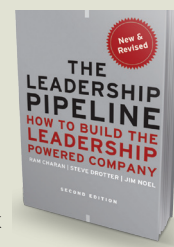


BOOK REVIEW

The Leadership Pipeline:
How to Build the Leadership Powered Company
John Wiley & Sons, Inc.; San Francisco, CA; 2011 (2nd ed.)
Authors: Ram Charan, Steve Drotter, Jim Noel

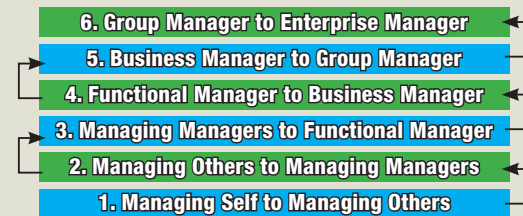


Many businesses lack the planning to have an effective “pipeline” of existing talent to fill senior leadership positions as they become available. Rather than drawing on their own talent, companies who have not dedicated the required time and energy to develop tomorrow’s leaders will often use external hires to fill open slots. This approach is time-consuming, expensive and more likely to fail.

The *Leadership Pipeline* (2nd ed.) provides a useful model and set of tools to teach companies how to identify, assess and develop leaders from their existing talent pools and to measure results along the way.

The approaches are based on a diverse range of industries and nations versus any one organization’s approach. Although these concepts are discussed from a large company’s point of view, they apply to companies of all sizes. In addition, the strategies are relevant not just to senior leadership but to any employee who needs to master different levels of leadership within an organization.

The *Leadership Pipeline* describes six transition phases in a leader’s progression through the organization:



The authors conducted over 1,000 executive assessments of highly successful senior leaders from over 100 companies in 40 countries. Drawing on this data, the authors clearly define each level of leadership and the differences between them, including new skills that must be acquired and how to measure mastery of these skills along the way.

This updated edition includes new stories and advice, as well as a FAQ section.



THE SENIOR HR LEADER DEVELOPMENT WORKSHOP

O. E. Strategies and Talent Matters Solutions have developed a workshop designed for Human Resources professionals who are:

- Looking to refresh or refine their skills
- Likely successors who can benefit from this development opportunity
- Looking toward a Senior HR leader role as a next step

Program Format

After completing an online Harrison Assessment prior to the workshop, attendees will participate in a lively and informative half-day workshop. Attendees will receive multiple development reports, learn about traits-based development, the power of achieving balance between related traits, and develop a plan to get closer to achieving career goals.

What You Walk Away With

- A framework on how the Senior HR role is evolving in today’s economy
- Key skill sets that distinguish each step along the HR career path
- A clear understanding of how your traits and behavioral tendencies compare with those for the top HR leader role in your organization
- A customized, reality tested development plan
- An expanded professional network
- Post workshop, a one-hour call with a certified coach to more intimately debrief your assessment results

More Information

To register, please call 440-546-0008 or email jseiling@oestrategies.com

Your Investment

The cost is \$200 and this fee includes the online Harrison assessment, individual development reports, workshop materials and the one-on-one follow-up coaching discussion.



Strategies:SHOP TALK

Newsletter of Organizational Effectiveness Strategies

Summer Edition 2016



Organizational Effectiveness
STRATEGIES
Work Better.

INTEGRATED APPROACH TO TALENT

FROM THE PRESIDENT’S DESK

Suzanne M. Miklos, Ph.D.

During our kickoff of a senior leader development program, a participant asked if the results from another divisional program would automatically be integrated into his plan. The answer was no because the data are not connected across the enterprise. While this is a common challenge, it points to a larger issue that many leaders do not experience continuity in their organization’s talent practices. We want a seamless lifecycle experience for our customers but we are often unable to deliver it to our employees. Yet, integrating and optimizing talent processes has a big payoff in terms of engagement, turnover, customer satisfaction and financial performance. Companies that excel at talent management have been shown to outperform their peers as measured by increases in operating profit. However, it is challenging to optimize talent management.

Two foundational enablers that set up talent management for success are executive oversight and measurement. Top management support is critical and the talent strategy should flow clearly and directly from business strategy. Analytics and metrics must also be integrated into all elements of the talent strategy and build on one another. Otherwise, it is easy for practices to get out of sync. This column highlights some of the key ways that talent management practices can become misaligned despite having best in class elements.

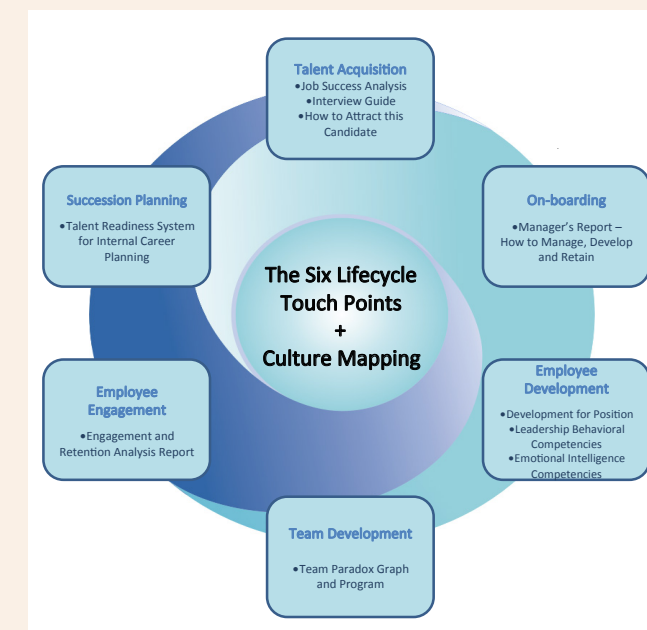
The key components of talent management include talent identification processes, development processes, performance management and succession management processes. Each of these processes has several sub-processes which are where the gaps typically occur, particularly in the course of technology

or competency updates. Misalignment is almost inevitable as process owners and managers make improvements without a clear line of sight into the implications for another program. For example, if a company interviews candidates likely to support its innovation strategy but rewards employees who do not take risks in its development programs, the talent strategy will fall short. Well documented competencies and principles can operate as guiderails and connectors for the systems.

Talent management should be designed to connect leaders’ needs for meaning and value in their work efforts with the core values and game changing work that needs to be done. Development, learning and making a meaningful contribution are high on the wish lists of top performers. Research shows that when the strategy, values and vision are clear to staff, they are energized and more passionate about results. This can start with acquisition. Two sub-processes of talent acquisition are the job preview and the on-boarding processes. A good job preview helps the organization and the individual ensure fit prior to hiring. The on-boarding program ensures that the talents and motivators identified in fit assessments are shared and leveraged to deliver strengths and engage support on potential challenges.

The same set of competencies and values can be translated into career path options and development strategies. A common challenge is that the stretch assignments are not specifically linked to learning the skills and perspectives needed in higher level roles. Leaders do not have clarity about what should be learned in an assignment or rotational role, leaving results to chance. Mapping critical experiences and competencies into the succession planning process provides clarity about what competencies can be developed in a given assignment or role.

Taking a periodic, holistic look at the alignment and possible disconnects between



all of the talent activities along the employee life cycle is a great exercise to ensure that the employee experience is optimized and that the organization is getting the additive benefit from each component such that the talent processes synergistically drive the organization’s strategy.

SUPERVISOR'S CORNER

HARRISON OFFERS ONE STOP TALENT ASSESSMENT

Diane Govern, Ph.D.

A recent research study conducted by SHRM identified the top business and human capital challenges recognized by HR executives and non-HR executives, both today and in the future. The table below illustrates the results and shows that while executives differ in their perspectives of current priorities, they agree on the importance of future strategic imperatives.

	HR Executive Concerns	Non-HR Executive Concerns
Current	Employee Engagement	Employee Retention
Future	Development of Next Generation Leaders	Development of Next Generation Leaders

In meeting the top three challenges – Employee Engagement, Employee Retention and Development of Next Generation Leaders – the Harrison Assessment technology is uniquely suited to provide “one stop shopping” for development planning for smaller organizations. While there are a number of enterprise systems well-suited for large company use, smaller organizations can find themselves lacking when it comes to integrated data.

Employee Engagement and Employee Retention

How “plugged in” are your employees? How likely are they to stay with your organization? Engagement and retention are strongly connected to business outcomes essential to an organization’s financial success, including productivity, profitability and customer satisfaction. Engaged employees are also the most likely to drive the innovation, growth and revenue that their companies need.

There are several good measures of employee engagement on the market. You can choose a tool to help you discern current engagement levels so you can invest in initiatives aimed at raising engagement of current employees. The Harrison Assessment takes a different approach and gives you insight into intrinsic behavioral factors that drive individual engagement, employee motivators and attitudes, even before a person is on the job. By measuring a candidate’s preferences, you can identify gaps between a person’s expectations and motivators and the prospective work environment. The goal is to:

- Facilitate an open dialogue between the candidate/employee and manager;
- Foster a shared responsibility for engagement; and
- Create a loyal and tenured workforce

Development of Next Generation Leaders

According to the Pew Research Center, 10,000 baby boomers will reach retirement age every day from now through 2030. Harvesting the leadership potential of millennials will require us to evaluate our approach to career progression/options, work-life balance and global factors. This, along with the impact of social media and data overload, and the increasing velocity of business, imply mounting leadership development challenges ahead.

Research indicates that many organizations have addressed near-term talent challenges with creative solutions such as hiring retired employees as consultants or temporary workers. Others offer more adaptive working conditions such as flex hours, telecommuting, part time work and job sharing. While these tactics help bridge the gap, they do not represent a solid strategic approach to fulfill an organization’s long-term talent needs.

The Harrison Assessments Talent Readiness System provides user-friendly assessment-based career planning and talent pool databases. The Talent Readiness System enables employees to explore:

- Job matches to determine jobs they would enjoy most
- Required qualifications for each job
- Their greatest strengths
- How to develop their careers
- Their interest in specific jobs and locations
- Productive manager/employee developmental discussions

For the HR or talent management specialist, the system makes available a dashboard view of your talent pool by job that provides eligibility (technical competencies), suitability (behavior competencies) and performance metrics for employees in the pipeline. While the talent management challenges can seem daunting, the solutions do not need to be. Contact us for a demonstration of the Harrison Assessment features that will help you address your most critical talent concerns.

References:

- Society for Human Resource Management (2015). Business and Human Capital Challenges Today and in the Future: A Research Report by the Society for Human Resource Management*
- Pew Research Center (2010). Baby Boomers Approach 65 – Glumly by D’Vera Cohn and Paul Taylor.*

RESEARCH ARTICLE

THE SCIENCE BEHIND THE HARRISON ASSESSMENT METHODOLOGY

Selecting the right employees can be a difficult task and the cost of mistakes is high. Standardized assessment processes are fundamental, cost-effective tools for helping organizations find candidates that are well-suited for the job and company culture. The use of standardized, scientifically validated forms of assessment to select candidates who are most likely to excel in a given role promotes fairness, engagement and productivity. While there are many assessments designed to evaluate candidates, the best ones are based on jobs as opposed to styles or personality types.

When reviewing assessments, look for the following:

- A solid foundation of psychological theory
- A comprehensive view of the candidate
- A strong body of scientific evidence to support the use of the assessment

The Harrison is one assessment that meets these criteria.

Theory Behind the Harrison

The Harrison is a job-specific behavioral assessment that provides an in-depth view of candidate suitability and is based on two underlying theories. The first, Enjoyment-Performance Theory, explains that an individual will perform more effectively, be more engaged and be more likely to be retained in a job if that individual (a) enjoys their job, (b) has interests related to the position, (c) has preferences that correspond with the work environment, and (d) has employment expectations that can be met by the employer. The Harrison also uses Paradox Theory, which states that all traits can be positive or negative. We can determine the impact that the trait will have by comparing the strength of a trait to a complementary trait. Consider the leader whose penchant for taking risks outweighs a realistic assessment of downsides. This leader is likely to make critical, avoidable mistakes as he or she sets organizational strategy. By looking at complementary traits in tandem, the Harrison accounts for the impact of trait imbalances on overall effectiveness.

Macro and Micro Views of Candidate Suitability

The Harrison Assessment’s Suitability Questionnaire measures 30-40 traits that apply to the specific job and provides an overall rating of candidate suitability. This rating is calculated based on answers to items that reflect ideal behavioral patterns for the job as indicated by prior research. The Harrison has a built-in mechanism to detect the candidate’s level of attention, understanding of the questions and attempts to manipulate answers. The assessment takes approximately 25-30 minutes to complete.

A Strong Body of Scientific Evidence

Extensive empirical evidence in accordance with legal and professional guidelines supports the use of the Harrison Assessment for selection or hiring purposes. The job-specific nature of the Harrison in particular is unique and highly legally defensible. Empirical analyses indicate that legally protected groups do not experience adverse impact based on Harrison results.

Methodological rigor ensures that Harrison Assessments are representative of important aspects of performance on the job. The job success formulas used in Harrison Assessments were developed by subject matter experts using the Dictionary of Occupational Titles (DOT), a comprehensive document produced by the U.S. Department of Labor that groups jobs based on their similarities in structure and content. Based on more than 20 years of performance research, the formulas have been refined and updated to accurately reflect the behavioral requirements of a particular position.

Multiple research studies demonstrate the robustness of the Harrison in predicting job performance across a number of roles. For example, in a study of 341 employees at a nationwide parcel delivery service company, results indicated a 91% hit rate where employees predicted to be successful based on their Harrison results were successful in terms of manager performance ratings. Of the employees predicted to have unlikely success, 75% were poor performers based on manager ratings or did not complete six months in the job.



Schmidt, F. L., & Hunter, J. E. (1998). The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings. Psychological Bulletin, 124(2), 262.