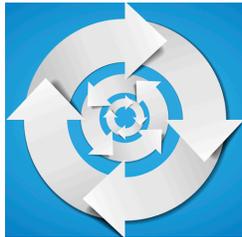


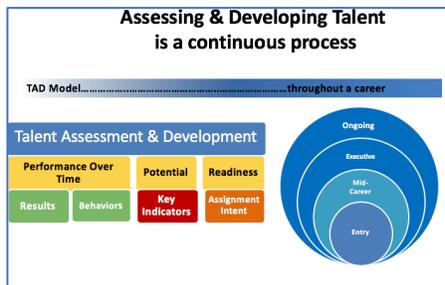
Orchestrating Today's Talent Lifecycle of Performance and Potential – Key Material



It's useful to apply a lens of a total talent lifecycle when considering any "point in time" intervention for greater engagement, performance and development of potential.

At the beginning of the talent lifecycle, a structured and quality on-boarding approach has a significant impact, not just for a better start up, but for longer term engagement and performance. Early on, new employees at all levels of experience are assessing the organization to see if their career development will be supported, the rewards are satisfying and they feel supported by the immediate manager. As time goes on, the interests shift to longer term concerns about the ongoing value of staying, the strength of personal connections at work and the 'switching' costs of leaving. High performing organizations have a skillful and responsive listening strategy to employees at all points of the talent lifecycle.

Why Bother with Onboarding?	
Employee turnover costs 120-200% of an employee's salary.	one-third of the workforce begins job hunting on the first day of their new job.
Engaged employees are 43% more productive.	It takes one year for a new hire to assimilate into the company's culture and achieve full productivity.
New employees who complete a structured onboarding program are 69% more likely to be with the organization after three years.	



It's useful to have a general framework or roadmap to define the key elements of managing performance, assessment and development. This facilitates a better context for any new tools or interventions and promotes better clarity of use throughout the organization, and throughout the talent lifecycle.

One important aspect of talent assessment and development is a well-defined view of talent traps and failures – known as derailment. While each organization has differences in emphasis given the culture, research points to a common set of five derailment dimensions.

Example: Early Warning Checklist		
<input type="checkbox"/> Trouble building and maintaining team? <input type="checkbox"/> Micromanaging? Autocratic? <input type="checkbox"/> Poor team morale, high turnover? Poor staffing decisions? <input type="checkbox"/> Narrow perspective and not strategic in focus? Too detailed oriented, too reliant on technical skills? Unable to prioritize? Overwhelmed by business complexity?	<input type="checkbox"/> Poor working relationships? Insensitive, abrasive, abusive? People avoid working with this person? <input type="checkbox"/> Blaming others? <input type="checkbox"/> Frequent political missteps? <input type="checkbox"/> Inappropriate or immature behavior? <input type="checkbox"/> Outbursts, overreacting or losing composure? <input type="checkbox"/> Unable to handle stress? <input type="checkbox"/> Unable to accept responsibility for problems?	<input type="checkbox"/> Doubtful integrity, loyalty and sincerity? <input type="checkbox"/> Gossiping and rumor mongering? <input type="checkbox"/> Exchanging information inappropriately?

Adapted from DeVries and Kaiser, 2003 "Going Sour in the suite: what you can do about executive derailment."

One way to detect early signs of talent derailment for prevention or early intervention is to create a checklist and promote its use in the performance and talent assessment processes.

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Enrichment Beyond the Assignment

- Corporate Task Force
- Internal Mentor
- External Coach
- Executive Ed Program
- Action Learning Project
- Assessment Center
- 360 Feedback
- Job Shadowing
- Peer Network Circle
- Community Service

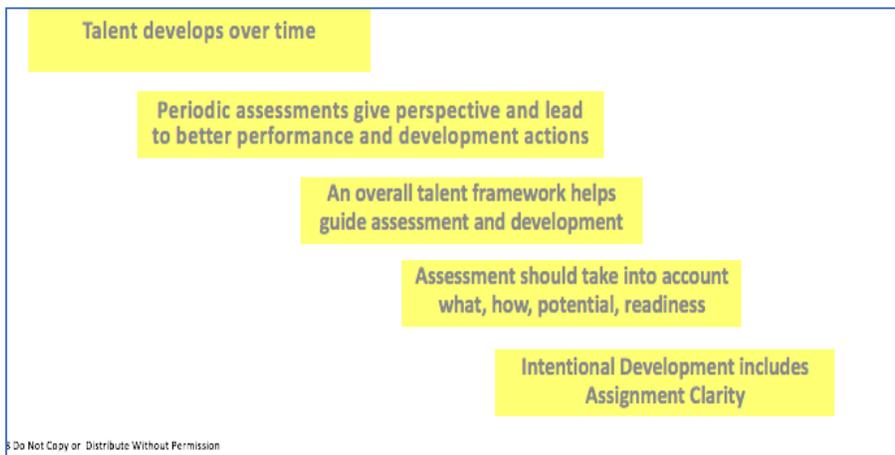
Talent Accelerators:

- Broader Perspective of Organization
- Strategic Thinking
- Influence and Change Leadership Skills
- Self-Insight and Self-Management
- Executive Sponsorship

When looking to enrich and accelerate performance and potential in talent, there is a useful menu of choices and most have a common set of objectives to stretch and grow. The caution is to be judicious on the use of these and avoid confusion and overwhelming an employee experiences these investments.

Moving talent to new and challenging assignments is the number one driver of professional growth. High performing organizations are disciplined to clarify the differences among potential, performance and readiness when assessing timing for assignments. Furthermore, there are better than most at identifying the objectives or intent of the new opportunity for exposure to business or functional areas, deep dive to develop and prove out critical competencies/results and allowing time-in-role to build strong judgement or 'wisdom' necessary for greater leadership roles in future fast changing and challenging environments.

Readiness	✓ Potential
Assignment Intent	✓ Performance
<ul style="list-style-type: none"> • Exposure • Competence • Wisdom 	✓ Readiness
	<i>What's the difference?</i>
Readiness:	
– Building right portfolio of assignment experiences	
– Alignment of preparation for <i>Exposure, Competence, Wisdom</i> experiences	



In Summary, take a talent lifecycle view of increasing performance and accelerating potential. Invest in improving regular assessment and support actions. Use a general framework to guide organization decisions, keeping clear operational definitions of performance, potential, readiness and assignment intent.