

Emory Corporate Learning

Thank you for attending the ASTD Atlanta chapter meeting on June 15! Emory Corporate Learning enjoyed hosting the event and appreciated the support of the Atlanta chapter members. The evening got off to a fun start with the participant survey and a copy of the survey results is included with this message.

The topic, **Identifying and Developing Emerging Talent**, proved to be a relevant one. Thanks to the significant contribution of our three presenters, Michele Oates, Kani Sterling, and Dr. Gary Cruze, we have received positive feedback from many of you. A modified copy of their PowerPoint presentation is enclosed. The presentation and discussion provided the following highlights, and we hope these concepts will be useful to you in the organizations you serve.

- Developing a strategy for identification and ownership of Emerging Talent/High Potentials (HIPOs)
- Identifying various approaches to developing HIPOs
- Measuring HIPO talent management ROI
- Adapting talent management in times of turmoil and change
- Making talent management for HIPOs stick

As mentioned at the event, we will offer a webinar in the next few weeks that will focus on the unique challenges of implementing and managing HIPO programs. To receive an invitation for the webinar, please click here (or paste this URL in your browser):

<https://crm.orionondemand.com/crm/forms/KI6882c0k03m0x6702d75n>.

Thank you again for your participation. We welcome feedback and questions, and we invite you to view our website www.emorycorporatetelearning.org to learn more about our management, professional development, and technical learning solutions.

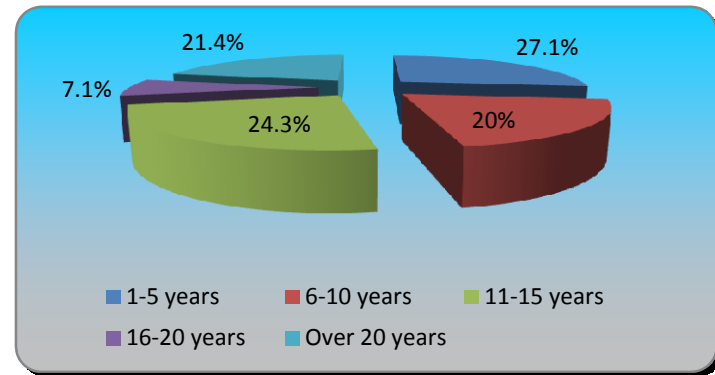
Sincerely,

Emory Corporate Learning
tmjohn3@emory.edu

ASTD Emory Chapter Meeting June 15, 2009
Participant Survey Results
Turning Graphical Results by Question

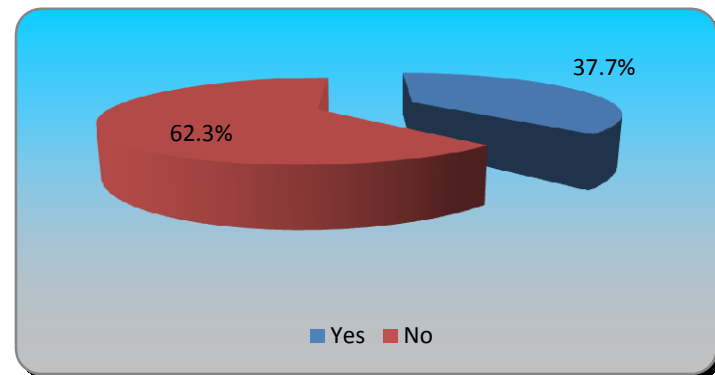
1.) How many years of experience do you have in the OE/OD/Learning function?

	Responses	
1-5 years	19	27.14%
6-10 years	14	20%
11-15 years	17	24.29%
16-20 years	5	7.14%
Over 20 years	15	21.43%
Totals	70	100%



2.) Does your current organization identify high potentials as a distinct group?

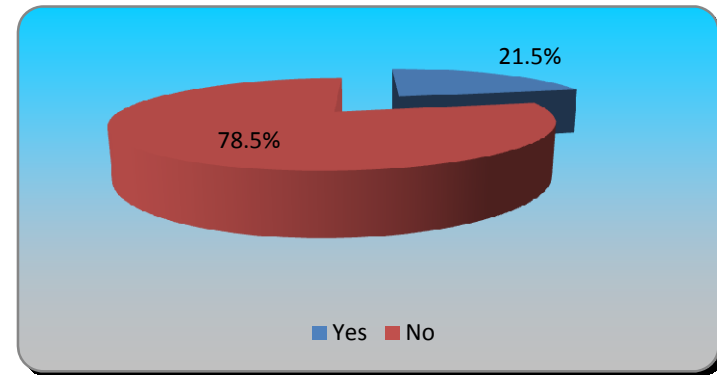
	Responses	
Yes	23	37.70%
No	38	62.30%
Totals	61	100%



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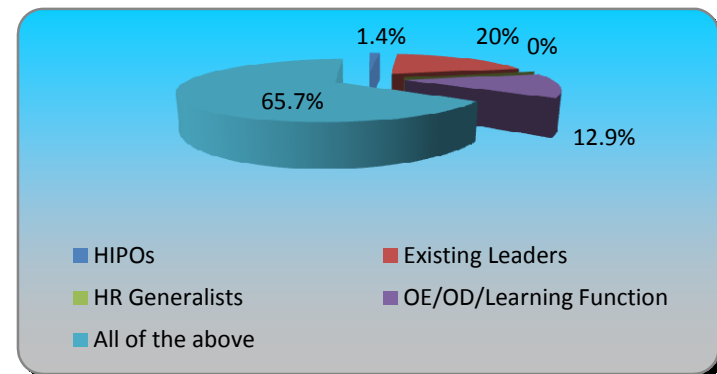
3.) Do you have a formal HIPO program?

		Responses	
Yes	14	21.54%	
No	51	78.46%	
Totals	65	100%	



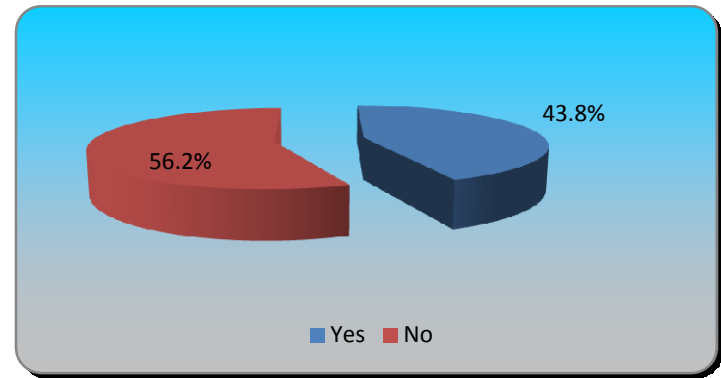
4.) Who should own the process of HIPO identification & development?

		Responses	
HIPOs	1	1.43%	
Existing Leaders	14	20%	
HR Generalists	0	0%	
OE/OD/Learning Function	9	12.86%	
All of the above	46	65.71%	
Totals	70	100%	

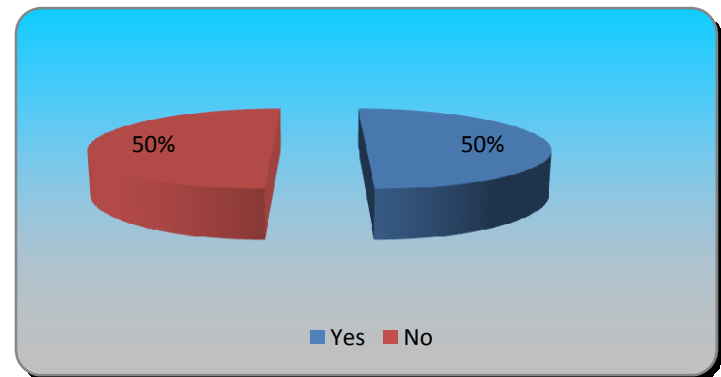


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<u>5.) Does your organization have a succession plan?</u>	<u>Responses</u>	
Yes	28	43.75%
No	36	56.25%
Totals	64	100%



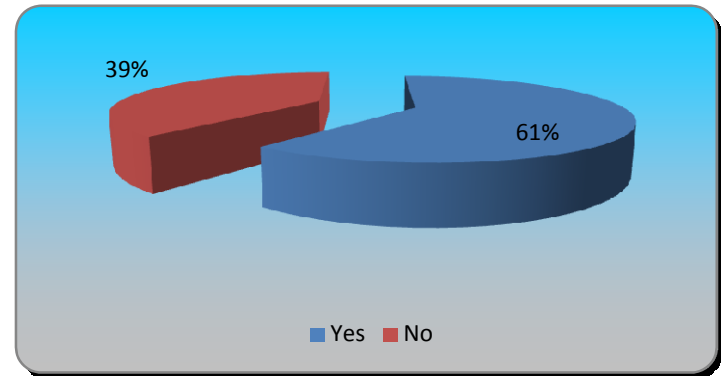
<u>6.) If you answered 'Yes' to the previous question, does your organization use it most of the time?</u>	<u>Responses</u>	
Yes	12	50%
No	12	50%
Totals	24	100%



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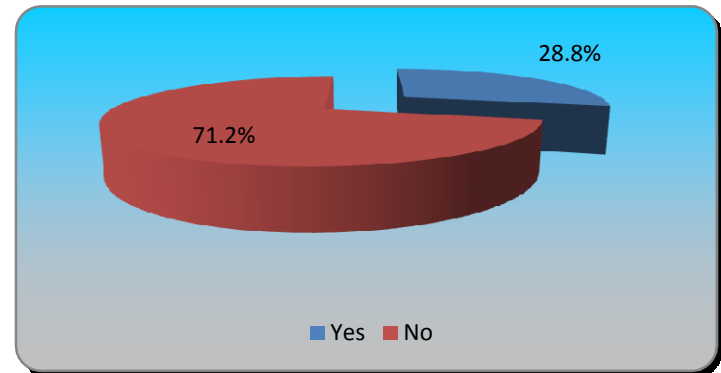
7.) Does your organization have a talent review process as part of the succession plan?

	Responses	
Yes	25	60.98%
No	16	39.02%
Totals	41	100%



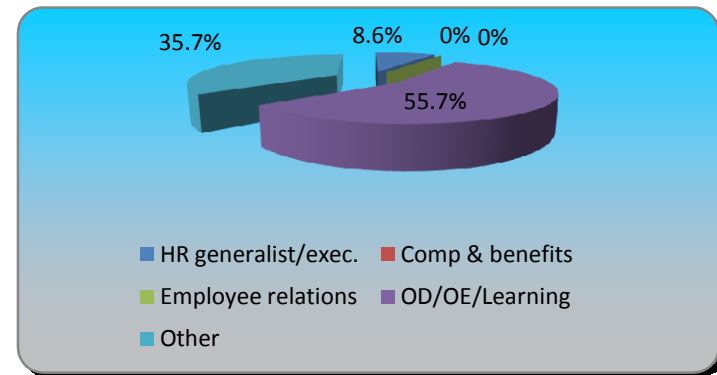
8.) Do you currently have responsibility for developing or managing a HIPO program?

	Responses	
Yes	19	28.79%
No	47	71.21%
Totals	66	100%

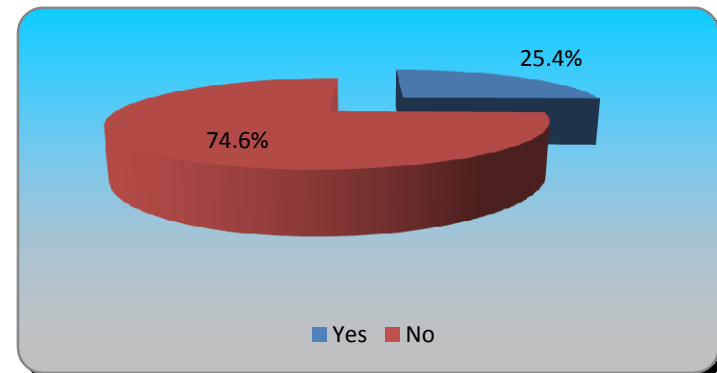


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9.) Your current area of organizational responsibility	Responses	
HR generalist/exec.	6	8.57%
Comp & benefits	0	0%
Employee relations	0	0%
OD/OE/Learning	39	55.71%
Other	25	35.71%
Totals	70	100%



10.) Does your organization use a formal ROI model for any talent development efforts?	Responses	
Yes	16	25.40%
No	47	74.60%
Totals	63	100%



Identifying and Developing Emerging Talent

Sustaining Organizational Performance

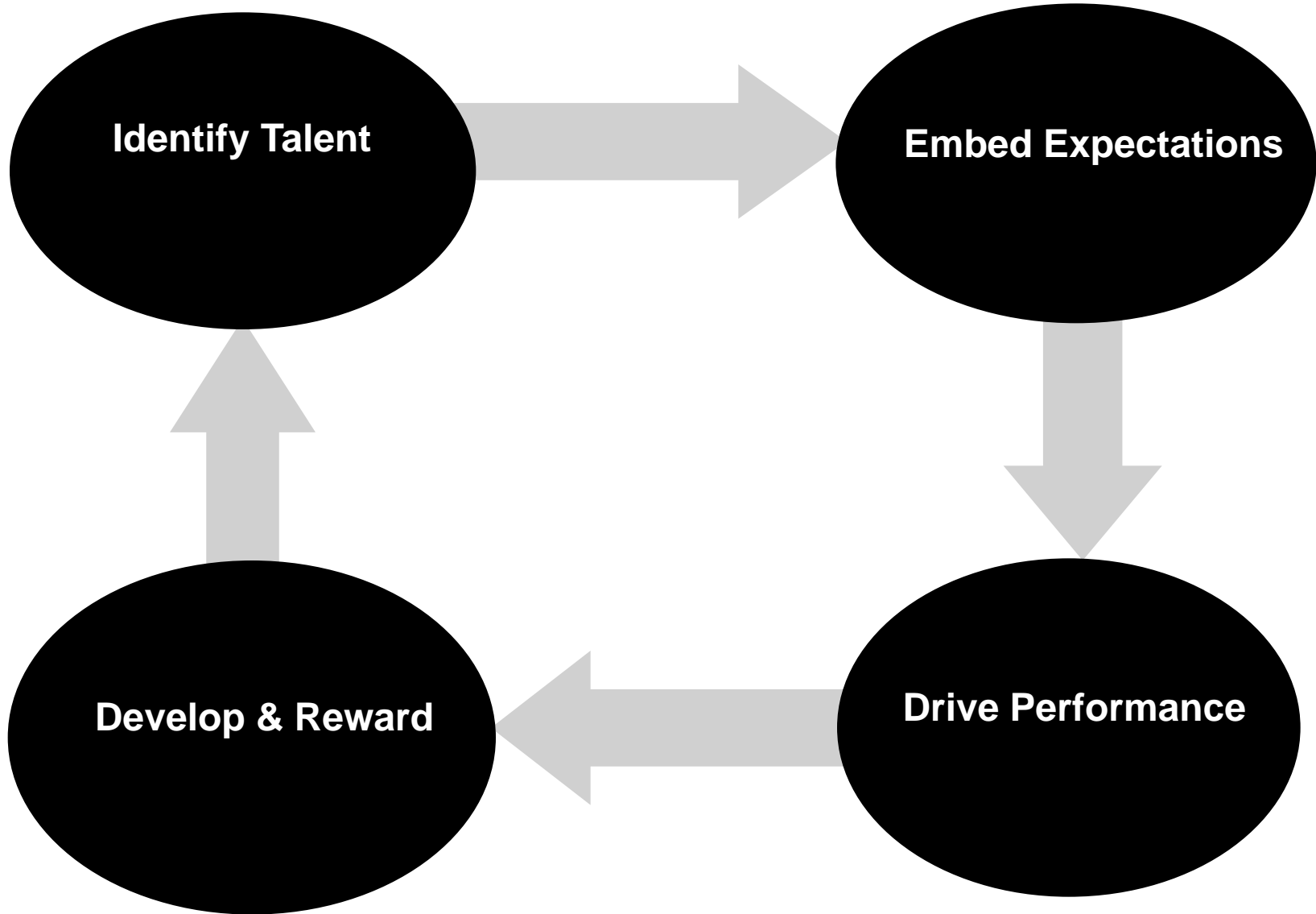
Dr. Gary Cruze

Kani Sterling

Michele Oates

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The Talent Management System



High Potential and Emerging Talent

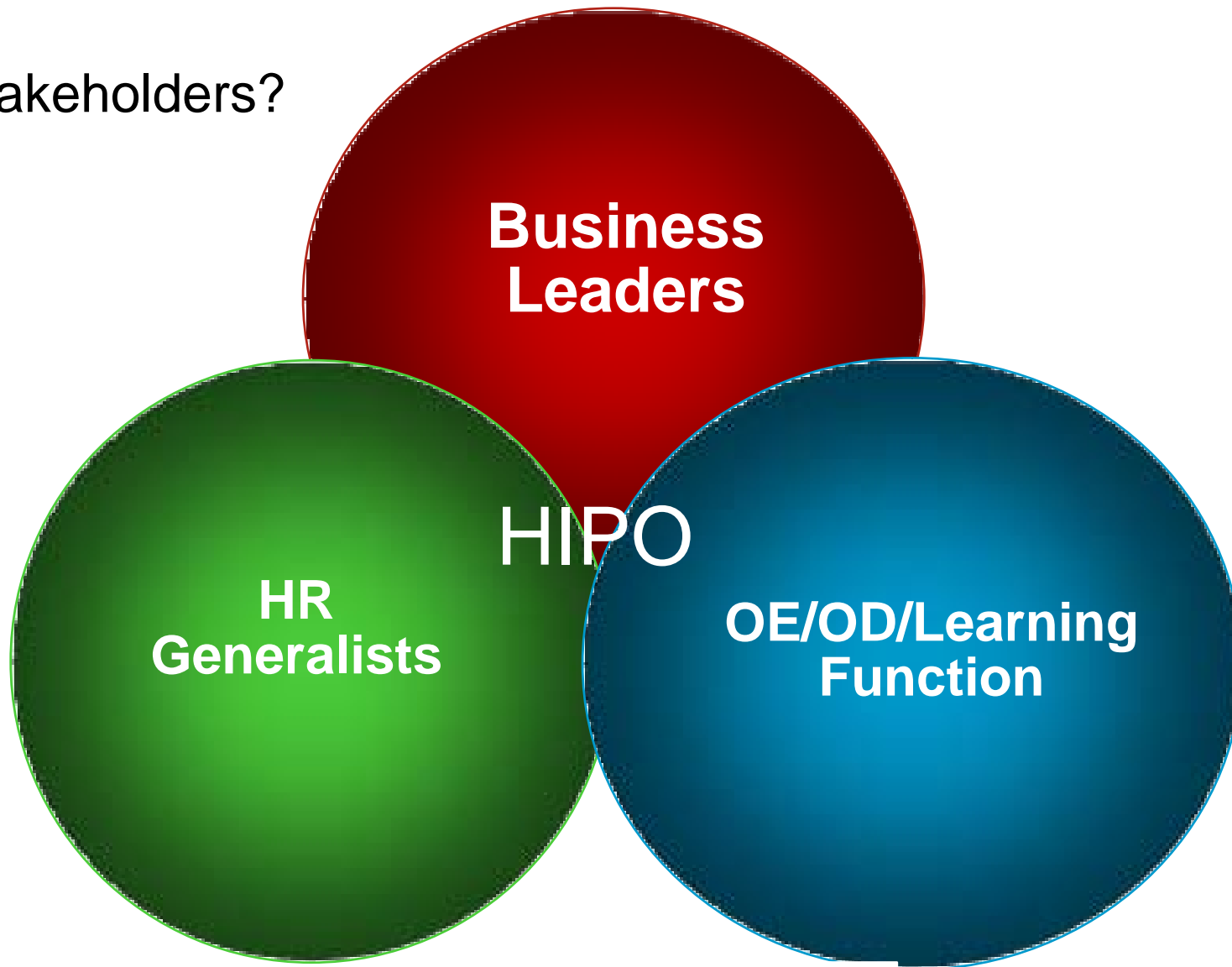
How do you spot them....

High potentials...

- Understand the “full picture” of a business
- Know how the business makes money
- Work well with people
- Look at complex, ambiguous situations from multiple lenses
- Outshine others...including the direct manager until they reach their full potential
- Perceived as being future executives of the company

HIPO Identification and Ownership

Stakeholders?



Thoughts on Development

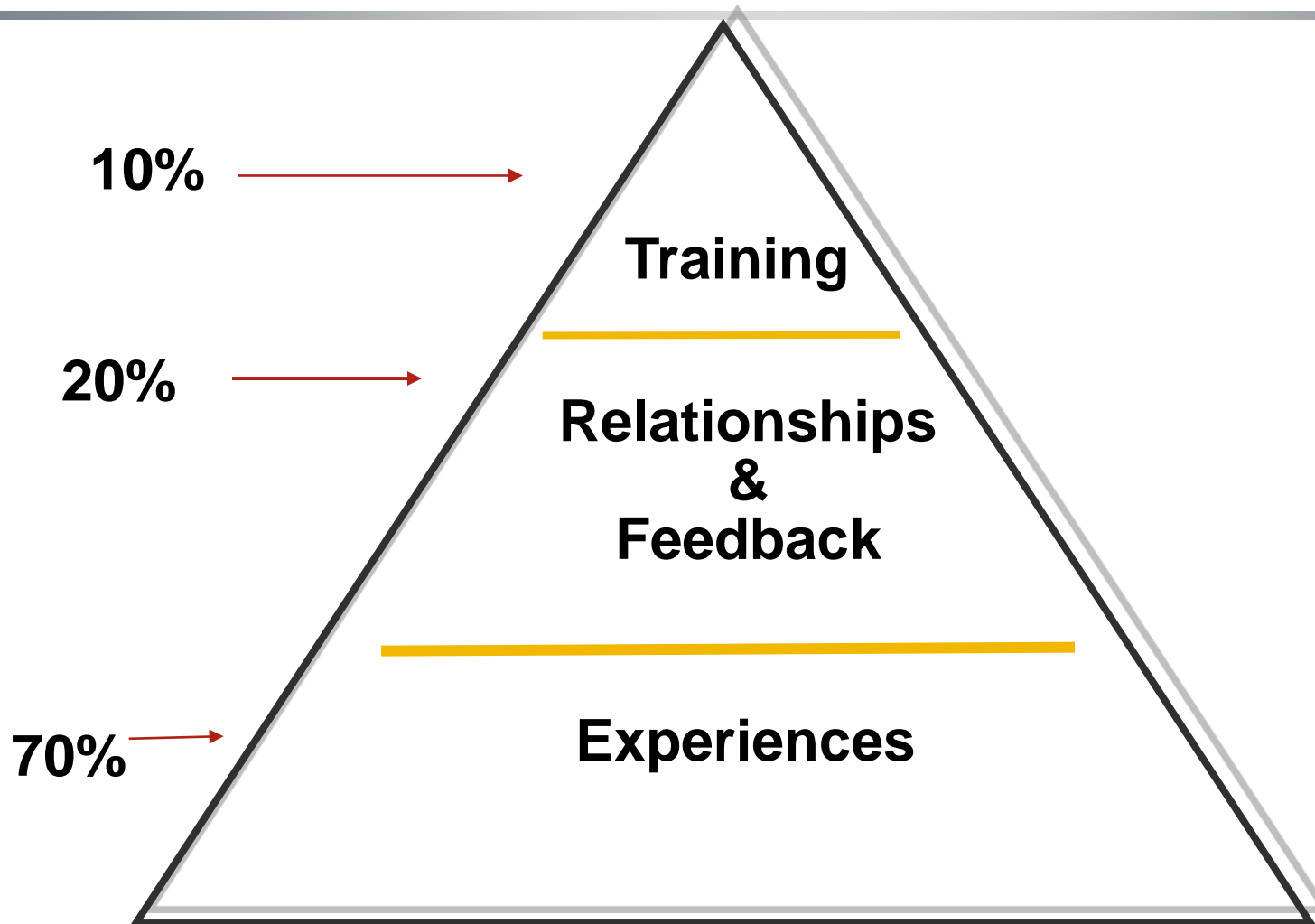
“If Executives aren’t predisposed to leadership development, they’re abdicating one of the most important strategic responsibilities that an executive owns. You don’t do that with a P&L or the product pipeline – leadership development is no different.”

Johnson/Johnson
Corporate Leadership Council

Considerations in HIPO Selection

- ✓ Performance Against Goals & Competencies
- ✓ Breadth and Depth of Experience
- ✓ Capacity to Learn & Tolerance for Risk
- ✓ Engagement
- ✓ Interest in career advancement
- ✓ Willingness to relocate

HIPO Development



*Source: Center for Creative Leadership

*“Leaders expand their capabilities through deliberate practice...
in increasingly complex situations” Ram Charan*

Sample Top Talent Program Design

Assignments	Varied based on interest, career goals, potential
Learning & Development Events	<ul style="list-style-type: none">• Formal & Informal Learning Events
Assessments *should consider individual & team	<ul style="list-style-type: none">• Based on career level, goals of program and organizational culture
Mentor	<ul style="list-style-type: none">• Based on career level, goals of program and organizational culture

Example of HIPO Programs

Development Track	Objective
Experienced Leader/ Corporate-wide Focus	Develop cross-functional business leaders to fill critical Director and above leadership roles <u>across</u> the organization
Early Career/ Functional Focus	Develop high potential employees to fill leadership roles <u>within</u> a Line of Business or Function

HIPO ROI Principles

What metrics are valued

Talent development
alignment with organizational
priorities

Track and measure the
predetermined desired
outcomes

Required Involvement &
Support

“The goal is to find people who will yield the highest return on the company’s investment in development resources.” *Grow Your Own Leaders*

Three Ways to Measure ROI

Hard Data

Input From HIPO

Cost /Benefit Analysis via Accounting

How Turmoil & Change Impact Talent Management

Change

As conditions/constraints change...

Departure of a Sponsor/Champion...

Changes in structures/people...

During Change...

Restructuring/closures/consolidation...

A depressed economy can create...

Improvement in the economy & companies...

Consideration

Refocus on the organization's needs and priorities

Who will step up to fill the void

Who will maintain key knowledge/vision

Does the definition of HIPO change

Loss of talent

“Involuntary retention”

Impact on retention

Sustaining Organizational Performance: Making It Stick

Senior leader sponsorship = organizational commitment

Organizational commitment = funding and strategic priority

Prior “graduates” act as champions

It’s the way business is done - supports culture and values

Align with existing processes

HIPOs’ feedback and commitment are an integral component

Reward systems reinforce talent management effort

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Sustaining Organizational Performance

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