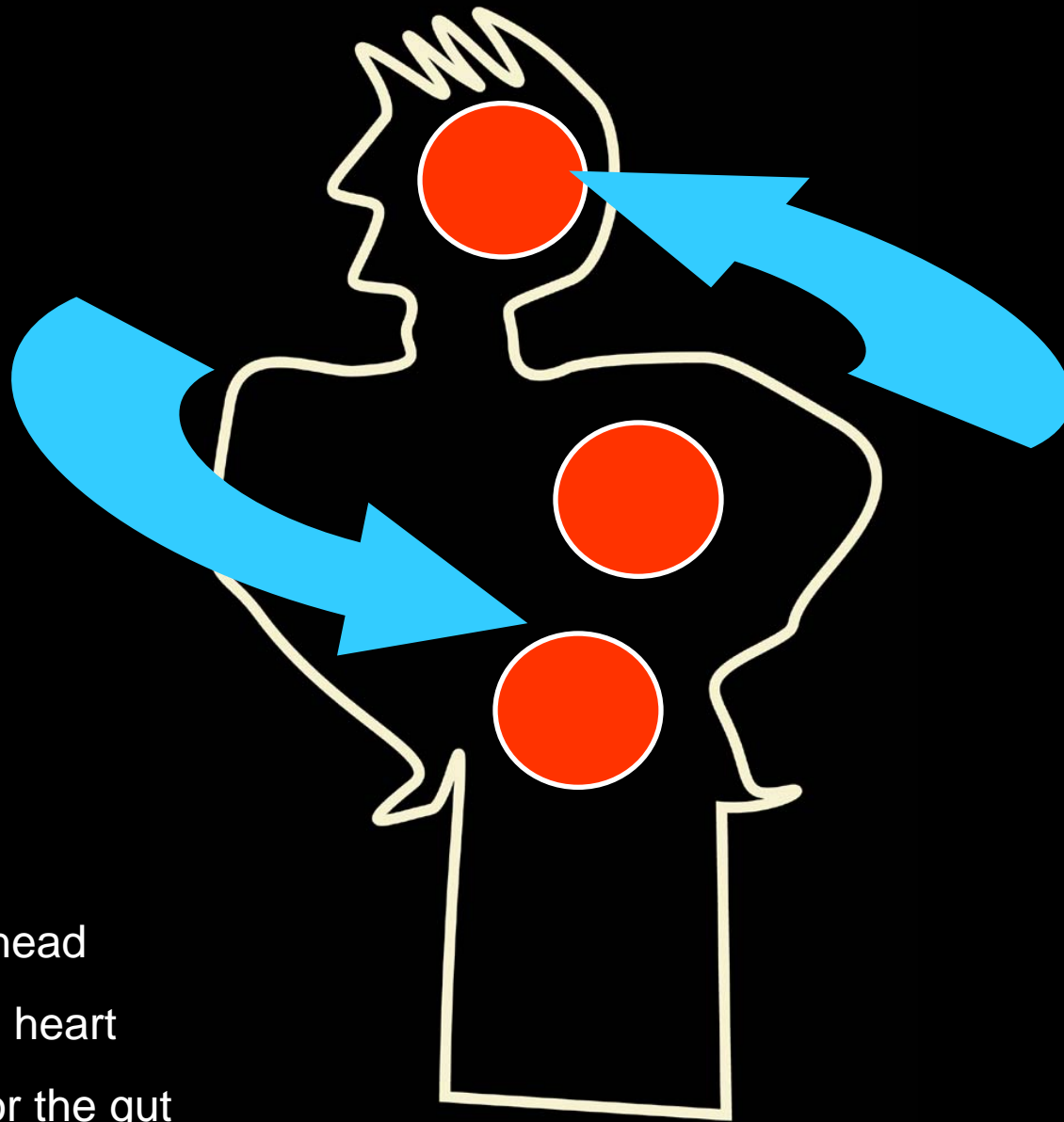
# Empowerment

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- The only thing more difficult than getting employees to take control



is creating a supportive environment where they will do so.



**Train** for the head

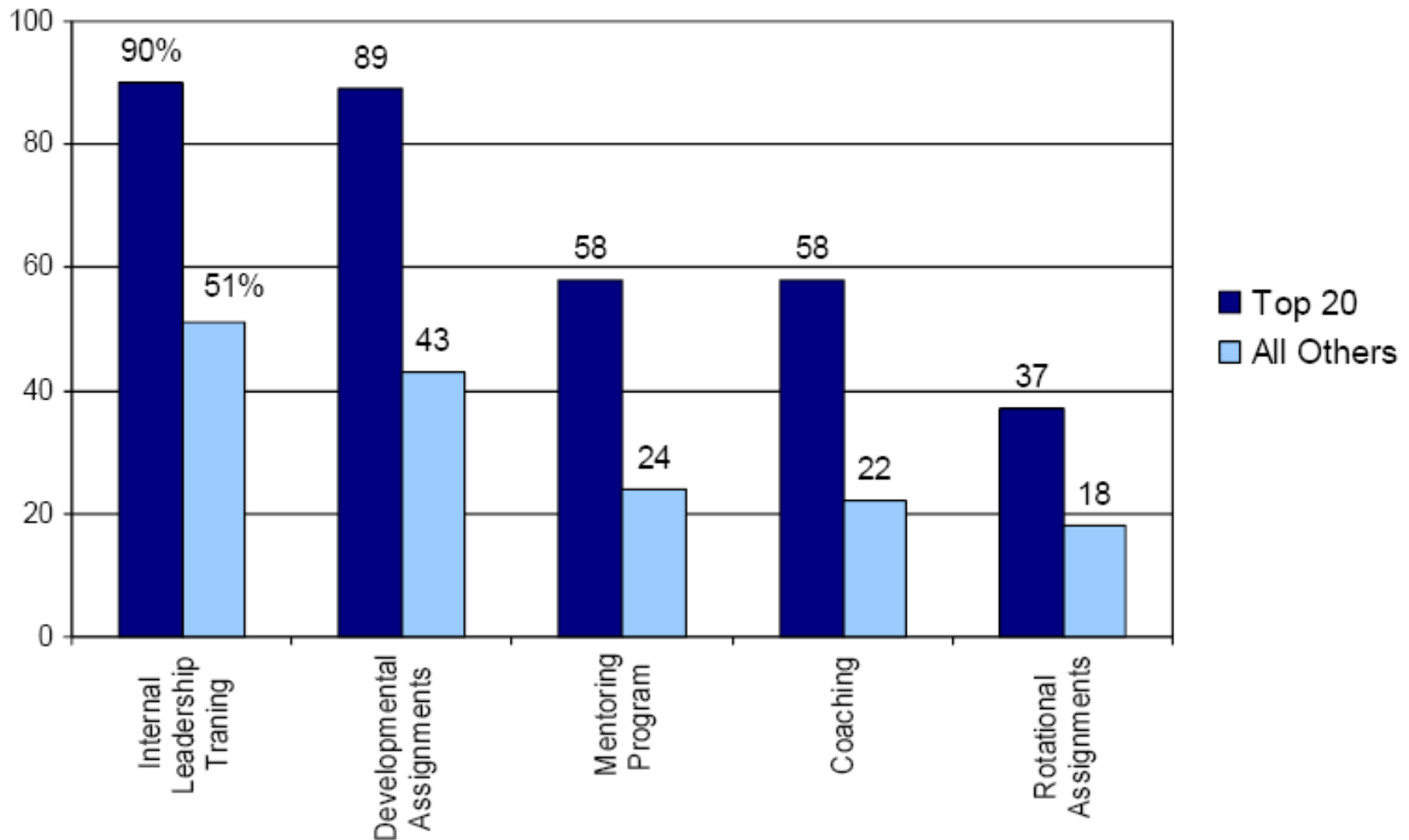
**Coach** for the heart

**Experience** for the gut

# Development Methods Used by Largest Global Companies

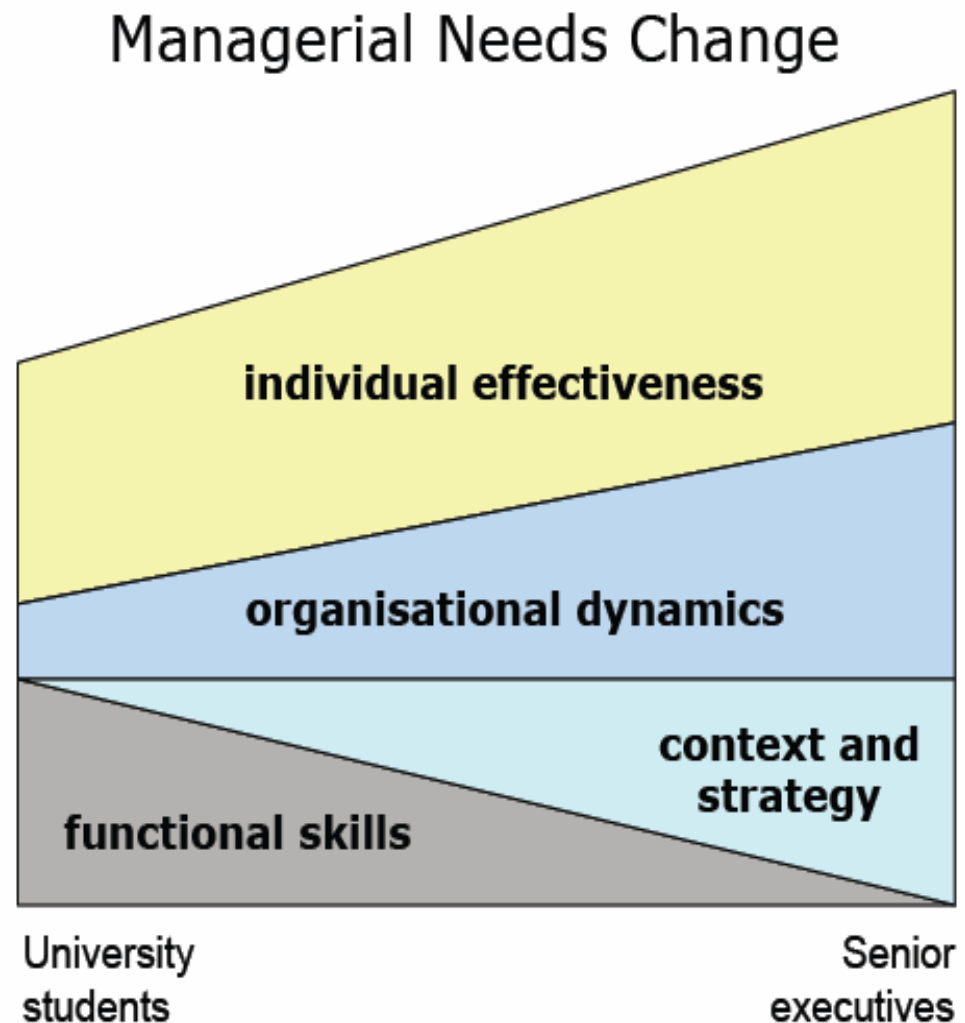
<b>Leadership Development Method</b>	<b>% Using</b>
Self-study (books and web-based learning)	64%
360° Feedback	64%
Custom Internal Program	62%
Special Projects/Action Learning	60%
Job Rotation	55%
Executive Coaching	48%
External Education (B-School)	45%
Formal Mentoring	42%
Business Scenario Simulation	19%

# How the "Top 20" Develop Leaders



# Career Stages and Business Education

- Different career stages have different educational needs
- They also have different delivery mechanisms
- Qualifications, executive education and individual interventions all have a role



# Comprehensive System/Tools





**NO  WHINING!**

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“If you’re not standing  
on the edge,  
you’re taking up  
too much space.”

Eunice Azzani,  
Korn/Ferry International  
Chair of SF Chamber - Emeritus



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