Development/Career Pathing for High Potentials
LEA Conference – September 25 – 27, 2017

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Staging & Focus of our Time Together

Focus:
- Grounding our Thinking
- Identifying Who They are & Connecting the Pieces:
  - Succession & Continuity Model
  - Talent Plan & 9-Box
  - Daily Coaching Model & Tool Box
  - Blurring the lines
- Future Think…
Grounding our Thinking:

**Grounding our Thinking...**

People Learn by Doing

**WORK EXPERIENCES**
- Learning on the job
- Special & stretch projects
- Cross-functional teams
- Community involvement
- Problem solving

**TRAINING**
- Instructor-led classes
- eLearning
- Reading
- Certification
- Conferences

**FEEDBACK & RELATIONSHIPS**
- Performance & career conversations
- Work shadowing
- Networking
- Mentoring
- Coaching

70:20:10 Model
Identifying Who They Are & Connecting the Pieces:

- Succession/Continuity Model
  - Talent Plan
  - 9-Box
- Daily Coaching –
  - High Potential Tool Box
- Career Path Blurring

Succession & Continuity Model

- Firm Strategy Map
- Team/Practice Strategy Map (May/June)
- Total Rewards Compensation (9 Box)
- Retirement Timeline
- Behavior Assessment (RightPath)

What Organizational Design/Role Clarity is needed to allow that talent to succeed?
- Org Charts
- RACI Charts
- Position Descriptions
- July – Sept

What Talent is needed by when to make it happen?
- Specialization/Leadership
- Specialization

Assess internal talent and identify external talent need through Succession/Continuity Assessment/Talent Plan
- Knowledge Transfer (Outgoing & Incoming)
- Position Descriptions

Continuity/Succession/Transition Plan (5%)
- Knowledge Transfer (Outgoing & Incoming)
- Relationships (Internal & External)
- Role Clarity & Timing
- Communication (Internal & External)
- Support Team (Cadence & Timing)

G&D/Daily Coaching Model (95%)

Talent Management
- G&D
- Daily Coaching
- Schenck University
- Leadership

High Potential Development
- 10%
- "Standard G&D/Daily Coaching Model 90%"
- Assess (Assessments)
- Develop (Schenck U)
- Stretch (Work & Projects)
- Support (G&D, Daily Coaching & Mentor)

* See Daily Coaching & Support Model

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### Performance

<table>
<thead>
<tr>
<th>Getting Results/Doesn’t Behave as Defined by the Schenck Way</th>
<th>Consistently Exceeding</th>
<th>High Potential/Highly Valued</th>
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<tr>
<td>Developing/Learning</td>
<td>Making it Happen</td>
<td>Making it Happen of an Outstanding Attitude</td>
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<td>Requires Improvement</td>
<td>Developing/Learning</td>
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### Engagement, Effort, Attitude & Support of the Schenck Way

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### Daily Coaching & Support Model

#### Tool Box Support Options:
- Suggestions provided as needed from one or more leaders of the PTB
- Situations identified and the individual is asked to reflect about their G&D
- Assessments can be given externally to a development plan created
- Additional training could be needed from a mentor & external
- Review of Position Description, Career Paths & Competencies to provide clarity or direction
- Enrolled into external executive or leadership development programs
- Engagement of an internal coach (role clarity of the support team & schedule for the support team to be looped back in in a timely manner)
- Outside support resources could also be engaged (TMAP, JISE, etc.)

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The team member raises their hand looking for support to improve.

The Practice LeaderCoach identifies a need to improve that requires additional support beyond what they have been trying to do already.

A high potential TM is identified through our succession/continuity program.

Discussions are held with the Practice LeaderCoach and Dir of P&C/Dir of TD about how to best support the individual from the tool box.

The plan is executed with appropriate touch points set up with the Individual/Support Team.

A meeting is held with the individual and the appropriate support team to talk through ideas and to create an agreed upon plan of action.

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Daily Coaching & Support Model – High Potential Development Tool Box Plus

- Supportive coaching involving other leaders or the PTBT
- Assessments can be given internally with a leadership development plan created
- Stretch Assignments that are interesting & challenging
- Build Expertise (Service Line & Industry)
- Job Rotation
- Physically Move Them Around

- Bring to life the 70/20/10 model
- Role Clarity Current & Future
- Enrollment into external executive or leadership development programs
- Engagement of an external coaching & Internal Support Teams
- Take a holistic approach
- Make it their own

Future Thinking & Learnings
Future Thinking & Learnings

▶ Tell them they are valued and you love them!
▶ Listen to them and help them put their thoughts into action!
▶ Give them your time and take them along to learn and grow!
▶ Praise their accomplishments!
▶ Give it the time it needs!
▶ Provide them open and honest feedback!
▶ Help them learn from their mistakes!
▶ Seek a collaborative & team approach to care for this work, but be clear on who, does what by when!
▶ Ask them what they want and help them achieve it!
▶ Invest in yourself to be the best leader you can be!
   • Give them a Cause to unite around!
   • Be Open & Flexible - “It wouldn’t happen the way it did for you!”

Resources:
- “Succession Transition – A Roadmap for Seamless Transitions in Leadership”
- B/H Hermann & Gordon Krater
- “SHRM Succession Planning: Preparing for Future Talent Needs”
- Ready or Not Here They Come – Dr. Gustave
- Schenck People Team & Leaders