In Association with

TALENT MANAGEMENT FOR COMPETITIVE ADVANTAGE

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• DIRECTOR, HR CARIBBEAN AREA –BAT
• MD, HR FIRSTCARIBBEAN INTERNATIONAL BANK
• EVP, HR LIME
• HR CONSULTANT
• COMPANY DIRECTOR
## OBJECTIVES

Each participant will be able to:

- Recognise the business case for Talent Management
- Make the link between Talent Management and company strategy
- Identify strategies to overcome barriers to attracting top talent – (Group Work)
- Recognise the key steps required to implement the Talent Management Continuum
- Draw up an action plan to address the Talent Management needs of your organization. (Ind. Work)
### OUTLINE – DAY ONE

#### Attracting
- Attracting Talent – Employer Branding
- Employee Value Proposition (What makes the company attractive)
- Intelligence in Talent Management
- Workshop 1
- Employee Profiling and Recruitment Processes

#### Managing
- Managing Your Talent
- Talent Mapping & Succession Planning
- Emotional Intelligence
- Performance Management
  - Performance Dimensions
  - Continuous Evaluation & Feedback
OUTLINE –
DAY TWO

Developing Your Talent –
PM as a Developmental Tool

• Performance Management Culture
• Leadership Capabilities & Behaviours
• Determining Development Needs
• Feedback for Accountability and Development

Getting The Best From Your Talent –

• Workshop 2 – Feedback
• Open Forum – What Next

Action Plan – Build Your Own
WHAT IS TALENT MANAGEMENT?

A holistic approach to optimizing human capital, which enables an organization to drive short and long-term results by building culture, engagement, capability, and capacity through integrated talent acquisition, development, and deployment processes that are aligned to business goals.
### SOME CRITICAL TALENT CONCERNS

<table>
<thead>
<tr>
<th>Question</th>
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<tr>
<td>How confident are we of being able to replace our CEO or another C-suite executive at a moment’s notice - literally?</td>
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<td>What’s our “bench strength” for critical skills?</td>
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<td>What are our critical talent needs? How are we planning to meet them both now and in the future?</td>
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<td>How well do we retain high performers?</td>
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<td>How do we proactively manage turnover?</td>
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TALENT MANAGEMENT: IMPACT ON SHAREHOLDER RETURN

“3 out of 4 hires for business are wrong” each wrong hire costs 2 1/2 to 10 times their salary

$105 billion a year is spent on managing poor performers in the U.S.

$125.9 billion spent on employee learning and development .. little attention to behaviour change

$3.2bn of FTSE 250 company profits is wiped out by Poor Succession Planning

Source: McKinsey 2000 survey of 13,000 executives & 120 companies & 27 leading companies case studies
COMPANIES THAT EXCEL IN TALENT MANAGEMENT ACHIEVED TOTAL RETURNS TO SHAREHOLDERS THAT WERE 22 PERCENTAGE POINTS BETTER THAN THE AVERAGE IN THEIR INDUSTRY.

Source: McKinsey 2000 survey of 13,000 executives & 120 companies & 27 leading companies case studies.
WHAT ARE YOUR ORGANIZATION’S MOST PRESSING TALENT CONCERNS TODAY?

- COMPETING FOR TALENT GLOBALLY AND IN CARIBBEAN MARKETS
- DEVELOPING LEADERS AND SUCCESSION PLANNING
- RETAINING EMPLOYEES AT ALL LEVELS
- CREATING CAREER PATHS AND CHALLENGING JOB OPPORTUNITIES
- SUSTAINING EMPLOYEE ENGAGEMENT AND MORALE
- PROVIDING COMPETITIVE COMPENSATION AND BENEFIT PACKAGES
- RECRUITING OR GROWING HARD-TO-FIND SKILL SETS
- MANAGING A CULTURALLY DIVERSE WORKFORCE
- INCREASING PRODUCTIVITY
- PROVIDING FLEXIBLE WORK OPTIONS
- EVALUATING AND IMPLEMENTING HR TECHNOLOGY SYSTEMS
- ALIGNING HR AND TALENT WITH BUSINESS PRIORITIES

**TALENT (WAR FOR TALENT)**

**ATTRACT**
- BUILT “EMPLOYER OF CHOICE PROPOSITION” I.E. PEOPLE WE WANT CHOOSE US AND THE PEOPLE WE WISH TO KEEP CHOOSE TO STAY WITH US.
- FIRST FOR EMPLOYEES – HIGH PERFORMANCE CULTURE OF STRETCH GOALS AND STRUCTURED FEEDBACK.
- SHARING IN THE SUCCESS OF THE COMPANY
- EMPLOYEES RECOMMEND THE COMPANY AS AN EMPLOYER...

**CAPABILITY TO DEVELOP**
- BEHAVIORAL CHANGE, PROCESSES & SYSTEMS, LEARNING & DEVELOPMENT, PERFORMANCE MANAGEMENT, LEADERSHIP AND COACHING.

**CAPABILITY TO FULLY UTILISE**
- EFFECTIVE PERFORMANCE MANAGEMENT SYSTEM & PAY FOR PERFORMANCE
- CULTURE THAT IS ENGAGING
- LEADERSHIP THAT ENGAGES AND INSPIRES CULTURAL AND GENERATIONAL DIFFERENCES
- MOBILITY AND CHALLENGE
INTEGRATED TALENT MANAGEMENT

- Recruitment
- Training & Coaching
- Performance Management
- Leadership Development
- Succession Planning
- Compensation and Rewards
- Engagement
- Employee Development
- Individual Professional Development
ATTRACTING TALENT....
IT’S MORE ABOUT COMPANY CULTURE THAN ABOUT ANYTHING ELSE
ALIGN WITH MISSION, VISION, VALUES

• **MISSION** - OUR EMOTIONAL (“WE BELIEVE”) PURPOSE, WHY WE GET UP IN THE MORNINGS

• **VISION** - WHERE WE’RE GOING TOGETHER (ASPIRATIONAL), AND WHY IT MATTERS

• **VALUES** - WHO WE ARE/HOW WE BEHAVE AS WE FULFILL OUR MISSION AND DRIVE TOWARD OUR VISION--THESE MUST BE ALIVE, CELEBRATED, MODELED BY ALL
• **GROWTH**: HOW ARE YOU HELPING YOUR TEAM TO ASPIRE TO GREATER KNOWLEDGE AND CAPABILITIES?

• **APPRECIATION**: HOW ARE YOU HELPING YOUR TEAM TO FEEL APPRECIATED AND VALUED?

• **MEASUREMENT**: HOW ARE YOU ENSURING YOUR TEAM PERFORMS AND UNDERSTANDS YOUR EXPECTATIONS?

• **ENGAGEMENT**: HOW ARE YOU HELPING TO KEEP EVERYONE’S HEARTS AND MINDS FOCUSED ON HOW MUCH THEY LOVE YOUR ORGANIZATION?
THREE THINGS HUMAN BEINGS CRAVE
VALUES THAT CREATE TEAMS

OUR RELATIONSHIPS ARE FOUNDED IN TRUST AND RESPECT.

• WE ASSUME POSITIVE INTENT AND GIVE EACH OTHER THE BENEFIT OF THE DOUBT.

• WE DON’T HOLD ON TO PERCEIVED INJUSTICES OR INEQUITIES.

• WE ARE RESPECTFUL OF EACH OTHER’S TIME AND GEOGRAPHICAL LOCATION.

• WE UNDERSTAND THINGS CAN GO WRONG AND MISTAKES WILL BE MADE.

• WE FOCUS ON THE ISSUE, NOT THE BLAME.
VALUES THAT CREATE TEAMS

WE PROMOTE OPEN AND HEALTHY DIALOG UP, DOWN AND ACROSS THE ORGANIZATION.

- WE ENCOURAGE AN ENVIRONMENT WHERE EVERYONE’S VIEWS ARE HEARD.
- WE PROACTIVELY SEEK FEEDBACK FROM OTHERS.
- WE PROVIDE ACCURATE AND TIMELY FEEDBACK AND DO SO IN A RESPECTFUL MANNER.
- WE SEEK TO UNDERSTAND.
- WE ARE CURIOUS AND ASK LOTS OF QUESTIONS.
VALUES THAT CREATE TEAMS

WE FOSTER AN ENVIRONMENT OF TEAMWORK AND COLLABORATION.

• WE ENGAGE EACH OTHER COLLABORATIVELY.
• WE DO NOT WORK IN SILOS.
• WE GET BETTER RESULTS WORKING ACROSS ORGANIZATIONAL LINES.
• WE GIVE CREDIT WHERE CREDIT IS DUE.
• WE MAKE OUR COLLEAGUES BETTER.
• WE SET EACH OTHER UP FOR SUCCESS.
• WE EMPOWER EACH OTHER.
EMPLOYEE VALUE PROPOSITION

THE FULL ARRAY OF ELEMENTS AN ORGANIZATION DELIVERS TO EMPLOYEES IN RETURN FOR THE CONTRIBUTION THOSE EMPLOYEES MAKE TO THE ORGANIZATION. IT'S EVERYTHING THAT MATTERS TO EMPLOYEES ABOUT THEIR WORK AND THEIR ORGANIZATIONS, THE THINGS THEY BRAG OR COMPLAIN ABOUT WITH FRIENDS, FAMILY AND COMMUNITY.
EMPLOYEE VALUE PROPOSITION

- MEANINGFUL WORK
- OPPORTUNITIES FOR PERSONAL ACHIEVEMENT
- APPEALING CULTURE
- SENSE OF PURPOSE
- WORKPLACE VALUES
- TOTAL REWARD
- LEARNING & DEVELOPMENT
- FLEXIBLE WORK ARRANGEMENTS
- WELLNESS PROGRAMMES
FIVE PILLARS THAT IMPACT BRAND & CULTURE

- Manager – Supportive Leadership
- Role – Challenging Work
- Team - Teamwork & Collaboration
- Well-being – Health and Wellness
- Work-space – Conducive to well-being
EMPLOYEE EXPERIENCE

- Employee experience is the sum of all interactions an employee has with you as an employer.
- It includes everything from personal relationships to the physical work environment.
- Employee experience ultimately shapes the health of your organization.
• WHEN ORGANIZATIONS ALIGN EMPLOYEE EXPERIENCE WITH BUSINESS PERFORMANCE, THEIR ACTIONS ARE MORE TARGETED TOWARDS HIGH-IMPACT LEADERSHIP, PRODUCTIVITY, REWARD & RECOGNITION, AND GROWTH & DEVELOPMENT

• THE RESULT: AN ENRICHED EMPLOYEE EXPERIENCE THAT FUELS ENGAGEMENT (I.E. EMPLOYEE INITIATED EXTRA EFFORT, LOYALTY, AND COMMITMENT)
EMPLOYER BRAND

EMPLOYER BRAND DESCRIBES YOUR ORGANIZATION’S REPUTATION AS A PLACE TO WORK, AND YOUR VALUE PROPOSITION TO YOUR EMPLOYEES, AS OPPOSED TO YOUR CORPORATE BRAND REPUTATION AND VALUE PROPOSITION TO CUSTOMERS.

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71% of companies with a clear and effective employer brand reported improved “company performance” in 2017, compared to 45% for firms with less developed employer brands.

Companies with strong employer brands saw revenues grow by 20% and workforce grow by more than 12% in 2017.

Firms with weaker employer brands experienced just under 8% growth in revenues and only 4.4% employment growth.

Linkedin research
2% of recruiting leaders worldwide believe that employer branding has a significant impact on hiring.

79% of middle market executives agree that a strong employer brand is essential to their ability to attract top talent.

55% of global recruiting leaders have a proactive employer branding strategy.

59% of recruiting leaders worldwide are investing more in employer branding.

2/3 of recruiters anticipate that employer branding will increase in importance at their organizations in the next 12 to 24 months.
SOCIAL MEDIA IMPACT ON EMPLOYER BRAND

Source: https://manpowergroup.com
MAIN BENEFITS OF EMPLOYER BRANDING

- LOWER COST PER HIRE. 50% reduction with strong branding and social media promotion by employees.
- BETTER TALENT POOL.... Employees referrals cause constant build up of talent pool.
- FASTER TIME TO HIRE....
- ENGAGED EMPLOYEES....
- LOWER EMPLOYEE TURNOVER...
- SAVINGS ON SALARIES...Recruits will trade salaries for positive work environment
- GREATER WORK ENVIRONMENT…
STAGES OF EMPLOYEE LIFE CYCLE
EMPLOYERS CAN IMPACT POSITIVELY

EMPLOYER BRAND IMPACT
• Attract: Recruit top talent
• Hire: Select star performers

EMPLOYER EXPERIENCE IMPACT
• Onboard: Affirm the Decision
• Engage: Build strength and purpose
• Perform: Drive Expectations
• Develop: Coach and Career Growth
• Depart: Positive exit experience
• CULTURE – EMPLOYEE MORALE
• REWARD & RECOGNITION
• LEARNING AND DEVELOPMENT
• MANAGERIAL AND CORPORATE REPUTATION
• TURNOVER OF HIGH PERFORMERS
• SUCCESSION MANAGEMENT
• EMPLOYER BRAND – EMPLOYER OF CHOICE
• INAPPROPRIATE TALENT
• INTEGRITY & ACCOUNTABILITY
• COMPETITIVE BENEFITS
• DIVERSITY
An Attractive Candidate

IS THE RIGHT FIT

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DEFINE WHAT GREAT LOOKS LIKE FOR THE ROLE, TEAM OR ORGANIZATION
YOU NEED TO CHANGE THE CONVERSATION!

What would truly great hires do for OUR business?

What would happen if WE hired the wrong people?

What would WE be able to do that WE can’t do now when we hire the right people?

What would hiring the right people do to OUR market share/revenue...
COMPANY X’S GM PROFILE

Intellect
Innovative, Articulate, Analytical, Multi-tasker, Problem solver, Processes information quickly, Gets it quickly and easily

Values
Solution oriented, Integrity, Team player, Decisive, Positive, Challenges status quo, Truth, Customer Centric

Motivation
Winning, Self-Starter, Goal Focused, Change Agent, Ambitious, Leadership, Excellence

Behaviour
Responsive, High Energy, Resourceful, Organized, Builds Relationship, Empathizes with customers, Influences others, Grows talent, Makes things happen, Creates Ideas, Builds Confidence

Experience
Business acumen, Strong Network, Successful, Technically Aware, Industry knowledge, Proven track record.
RECRUITMENT & SELECTION PROCESS

- Define the role
- Define what GLL for the role
- Invite application
- Screen, shortlist, interview
- Pre-selection, due diligence
- Selection
- Hiring
- Profile
- Onboarding
PURPOSE
OF THE
INTERVIEW

Probe relevant technical areas – right skill set, qualifications and experience

Give the candidate an opportunity to present self

Ascertain overall “good fit” – ability to contribute to the work culture

Assess level of interest/expectations

Provide information re: company and job
INTERVIEW SEQUENCE

- Get the respondent involved early
- Address the facts – relevant education and career history
- Technical probe – skills
- Situational questions/scenarios re: pertinent attributes/competencies
- Use primarily open-ended questions
The purpose of the majority of interview questions asked during a job interview is to assess a candidate's cultural fit.

How the candidate answers the questions is a deciding factor in employee selection.

How a candidate approached a variety of work situations in the past tells you whether the candidate's behavior matches your organization.

Employers assess cultural fit via a series of behavioral questions.

Questions depend on each organization’s unique culture.

Other methods that help assess a candidate’s cultural fit are scenario role-plays or presentation demonstrations.

A candidate who fits into your organization’s culture is likely to be more effective and create more value.

What are some of the questions that we can come up with as a group to assess cultural fit?
QUESTIONS - CULTURAL FIT

- Describe the work environment or culture in which you are most productive and happy.

- What are the characteristics exhibited by the best boss you have ever had, or wished that you have had?

- Describe what you believe are the most effective roles that a good manager plays in his or her relationship with direct reports.

- Describe the management style that will bring out your best work and efforts.

- What is the single most important factor that must be present in your work environment for you to be happily employed?

- What is your preferred work style? Do you prefer working alone or as part of a team?
When you work with a team, describe the role that you are most likely to play on the team.

Provide an example of a time when you went out of your way and jumped through hoops to delight a customer.

Tell us about a decision you made that was based primarily on customer needs and input.

What are the positive aspects of your current/previous job and work environment?

What are the three to five expectations that you have of senior leaders in an organization where you will work successfully?

How would reporting staff members describe their relationship with you? What would they like to see you do more of, less of, start, and stop?
Behavioral interview questions ask how the candidate handled similar situations in the past.

It's not about looking into a crystal ball and predicting their future behavior.

As a group can you come up with some behavioral questions?
EXAMPLES OF BEHAVIORAL INTERVIEW QUESTIONS

• DESCRIBE A SITUATION WHEN YOU TOOK A RISK PROFESSIONALLY. WHAT WAS THE OUTCOME?

• TELL ME ABOUT A TIME OTHERS DISAGREED WITH YOUR RECOMMENDED COURSE OF ACTION. HOW DID YOU PERSUADE THEM TO YOUR PLANS AND WHAT WERE THE RESULTS?

• DESCRIBE A SITUATION WHERE YOU WORKED EFFECTIVELY AS PART OF A TEAM TO ACCOMPLISH A GOAL ON TIME AND WITHIN BUDGET. WHAT WAS YOUR ROLE? WHAT DID YOU LEARN?

• DESCRIBE A SITUATION IN WHICH YOU WORKED AS PART OF A TEAM BUT YOUR TEAM FAILED TO ACCOMPLISH THE GOAL ON TIME AND WITHIN BUDGET. WHAT WAS YOUR ROLE? WHAT DID YOU LEARN?

• DESCRIBE A COMPLEX PROBLEM YOU HAD TO SOLVE AND WALK ME THROUGH YOUR THINKING AS YOU SOLVED IT.
EXAMPLES OF BEHAVIORAL INTERVIEW QUESTIONS

Tell me about a creative solution you developed for a challenging situation or problem.

Describe a situation working in a group or team where there was interpersonal conflict. Describe how you approached the conflict. What worked and what didn’t? How did you manage the outcome?

Describe a situation you feel you should have handled differently.

Describe a situation in which you aspired to reach a goal. What obstacles did you confront along the way? What did you do to overcome them?

What is the most stressful situation you have handled and what was the outcome?

Tell me about a time when you had to win someone over to your way of thinking. How did you accomplish this? What was the outcome?
Interviewers use unusual job interview questions to assess how well the candidate responds to an unexpected question or scenario.

Most unusual job interview questions do not have right or wrong answers.

These job interview questions provide the candidate with the opportunity, to demonstrate quick thinking, poise, creativity, and even a sense of humor.

There is no way to prepare for these off-the-wall job interview questions so the interviewer is able to observe how the candidate responds and composes his or her thoughts.

Some interviewers also ask unusual job interview questions to gain insight into the candidate's thought processes …

Can you think of some unusual interview questions?
UNUSUAL QUESTIONS

If you could be any character in fiction, whom would you be?

If Hollywood made a movie about your life, whom would you like to see play the lead role as you?

If you could be a super hero, what would you want your superpowers to be?

If someone wrote a biography about you, what do you think the title should be?

If you had six months with no obligations or financial constraints, what would you do with the time?

If you had only six months left to live, what would you do with the time?

If you could have dinner with anyone from history, who would it be and why?

If you could compare yourself with any animal, which would it be and why?

If you were a type of food, what type of food would you be?

If you won $200 million in the lottery, what would you do with the money?

If you were a salad, what kind of dressing would you be?

How do I rate as an interviewer?

If you were a car, what type would you be?

Who do you admire most and why?

In the news story of your life, what would the headline say?
Developing rating criteria and a scoring system provides more objectivity to the interviewing process.

**Sample Rating Scale**

1 – Candidate's response is vague or incomplete

2 – Candidate fails to provide an acceptable response to question

3 – Candidate provides an acceptable response to question

4 – Candidate provides a thorough response to question
CONDUCTING THE INTERVIEW

Welcome

Introductions

Purpose, structure and duration of the interview

Listen more than you talk

Encourage responses with the occasional nod

Transition between major topics

Maintain control

Effective eye contact

Know what you want

Manage your time

Take careful notes

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YOU ARE DRIVING ALONG IN YOUR CAR ON A WILD, STORMY NIGHT, IT’S RAINING HEAVILY, WHEN SUDDENLY YOU PASS BY A BUS STOP, AND YOU SEE THREE PEOPLE WAITING FOR A BUS: AN OLD LADY WHO LOOKS AS IF SHE IS ABOUT TO DIE, AN OLD FRIEND WHO ONCE SAVED YOUR LIFE, THE PERFECT PARTNER YOU HAVE BEEN DREAMING ABOUT.

WHICH ONE WOULD YOU CHOOSE TO OFFER A RIDE TO, KNOWING VERY WELL THAT THERE COULD ONLY BE ONE PASSENGER IN YOUR CAR?

THIS IS A MORAL/ETHICAL DILEMMA THAT WAS ONCE ACTUALLY USED AS PART OF A JOB APPLICATION.

* YOU COULD PICK UP THE OLD LADY, BECAUSE SHE IS GOING TO DIE, AND THUS YOU SHOULD SAVE HER FIRST:

* OR YOU COULD TAKE THE OLD FRIEND BECAUSE HE ONCE SAVED YOUR LIFE, AND THIS WOULD BE THE PERFECT CHANCE TO PAY HIM BACK

* HOWEVER, YOU MAY NEVER BE ABLE TO FIND YOUR PERFECT MATE AGAIN.

THE CANDIDATE WHO WAS HIRED (OUT OF 200 APPLICANTS) HAD NO TROUBLE COMING UP WITH HIS ANSWER. GUESS WHAT WAS HIS ANSWER?
• HE SIMPLY ANSWERED:

"I WOULD GIVE THE CAR KEYS TO MY OLD FRIEND AND LET HIM TAKE THE LADY TO THE HOSPITAL. I WOULD STAY BEHIND AND WAIT FOR THE BUS WITH THE PARTNER OF MY DREAMS."
WHY SOCIAL SETTING INTERACTION?

• SOCIAL GRACES
• CULTURAL SENSITIVITY
• GENDER SENSITIVITY
• LISTENING SKILLS
• PERSONALITY
• BEHAVIOURS
• DIVERSITY
After Interview

Clarify notes
Write observations

Candidates strengths and weaknesses should be known by this stage
Decision

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WHAT IS TALENT MANAGEMENT?

A holistic approach to optimizing human capital, which enables an organization to drive short and long-term results by building culture, engagement, capability, and capacity through integrated talent acquisition, development, and deployment processes that are aligned to business goals.
MANAGING TALENT

• DEFINE WHAT GREAT LOOKS LIKE
• KNOW YOUR PEOPLE (TALENT MAP)
  ✓ POTENTIAL, CAPABILITY, PERFORMANCE
• FOCUS ON BENCH STRENGTH
  ✓ CORE SKILLS
  ✓ LEADERSHIP
• TAKE OPPORTUNITY TO CROSS-TRAIN/DEVELOP
  (LEVERAGE INTERNAL RESOURCES TO SAVE COSTS & BUILD ENGAGEMENT),
• LEAD CHANGE JUDICIOUSLY
TALENT MAP OF A TEAM OR GROUP
BASED ON POTENTIAL & CAPABILITY

Leadership Potential

Current Leadership Capability

- **Invest**: Right Individual, Potential to achieve more
- **Optimise**: Right Individual, needs developing or different role
- **Decide**: Re-evaluate individual fit with role and/or business

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SUCCESSION PLANNING

SYSTEMATIC APPROACH TO IDENTIFYING KEY ROLES AND TO:

• IDENTIFY THE BEST CANDIDATES FOR KEY ROLES.

• BUILD A LEADERSHIP PIPELINE TO ENSURE LEADERSHIP CONTINUITY.

• DEVELOP AND ENGAGE POTENTIAL SUCCESSORS.

• CONCENTRATE RESOURCES ON THE TALENT DEVELOPMENT PROCESS, YIELDING A GREATER RETURN ON INVESTMENT.
SUCCESS FACTORS

SEVERAL FACTORS TYPICALLY FOUND IN SUCCESSFUL SUCCESSION PLANNING INITIATIVES ARE:

• SENIOR LEADERS ARE PERSONALLY INVOLVED AND TAKE OWNERSHIP.
• SENIOR LEADERS HOLD THEMSELVES ACCOUNTABLE FOR GROWING FUTURE LEADERS.
• EMPLOYEES ARE COMMITTED TO THEIR OWN SELF-DEVELOPMENT.
• SUCCESSION IS LINKED TO STRATEGIC PLANNING AND INVESTMENT IN THE FUTURE.
• LEADERSHIP BEHAVIOURS ARE IDENTIFIED AND USED FOR SELECTION AND DEVELOPMENT.
• RECRUITMENT, RETENTION AND DIVERSITY ARE ADDRESSED.
SUCCESSION PLANNING BENEFITS

• A POOL OF WELL-TRAINED, HIGHLY-ENGAGED AND CAPABLE WORKFORCE, WELL-VERSED IN THE COMPANY’S VALUES AND CULTURE.

• LEADERSHIP BENCH-STRENGTH: A CONTINUOUS STREAM OF PEOPLE WHO ARE CONSTANTLY REVIEWING, QUESTIONING AND REFINING PROCEDURES AND PROCESSES.

• A REPUTATION AS A CHALLENGING, STIMULATING PLACE TO WORK ATTRACTING THE BEST TALENT IN THE MARKET.

• BUILDING AND IMPROVING SHAREHOLDER EQUITY
INDEX

WHAT ARE EMOTIONS?
• FUNCTIONS OF EMOTIONS
• FACTORS INFLUENCING EMOTIONS

WHAT IS EMOTIONAL INTELLIGENCE (EI) ?
• ATTRIBUTES OF EI
• WHY IS EI SO IMPORTANT ?
• EQ VS IQ
• 5 SKILLS FOR RAISING EI
WHAT ARE EMOTIONS?

An emotion is a natural instinctive state of mind deriving from one's circumstances, mood, or relationships with others.

**Some Positive Emotions**: Love, Appreciation, Happiness, Hope, Enthusiasm, Confidence, Gratitude, Patience, Trust, Optimism, Being Appreciated.

**Some Negative Emotions**: Fear, Anger, Guilt, Depression, Jealousy, Anxiety, Resentment, Envy, Frustration, Shame, Offended, Regret, Resentfulness, Sadness, Worry.
EMOTIONS CONSISTS OF:

- **Subjective feeling**: That is how the individual interprets what they are feeling at any point. These are inner personal experiences. Subjective feelings in response to an emotion cannot be readily observed.

- **Expressive behaviour**: This refers to the outward signs that an emotion is being experienced. Such behaviour can be intentional or unintentional and includes facial expressions as well as body language.

- **Physiological responses**: This involves bodily changes which occur when we experience an emotion. This involves the operation of the brain as well as the Autonomic Nervous system and it also involves the cells in our body. It is often our awareness of the arousal that makes us suddenly aware that we are experiencing an emotion.
FUNCTIONS OF EMOTIONS

Arousal - Emotions arouse us to move and act.

Motivation – Emotions motivate people to engage in actions that are important for survival. For e.g. : 'disgust' (an emotion) motivates us to avoid dangerous or harmful things such as rotten food. 'excitement' (again an emotion) motivates us to take on situations in which we require energy & initiative like tackling a new career.

Adaptive Functions - Emotional responses provide us with adaptive responses that assist us in coping with situations. Research suggests that various emotional responses are designed to ensure we respond in appropriate ways in order to ensure our survival.

Adding Colour To Our Lives - This may not be all that scientific but it does take in the fact that expression of emotions through art, poetry and literature provides us with much that underpins the sense of being human. Along with that, the expression of emotions from day to day with people adds colour too!

Regulating Social Interactions - Identifying the emotions that others are feeling through their facial expressions and body language and tone of voice enables us to work out the way to respond. It regulates how we respond to ours and other people's emotions which enhances social interactions.
FUNCTIONS INFLUENCING EMOTIONS

- PERSONALITY
- WEATHER
- STRESS
- SOCIAL ACTIVITIES
- SLEEP
- EXERCISE
- AGE
- GENDER
- HEALTH
WHAT IS EMOTIONAL INTELLIGENCE

Emotional intelligence (EQ) is the ability to identify, use, understand, and manage emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges, and defuse conflict. Emotional intelligence impacts many different aspects of your daily life, such as the way you behave and the way you interact with others.

If you have a high emotional intelligence you are able to recognize your own emotional state and the emotional states of others and engage with people in a way that draws them to you. You can use this understanding of emotions to relate better to other people, form healthier relationships, achieve greater success at work, and lead a more fulfilling life.
SELF-AWARENESS – People with high emotional intelligence are usually very self-aware. They understand their emotions, and because of this, they don't let their feelings rule them. They're confident – because they trust their intuition and don't let their emotions get out of control.

They're also willing to take an honest look at themselves. They know their strengths and weaknesses, and they work on these areas so they can perform better. Many people believe that this self-awareness is the most important part of emotional intelligence.
ATTRIBUTES OF EMOTIONAL INTELLIGENCE

• **SELF-MANAGEMENT** – This is the ability to control emotions and impulses. People who self-regulate typically don't allow themselves to become too angry or jealous, and they don't make impulsive, careless decisions. They think before they act. Characteristics of self-regulation are thoughtfulness, comfort with change, integrity, and the ability to say no.

• **SOCIAL AWARENESS** – You can understand the emotions, needs, and concerns of other people, pick up on emotional cues, feel comfortable socially, and recognize the power dynamics in a group or organization.

• **MOTIVATION** – People with a high degree of emotional intelligence are usually motivated. They're willing to defer immediate results for long-term success. They're highly productive, love a challenge, and are very effective in business and careers.
Attributes of Emotional Intelligence

- **Empathy** – This is perhaps the second-most important element of emotional intelligence.

- Empathy is the ability to identify with and understand the wants, needs, and viewpoints of those around you.

- People with empathy are good at recognizing the feelings of others, even when those feelings may not be obvious.

- As a result, empathetic people are usually excellent at managing relationships, listening, and relating to others.

- They avoid stereotyping and judging too quickly, and they live their lives in a very open, honest way.
WHY IS EMOTIONAL INTELLIGENCE SO IMPORTANT?

IT’S NOT THE SMARTEST PEOPLE THAT ARE MOST SUCCESSFUL IN LIFE.

THERE ARE MANY PEOPLE WHO ARE ACADEMICALLY BRILLIANT AND YET ARE SOCIALLY UNSUCCESSFUL AT WORK OR IN THEIR PERSONAL LIVES.

INTELLECTUAL INTELLIGENCE OR IQ ISN’T ENOUGH TO BE SUCCESSFUL IN LIFE.

IQ CAN HELP YOU GET INTO COLLEGE BUT IT’S EQ THAT WILL HELP YOU MANAGE THE STRESS AND EMOTIONS OF SITTING YOUR FINAL EXAMS.
WHY IS EMOTIONAL INTELLIGENCE SO IMPORTANT?

EMOTIONAL INTELLIGENCE AFFECTS:

• YOUR PERFORMANCE AT WORK: Emotional intelligence can help you navigate the social complexities of the workplace, lead and motivate others, and excel in your career. In fact, when it comes to selecting job candidates, many companies now view emotional intelligence as being as important as technical ability and require EQ testing before hiring.

• YOUR PHYSICAL HEALTH: If you're unable to manage your stress levels, it can lead to serious health problems. Uncontrolled stress can raise blood pressure, suppress the immune system, increase the risk of heart attack and speed up the aging process.

• YOUR MENTAL HEALTH: Uncontrolled stress can also impact your mental health, making you vulnerable to anxiety and depression. If you are unable to understand and manage your emotions, you'll also be open to mood swings, also leaving you feeling lonely and isolated.

• YOUR RELATIONSHIPS: By understanding your emotions and how to control them, you're better able to express how you feel and understand how others are feeling. This allows you to communicate more effectively and building stronger relationships both at work and in your personal life.
EMOTIONAL INTELLIGENCE VS IQ

• EMOTIONAL INTELLIGENCE IS ONE OF THE BEST PREDICTORS OF SUCCESS. In fact, many studies show that emotional intelligence is a better indicator to success than a higher IQ (intelligence quotient). Take for instance Richard Branson who is dyslexic who couldn't read and write as well as his other classmates in school, but he became one of the richest men in the world.

• The main reason why emotional intelligence is a better indicator is because it shows how much a person can manage and change his daily actions in everyday life.

• Another big difference between EQ and IQ is that it measures how you manage and react with other people. To lead or create a successful business, you need to be able to have effective and efficient workers to do your work. To do this effectively, you have to get people working together harmoniously and this requires you to manage many people's emotions. A high emotional intelligent person can manage this effectively compared to a low EQ person.
HOW TO RAISE YOUR EMOTIONAL INTELLIGENCE

TO IMPROVE YOUR EMOTIONAL INTELLIGENCE, you need to understand and control the emotional side of your brain. This will help prevent you from continually repeating earlier mistakes, also enhances your decision-making ability & helps in expanding your range of choices when it comes to responding to a new event.

THIS IS DONE BY DEVELOPING FIVE KEY SKILLS.
DEVELOPING EMOTIONAL INTELLIGENCE THROUGH FIVE KEY SKILLS

• SKILL 1: THE ABILITY TO QUICKLY REDUCE STRESS.
• SKILL 2: THE ABILITY TO RECOGNIZE AND MANAGE YOUR EMOTIONS.
• SKILL 3: THE ABILITY TO CONNECT WITH OTHERS USING NONVERBAL COMMUNICATION.
• SKILL 4: THE ABILITY TO USE HUMOUR AND PLAY TO DEAL WITH CHALLENGES.
• SKILL 5: THE ABILITY TO RESOLVE CONFLICTS POSITIVELY.
1. Rapidly Reduce Stress

- High levels of stress can overwhelm the mind and body which disables you to be aware of your own feelings and needs. Being able to quickly calm yourself down and relieve stress, helps you stay balanced, focused, and in control—no matter what challenges you face or how stressful a situation becomes.

**Realize When You’re Stressed—**

- The first step to reducing stress is recognizing what stress feels like.
- How does your body feel when you’re stressed?
- Are your muscles or stomach tight or sore?
- Are your hands clenched?
- Is your breath shallow?

Being aware of your physical response to stress will help regulate tension when it occurs.
1. Rapidly Reduce Stress

Identify Your Stress Response –

- Everyone reacts differently to stress.
- If you tend to become angry or agitated under stress, you will respond best to stress relief activities that quiet you down. If you tend to become depressed, you will respond best to stress relief activities that are stimulating. So, identify your stress response.

Discover the Stress-Busting Techniques That Work for You –

- The best way to reduce stress quickly is engaging in activities that are soothing or energizing to you. For example, if you’re a visual person you can relieve stress by surrounding yourself with uplifting images. If you respond more to sound, you may find a wind chime or a favourite piece of music.
2. EMOTIONAL AWARENESS

BEING AWARE OF YOUR EMOTIONS AND HOW THEY INFLUENCE YOUR
THOUGHTS AND ACTIONS—IS THE KEY OF UNDERSTANDING YOURSELF
AND OTHERS.

• MANY PEOPLE ARE DISCONNECTED FROM THEIR EMOTIONS, THEY ARE IN A
HABIT OF SHUTTING THEM OFF.

• ALTHOUGH WE CAN DENY OUR FEELINGS, WE CAN'T ELIMINATE THEM.
THEY‘RE STILL THERE, WHETHER WE‘RE AWARE OF THEM OR NOT.

• UNFORTUNATELY, WITHOUT EMOTIONAL AWARENESS, WE ARE UNABLE
TO FULLY UNDERSTAND OUR OWN MOTIVATIONS AND NEEDS, OR TO
COMMUNICATE EFFECTIVELY WITH OTHERS.
2. Emotional Awareness

What kind of a relationship do you have with your emotions?

• Do you experience feelings that flow one after another from moment to moment?

• Are your emotions accompanied by physical sensations that you experience in places like your stomach or chest?

• Do you experience discrete feelings and emotions, such as anger, sadness, fear, joy, each of which is evident in subtle facial expressions?

• Can you experience intense feelings that are strong enough to capture both your attention and that of others?

• Do you pay attention to your emotions? Do they factor into your decision making?

If any of these experiences are familiar, you must reconnect to your core emotions, accept them, and become comfortable with them in order to be emotionally healthy and emotionally intelligent.
3. NON-VERBAL COMMUNICATION

BEING A GOOD COMMUNICATOR REQUIRES MORE THAN JUST VERBAL SKILLS.

Often, what you say is less important than how you say it or the other nonverbal signals you send out—the gestures you make, the way you sit, how fast or how loud you talk, how close you stand, how much eye contact you make.

In order to hold the attention of others and build connection and trust, you need to be aware of and in control of your body language. You also need to be able to accurately read and respond to the nonverbal cues that other people send you.

• FOR E.G., If you insist — “I'm fine,” while clenching your teeth and looking away, your body is clearly signalling the opposite. So, your nonverbal messages have such power that can produce a sense of interest, trust, excitement, and desire for connection—or they can generate fear, confusion, distrust, and disinterest.
3. NON-VERBAL COMMUNICATION

TIPS FOR IMPROVING NONVERBAL COMMUNICATION:

• **FOCUS ON THE OTHER PERSON.** If you are planning what you’re going to say next, daydreaming, or thinking about something else, you are almost certain to miss nonverbal cues in the conversation.

• **MAKE EYE CONTACT.** Eye contact can communicate interest, maintain the flow of a conversation, and help gauge the other person’s response.

• **PAY ATTENTION TO NONVERBAL CUES YOU’RE SENDING AND RECEIVING,** such as facial expressions, tone of voice, posture and gestures, touch, and the timing & pace of the conversation.
4. USE HUMOUR & PLAY TO DEAL WITH CHALLENGES

HUMOUR, LAUGHTER, AND PLAY ARE NATURAL ANTIDOTES TO LIFE'S DIFFICULTIES. THEY LIGHTEN YOUR BURDENS AND HELP YOU KEEP THINGS IN PERSPECTIVE. A GOOD HEARTY LAUGH REDUCES STRESS, ELEVATES MOOD, AND BRINGS YOUR NERVOUS SYSTEM BACK INTO BALANCE.

PLAYFUL COMMUNICATION BROADENS YOUR EMOTIONAL INTELLIGENCE AND HELPS YOU:

• **TAKE HARDSHIPS IN STRIDE**- BY ALLOWING YOU TO VIEW YOUR FRUSTRATIONS AND DISAPPOINTMENTS FROM NEW PERSPECTIVES, LAUGHTER AND PLAY, ENABLE YOU TO SURVIVE HARD TIMES AND SETBACKS.

• **SMOOTH OVER DIFFERENCES**- USING GENTLE HUMOUR OFTEN HELPS YOU SAY THINGS THAT MIGHT BE OTHERWISE DIFFICULT TO EXPRESS.

• **RELAX AND ENERGIZE YOURSELF**- PLAYFUL COMMUNICATION RELIEVES FATIGUE AND RELAXES YOUR BODY & MIND, WHICH ALLOWS YOU TO RECHARGE AND ACCOMPLISH MORE.
4. USE HUMOUR & PLAY TO DEAL WITH CHALLENGES

HOW TO DEVELOP PLAYFUL COMMUNICATION:

• TRY SPENDING REGULAR QUALITY PLAYTIME. THE MORE YOU JOKE, PLAY, AND LAUGH—THE EASIER IT BECOMES.

• FIND ENJOYABLE ACTIVITIES THAT LOOSEN YOU UP AND HELP YOU EMBRACE YOUR PLAYFUL NATURE.
5. RESOLVE CONFLICTS POSITIVELY

• CONFLICTS AND DISAGREEMENTS ARE INEVITABLE IN RELATIONSHIPS.

• TWO PEOPLE CAN’T POSSIBLY HAVE THE SAME NEEDS, OPINIONS, AND EXPECTATIONS AT ALL TIMES. RESOLVING CONFLICTS IN A HEALTHY & CONSTRUCTIVE WAY CAN STRENGTHEN TRUST BETWEEN PEOPLE.

• THE ABILITY TO MANAGE CONFLICTS IN A POSITIVE, TRUST-BUILDING WAY IS SUPPORTED BY THE PREVIOUS FOUR SKILLS OF EMOTIONAL INTELLIGENCE. ONCE YOU KNOW HOW TO MANAGE STRESS, STAY EMOTIONALLY AWARE, COMMUNICATE NONVERBALLY, AND USE HUMOUR AND PLAY, YOU’LL BE BETTER EQUIPPED TO HANDLE EMOTIONALLY-CHARGED SITUATIONS AND HANDLE MANY ISSUES BEFORE THEY ESCALATE.
5. RESOLVE CONFLICTS POSITIVELY

TIPS FOR RESOLVING CONFLICTS IN A TRUST-BUILDING WAY:

• **STAY FOCUSED IN THE PRESENT**- When you are not holding on to old hurts and resentments, you can recognize the reality of a current situation and view it as a new opportunity for resolving old feelings about conflicts.

• **FORGIVE**- Other people’s hurtful behavior is in the past. To resolve conflict, you need to give up the urge to punish or seek revenge.

• **END CONFLICTS THAT CAN'T BE RESOLVED**- It takes two people to keep an argument going. You can choose to disengage from a conflict, even if you disagree.
SUCCESSFUL BUSINESSES ARE BASED ON BOTH **GOALS AND OBJECTIVES**, AS THEY CLARIFY THE **PURPOSE OF THE BUSINESS** AND HELP IDENTIFY NECESSARY ACTIONS TAKEN OVER A SPECIFIED PERIOD.

- **GOALS** ARE GENERAL STATEMENTS OF DESIRED ACHIEVEMENT, while

- **OBJECTIVES** ARE THE SPECIFIC STEPS OR ACTIONS YOU TAKE TO REACH YOUR **GOAL**.
WHAT IS PERFORMANCE MANAGEMENT?

Performance management is all about linking the objectives of everyone working in your organization to the organisation's business goals.

❖ It is the larger process of defining:

✓ What employees should be doing
✓ The on-going communication during the year
✓ The alignment of individual performance to organizational goals
✓ The performance appraisal process
KEY ELEMENTS OF PERFORMANCE MANAGEMENT

PLANNING PERFORMANCE

THE INDIVIDUAL AND THE LINE MANAGER PLANS AND AGREES ON OBJECTIVES AT THE START OF THE BUSINESS YEAR OR AT PREDETERMINED TIMES DURING THE YEAR (P1; P2).

ENABLING PERFORMANCE

- TRACKING PROGRESS THROUGHOUT THE YEAR (FORMALLY AND INFORMALLY),
- REVISING OBJECTIVES WHERE NECESSARY,
- CHALLENGING INSUFFICIENT CONTRIBUTION AND
- ACTING TO HELP THE INDIVIDUAL ACHIEVE THE OBJECTIVES.

REVIEWING PERFORMANCE

CARRYING OUT AN HONEST AND CONSTRUCTIVE APPRAISAL OF THE INDIVIDUAL'S PERFORMANCE AND DOCUMENTING THE RESULT AT THE HALF YEAR AND FULL YEAR.
CASCADING

THE PROCESS OF ALIGNING EMPLOYEES’ OBJECTIVES WITH THOSE OF FUNCTIONS AND OUR BUSINESS UNITS
KEY BENEFIT OF THE CASCADE APPROACH

Corporate Goals & Objectives

Function Objectives

Business Unit Objectives

Individual Objectives

ALIGNING EMPLOYEE CONTRIBUTION

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KEY OBJECTIVES FOR ALIGNMENT:

EVERY EMPLOYEE WILL:

- **UNDERSTAND COMPANY OBJECTIVES** and how these objectives will help the company reach its long and short-term goals.

- **ARTICULATE HOW FUNCTIONAL OBJECTIVES WILL DIRECTLY SUPPORT** the achievement of the company’s objectives.

- **IDENTIFY THE PRIORITIES** of the company in order to adjust individual priorities accordingly.

- **IDENTIFY AND SET INDIVIDUAL OBJECTIVES** that directly support the achievement of the function’s and business unit’s objectives.

- **UNDERSTAND THE PERFORMANCE MEASUREMENTS** for their individual’s objectives that will reflect the function’s and business unit’s objectives and determine the measurements of achievement.
BENEFITS FOR INDIVIDUALS

• CLEAR ABOUT EXPECTATIONS, TRANSPARENCY
• IDENTIFICATION OF EXCEPTIONAL PERFORMANCE
• LEARNING AND DEVELOPMENT OPPORTUNITIES
• ENHANCED PERFORMANCE
• GREATER JOB SATISFACTION
• ADDITIONAL RESPONSIBILITY
• REWARD AND PROGRESSION
• INCREASES OPPORTUNITIES FOR COMMUNICATION WITH THE LINE MANAGER
PERFORMANCE DIMENSIONS

➢ OPERATIONAL RESULTS:
  • PERFORMANCE FOCUSED ON FUNCTIONAL OUTPUT
  • DELIVERING OUR NUMBERS

➢ LEADERSHIP RESULTS:
  • PERFORMANCE ENABLING YOUR TEAM TO BE ALIGNED TO VISION AND STRATEGY
  • PERFORMANCE IN DEVELOPING SELF AND DIRECT REPORTS

➢ MANAGEMENT RESULTS:
  • PERFORMANCE IN MAKING THE BEST USE OF YOUR RESOURCES TO MEET OBJECTIVES AND ENSURE EFFECTIVENESS

➢ RELATIONSHIP RESULTS:
  • PERFORMANCE IN BUILDING EFFECTIVE RELATIONS WITH YOUR PEERS AND EXTERNAL STAKEHOLDERS YOU WORK WITH

➢ INNOVATION RESULTS:
  • PERFORMANCE FOCUSING ON CONTINUOUS IMPROVEMENT OF PROCESSES/SERVICES/PRODUCTS
  • SMARTER WORKING; VALUE-ADDING INNOVATION
OPERATIONAL/TECH/PROFESSIONAL RESULTS

- Effective and timely delivery of commercial/technical/operational results
- Professional project execution

LEADERSHIP RESULTS

- Building and managing teams
- Personal excellence
- Growth and development of direct reports

MANAGEMENT RESULTS

- Resource and process optimization
- Budget management
- Reviewing and measuring
RELATIONSHIPS RESULTS

- WORKING RELATIONSHIPS WITH CUSTOMERS (INTERNAL AND EXTERNAL)
- CONNECTION WITH OWN AND OTHER TEAMS
- INTERNAL KNOWLEDGE SHARING AND NETWORKING WITHIN AND ACROSS FUNCTIONS

INNOVATION RESULTS

- IMPROVEMENTS IN PROCESSES, PRACTICES, METHODS
- MORE WITH LESS
- NEW WAYS OF DOING EXISTING WORK
- COMPLEXITY REDUCTION
Leadership Capabilities

Introduction of a single page definition of what Leadership is about

**STRATEGIC COMPONENTS**
- Provides direction and focus
- Drives for innovation and change
- Drives for results

**PEOPLE COMPONENTS**
- Builds self awareness and listens
- Engages and inspires
- Supports high performing teams

Becomes the basis for Development reviews, assessing development needs and individual development plans, and core to succession assessment.
"Our leaders at all levels have a clear vision for the business, engage and inspire those around them, and focus the creativity and enthusiasm to drive superior performance."
WHAT SHOULD YOU AIM FOR?

All of the dimensions are at full performance for the level required at a given Leadership Level.
Develop 2020 Plan and be ready to roll out

Cascade 2020 Goals to teams and have direct reports map out their personal and team 2020 Goals

Conclude 2019 reviews and ratings. Bring process to an end. Sign off on all matters.

Agree and sign off on 2020 Goals, timings, standards, etc.

Check up on Q2 shortfalls. Look for strong performance and on target delivery, behaviours. Project yearend outcome

Q2. Full Review. Make a call on Goal attainment and project year end results with and without change

Review and do adjustments. Focus on Development Goals. Offer Assistance

Year End/New Year

Strategic Goals 2020

Q1

Q2

Q3
OUTLINE – DAY TWO

Developing Your Talent –
PM as a Development Tool
- Performance Management Culture
- Leadership Capabilities & Behaviours
- Determining Development Needs
- Feedback for Accountability and Development

Getting The Best From Your Talent -
- Workshop 2 – Feedback
- Open Forum – What Next

Action Plan – Build Your Own
LEADERSHIP ROLES

STRATEGIC COMPONENT:
• PROVIDES DIRECTION AND FOCUS
• DRIVES FOR INNOVATION AND CHANGE
• DRIVE FOR RESULTS

PEOPLE COMPONENT:
• BUILDS SELF AWARENESS AND LISTENS
• ENGAGES AND INSPIRES
• SUPPORTS HIGH PERFORMING TEAMS
A SUCCESSFUL LEADER’S KIT

What are three critical elements that you the leader must ensure resides in your team for you to be successful?

- RIGHT FIT IN KEY ROLES
- BENCH STRENGTH
- SUCCESSORS, READY NOW OR IN THE SHORT TO MEDIUM TERM
LEADER LEAD PERFORMANCE MANAGEMENT SYSTEM

- Executive and line managers own and should be held accountable for the performance management system and keeping it alive and well.

- Cascading strategic priorities from CEO down to individual contributors.

- Making it priority that all new leaders are trained in the process within the first month after they are hired.

- Tying bonuses (where applicable) to the quality and timeliness of performance reviews within each functional area.

- Including performance management system best practices and implementation issues as ongoing agenda items in monthly management meetings.

Only by constantly advocating, cajoling, recognizing, rewarding, and encouraging any and all employees to use the performance management system effectively will the message be clear. Using the system is mission critical and the management team needs to be 100 percent behind it.
BUILDING THE PM CULTURE

• CONSISTENCY AND TRANSPARENCY ARE KEY ELEMENTS

• HOLD YOURSELVES AND DIRECT REPORTS ACCOUNTABLE

• MAKE PM MORE THAN JUST A BOX TO BE TICKED EACH YEAR

• PM TRANSCENDS LEADERS

• FOCUS ON GOALS & BEHAVIOURS AS A FIRST STEP

• ALWAYS EVOLVING, MAKING IT SIMPLER AND MORE EFFECTIVE

• NEVER CHANGE FOR THE SAKE OF CHANGE

• SUPPORT WHAT IS RIGHT, ALWAYS, INCLUDING DECISIONS OF YOUR DIRECT REPORTS AND EXECUTIVES

• EMBED IN INTEGRATED TALENT MANAGEMENT PROGRAMMES
WHAT IS YOUR VISION OF PERFORMANCE MANAGEMENT IN YOUR ORGANIZATION WITHIN THE NEXT 3 YEARS?
EXECUTIVE FEEDBACK

• “WGLL”
  • BOTH LEADER AND DIRECT REPORT SEE PROCESS AS POSITIVE
  • ALL PARTIES CELEBRATE THEIR CONTRIBUTION TO THE COMPANY AS WELL AS THE
    REWARD OFFERED
  • CHANGE CULTURE FROM ENTITLEMENT TO MERIT (REWARD)
  • HELP TO INTENSIFY THE SPEED OF CHANGE
  • A TRANSPARENT PROCESS
  • MANAGERS TO GET MORE PASSIONATE ABOUT PERFORMANCE MANAGEMENT
  • PROCESS THAT DELIVERS PERFORMANCE TARGETS IN A PREDICTABLE MANNER
  • GOALS PROVIDE INTRINSIC AS WELL AS THE EXTRINSIC MOTIVATION
ALIGN WITH MISSION, VISION, VALUES

**MISSION** - OUR EMOTIONAL (“WE BELIEVE”) PURPOSE, WHY WE GET UP IN THE MORNINGS

**VISION** - WHERE WE’RE GOING TOGETHER (ASPIRATIONAL), AND WHY IT MATTERS

**VALUES** - WHO WE ARE/HOW WE BEHAVE AS WE FULFILL OUR MISSION AND DRIVE TOWARD OUR VISION—THESE MUST BE ALIVE, CELEBRATED, MODELED BY ALL
**DEFINITION – GOAL & OBJECTIVES**

SUCCESSFUL BUSINESSES ARE BASED ON BOTH **GOALS AND OBJECTIVES**, AS THEY CLARIFY THE PURPOSE OF THE BUSINESS AND HELP IDENTIFY NECESSARY ACTIONS TAKEN OVER A SPECIFIED PERIOD.

- **GOALS** ARE GENERAL STATEMENTS OF DESIRED ACHIEVEMENT, *while*

- **OBJECTIVES** ARE THE SPECIFIC STEPS OR ACTIONS YOU TAKE TO REACH YOUR **GOAL**.
**KEY BENEFIT OF THE CASCADE APPROACH**

- **SHAREHOLDERS & BOARD OF DIRECTORS’ GOALS**
  - Organization’s Goals
  - Business Unit and Functional Goals / Objectives
  - Individual Objectives

Executives take managed expectations of shareholders and based on vision and long-term strategy derive annual corporate goals.

Corporate Goals are broken down to Functional goals and objectives based on contribution of each Function.

Functional Goals are distributed through a process of engagement to Departments and teams and further to individual contributors by geography or functions. At this point, SMART Objectives are agreed and set.

**ALIGNING EMPLOYEE CONTRIBUTION**

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GOAL MANAGEMENT

- EMPLOYEES ASSIGNED SPECIFIC, DIFFICULT YET ACHIEVABLE GOALS CONSISTENTLY OUTPERFORM EMPLOYEES WHO ARE GIVEN NO GOALS OR NON-SPECIFIC GOALS ENCOURAGING THEM TO “DO THEIR BEST”. 

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IMPACT OF GOAL SETTING

THE REASON GOALS ARE SUCH A POWERFUL TOOL FOR DRIVING BUSINESS EXECUTION IS BECAUSE THEY IMPACT PERFORMANCE IN MULTIPLE WAYS:

• **SETTING DIRECTION.** GOALS CLEARLY DEFINE WHAT EMPLOYEES ARE EXPECTED TO ACCOMPLISH. GOALS, WHEN USED CORRECTLY, CREATE CLARITY AROUND THE ROLE AND IMPORTANCE OF A PERSON’S JOB.

• **PROVIDING FEEDBACK.** GOALS ALLOW EMPLOYEES TO ACCURATELY TRACK THEIR OWN PROGRESS. THIS ALLOWS EMPLOYEES TO MORE EFFECTIVELY SELF-MANAGE PERFORMANCE.

• **CREATING INTRINSIC MOTIVATION.** SIMPLY HAVING A GOAL CAN MOTIVATE PEOPLE TO ACCOMPLISH IT. PEOPLE OFTEN DRAW SATISFACTION MERELY FROM KNOWING THEY COMPLETED A GOAL.

• **CREATING EXTRINSIC MOTIVATION.** GOALS PROVIDE A MEANS TO LINK WORK ACCOMPLISHMENTS TO OTHER REWARDS SUCH AS PAY AND PROMOTIONS.

• **BUILDING CONFIDENCE.** WHEN A MANAGER ASSIGNS AN IMPORTANT GOAL TO AN EMPLOYEE IT SENDS AN IMPLICIT SIGNAL THAT THE MANAGER BELIEVES THE EMPLOYEE IS CAPABLE OF ACHIEVING THE GOAL. THIS CREATES HIGHER LEVELS OF SELF-CONFIDENCE THAT LEAD TO STRONGER LEVELS OF PERFORMANCE.
The importance of distinguishing between goals, development objectives and competencies.

- **Goals** management processes need to clearly target business goals.

- An employee’s goal plan should define what the employee needs to accomplish to support the company’s business strategies.

- **Development Objectives** describe things employees are doing to build their personal attributes and capabilities.

- Development objectives may also define things employees must learn to be effective in their roles, but they do not describe what employee needs to accomplish to support the company’s business strategies.

- **Competencies** define behaviors employees are expected to display in a job.

- Competencies play a critical role in driving workforce productivity, employee development, and company culture.

- **Goals** define the results people are expected to achieve as a result of displaying these behaviors.
GOAL MANAGEMENT IN TALENT MANAGEMENT

Right People
Staffing, Promotions & Workforce Planning

Right Way
Performance Management, 360 & Compensation

Right Things
Goal Management, Collaboration & Compensation

Who you are
Attributes (Skills, Aptitudes Interests)

How you act
Competencies

What you achieve
Goals

Create learning through experience

Right Development
Succession, Career Development, 360, Learning, & Collaboration
WHAT ARE OBJECTIVES?

- Statements of end results required of the jobholder - What needs to be achieved & why?
  - Linked to Company Objectives/Functional Objectives
  - List only those requiring particular focus / attention in the forthcoming period
  - No more than 5 Objectives
SMART

- **SPECIFIC**... TARGETED AT SPECIFIC OUTCOMES/BEHAVIOURS
- **MEASURABLE**... EASY TO TELL IF THE LEVEL OF PERFORMANCE HAS BEEN ACHIEVED
- **ACTIONABLE**... YOU CAN INFLUENCE THE OUTCOME
- **RELEVANT**... IMPORTANT TO THE BUSINESS
- **TIME-BASED**... CLEAR TARGET DATES
MEASURES OF SUCCESS

- How achievement of Objectives will be measured
- 2-3 critical measures per Objective

All performance can be measured in terms of **four** criteria:

- **Quantity**  -- How much was done?
- **Quality**   -- How well was it done?
- **Timeliness**  -- How timely was it done?
- **Efficiency**  -- What resources/costs were used/saved?
MAKE SURE THE OBJECTIVE...

HAS BOTH KEY PARTS?

A. WHAT IS TO BE DONE
B. LEVEL OF PERFORMANCE EXPECTED

MEETS SMART CRITERIA?

SPECIFIC
MEASURABLE
ACTIONABLE
RELEVANT
TIME-BASED
## SMART Goals Worksheet

**Draft Goal:**

<table>
<thead>
<tr>
<th>Specific</th>
<th>Answers at time of development</th>
<th>6 Month Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What is the desired result? (who, what, when, why, how)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Measurable | | |
|-------------| | |
| • How can you quantify (numerically or descriptively) completion? | | |
| • How can you measure progress? | | |

| Achievable | | |
|------------| | |
| • What skills are needed? | | |
| • What resources are necessary? | | |
| • How does the environment impact goal achievement? | | |
| • Does the goal require the right amount of effort? | | |

| Relevant | | |
|----------| | |
| • Is the goal in alignment with the overall mission or strategy? | | |

| Time-bound | | |
|------------| | |
| • What is the deadline? | | |
| • Is the deadline realistic? | | |

**Final Goal:**
REMINDER - OBJECTIVES

- **Non-routine activities** tied to corporate goals
- Critical to overall performance in the year concerned
- No more than 5 and *they may change during the year*
- When put together they should balance what is achieved and how it is achieved.
- Need to be very specific and easily measurable
- Aligned with Company Objectives, Functional Objectives, Projects
PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT
DETERMINING DEVELOPMENT NEEDS

• HOW DO YOU DETERMINE DEVELOPMENT NEEDS?

• HOW AND WHEN DO YOU COMMUNICATE THE NEED FOR GROWTH AND IMPROVEMENT IN PERFORMANCE AND BEHAVIOURS?
DEVELOPMENT OBJECTIVES
FOR SUCCESSION & FUTURE CAREER GROWTH

DEVELOPMENT OBJECTIVES DESCRIBE THINGS EMPLOYEES ARE DOING TO BUILD THEIR PERSONAL ATTRIBUTES AND CAPABILITIES.

DERIVED THROUGH:

➢ CERTIFICATION –
  ➢ INDUSTRIAL AND PROFESSIONAL

➢ MENTORING

➢ PROFESSIONAL TRAINING IN FINANCE, MARKETING, HR, ENGINEERING, ETC.

➢ POST GRADUATE STUDIES

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DEVELOPMENT OBJECTIVES MAY DEFINE THINGS EMPLOYEES MUST LEARN TO BE EFFECTIVE IN THEIR ROLES, BUT THEY DO NOT DESCRIBE WHAT EMPLOYEE NEEDS TO ACCOMPLISH TO SUPPORT THE COMPANY’S BUSINESS STRATEGIES.

➢ COACHING
➢ ON THE JOB TRAINING
➢ SEMINARS & RECOMMENDED READING
➢ PAIRING WITH A GURU
➢ ASSIGNMENT TO A PROJECT TEAM
➢ STRUCTURED PROGRAMMES
➢ PROFESSIONAL COURSE IN FINANCE, MARKETING, HR, ENGINEERING, ETC.
Giving feedback is an art. It helps us to course-correct and promote a culture of continuous improvement in which people don’t perceive failure as such but rather as an opportunity to learn, adjust and capitalize.

It also helps team members to recognize and accept underperformance and making new choices at the earliest opportunity rather than resisting and covering up failures.

With proper and frequent feedback, teams can learn to auto-course-correct. Teams learn to take their own action, have their own consequences and thrive even in the case of turbulence and build confidence to face challenges.

Proper and frequent feedback is power for your team.

Ref.: Power Your Tribe by Christine Comaford
Feedback frame for frequent, informal encounters, this tool has a very simple structure:

• There are only two statements:
  ➢ What works or what’s working is (list things here)
  ➢ What I’d like (or need*) to see more of is (list things here)

• Given that Feedback is about Accountability as much as it is about development explain the statements above?
Four conversations are helpful when people have dropped accountability. The default stance is to be curious, not angry or irritated.

- Are you ok?
- Is there too much on your plate?
- Is this role not the right fit for you?
- Do you really want to work here?
SEVEN-STEP FEEDBACK FRAME

A conversation about performance designed to keep team members in their best state.

Can be used in any challenging situations such as:

• Conflicts
• Misunderstandings
• Where turnaround in performance is required

Clarify the following before you meet.

➢ Turnaround Period – 30, 60 days
➢ Specific behaviours to be changed, as well as the level of support you are willing to give
➢ Determine the consequences if behaviour does not change, or if the behavior does change

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SEVEN-STEP FEEDBACK FRAME

1. Set the stage
2. State observable data and behaviours
3. Describe Impact
4. Check problem acknowledgement
5. Create plan together
6. Check understanding
7. Build small agreement
ANDREA’S PLAN

Andrea was an executive at an insurance company we worked at many years ago. She regularly turned up late to both internal and external meetings, played on her mobile phone or doodled during meetings, often interrupting the CEO in meetings, and got defensive when people tried to give her respectful feedback. She was also a bit of a loner and didn’t play well with others when collaboration was required. The CEO was finally ready for a Seven-Step Feedback Frame after she interrupted him repeatedly to ‘clarify’ his points during an investor meeting.
ANDREA’S PLAN

In your groups, please consider the following:

1. What four behaviours need to change?
2. If rapid change does not occur within say the first 30 days, what options could be considered?
3. How should Andrea be monitored?
OPEN FORUM ???????????

TOUGH QUESTIONS NOT YET ASKED OR ANSWERED

WHAT NEXT AFTER ANTIGUA?