The 4+2 Model for Talent Management Excellence

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The Global Talent Management Institute
Learn more at: http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/talent-management
How & why can some HR professionals:

• Operate in the “inner sanctum” of the CEO’s/Business Unit CEO’s executive team?
• Get their executive team to drive the talent strategy & agenda in their organization?
• Design & implement simple, aligned & focused high leverage tools to increase their leaders’ capacity and capabilities?

What do the BEST vs. the rest do? What is their “secret”? 
The secret?

JUST ONE THING
HR leaders who are Great at the “Talent Game” 4+2

The Core Four

- Business Junkie
- HR Disciple
- Production Manager
- Talent Authority

The Differentiating Two

- Trusted Executive Advisor
  - Professionally Credible
  - Forms Strong Executive Relationships

- Courageous Advocate
  - Has a Theory of the Case
  - Is Appropriately Aggressive
Business Junkie

The Core Four

Business Junkie

Know Business
Love Business
Our hiring profile for HR, TM, OD, LD, Staffing, Comp

Business leaders

*that can*

establish credibility, build relationships & influence executives

*and*

leverage their broad based & deep technical HR skills….and those of their teammates

*to*

grow the top line & bottom line
Can you talk to your CEO?

1. Explain your company’s strategy and how you make money in “kitchen English”. How is the “new” strategy similar or different from the old? What does it mean for Leaders? For HR?

2. Go through your company’s AND Business Unit’s P&L and balance sheet

| ✓ Revenue            | ✓ Tot. Expenses | ✓ Revenue Growth | ✓ Revenue / Employee |
| ✓ EBITDA            | ✓ Net Income   | ✓ Total assets   | ✓ Total Labor Expense |
| ✓ Operating         | ✓ EPS          | ✓ Expense Growth |               |
| Cash Flow           | ✓ Top Investors| ✓ Operating Leverage |               |
| ✓ Throughput        | ✓ Market Cap.  |               |               |
| ✓ ROIC              |               |               |               |

3. Do you know your payroll expense….per day/week/month?

4. **Everything is public**  http://investor.yourcompany.com/

5. **There are NO excuses**
Our standard?

If we observed

you, your CEO and your CFO in a 45 minute business meeting

We would not be able to figure out who the HR person was.
Solid HR capabilities in each key discipline
You need to be able to architect and align HR systems to drive performance . . .

- **Selection**
  - Hiring the Best

- **Recruiting**
  - Finding the Best

- **Professional Development**
  - Providing Challenge and Learning

- **Assignment Management**
  - Placing the Best

- **Performance Management**
  - Setting and Holding to Clear Expectations

- **Reward, Recognition & Compensation**
  - Encouraging and Reinforcing High Performance

- **Talent Planning & Management**
  - Preparing the Best

- **Retention**
  - Keeping the Best
Production Manager

The Core Four

Business Junkie

HR Disciple

Production Manager

Not a craftsman
Plant manager at the talent factory
Talent should be built just like any other product

**Specifications**
What are the specifications for the talent you plan to produce? How do you plan to produce it?

**Raw Materials**
What quality and quantity of raw material are available for manufacturing?

**Production Process**
What machinery will most simply turn the raw material into finished product? What will keep the conveyor belt moving?

**Distribution**
What is the plan for effectively distributing this product through the organization?
Talent Authority

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Precise knowledge of the talent in your charge
A quick quiz

1. How many of your **top 100 leaders** do you know well enough to articulate a “nuanced & pithy*” assessment?

2. How many of **the 50 best HIPO leaders (below the top 100)** do you know well enough to articulate a “nuanced & pithy” assessment?

*concise and forcefully expressive*
The Differentiating Two
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The best HR practitioners think about this stuff through the “skeptical” eyes of their executives.
What CEOs and senior executives care about

- Analysts
- Their Board
- Customers
- Next quarter’s results….and then?
- Top line & bottom line growth
- Expense reduction
- Regulators
- They don’t care about most of the stuff all of us talk about

The “BEST” frame up HR issues in ways CEOs get
What senior executives want from us

- Relevant to the business
- Focused on driving the P&L
- Trusted counselor to the CEO & team
- Simple processes
- Flawless execution
- Catalyst for change
HR leaders who are Great at the “talent game”  4+2+1

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Trusted Advisor

• **Forms strong executive relationships**
  – Can only happen after the senior leader trusts that the HR BP has the senior leader’s best interest at heart.
  – To get there, the HR leader will need to demonstrate an understanding of the executive’s personal and professional agendas

• **Professionally credible**
  – Provides *wise counsel* on talent issues in a way that considers the client’s ego, personal hopes, and fears, and reflects a deeper understanding of the organization’s financial, operational, and political realities
  – **Persuasively present and argue** for a position using the right balance of **facts and emotion**.
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**Courageous Advocate**
- Has a Theory of the Case
- Is Appropriately Aggressive
Courageous advocate

• Has a theory of the case
  – A fact-based, brief, logical, and credible argument about why a talent decision should or shouldn’t be taken.
  – It is the concise expression of a deeply held viewpoint on why talent succeeds, the best way to develop talent, why talent fails, and the aggregated learning from many other talent interactions.

• Appropriately aggressive….with some “attitude”
Great HR pros are not “neutral” . . . You have to be more than a sounding board . . . You have to have a point of view and the courage and ability to express it!
Three programs in 2014; seats are already filing up

The Talent Management Institute

A strategic, practical program that builds talent management capabilities in human resource generalists, talent management leaders and leadership development specialists.

University of North Carolina
Kenan-Flagler School of Business
Chapel Hill, NC

3 Programs in 2014

Content Overview

In a complex global environment, superior talent remains the surest path to sustained competitive advantage. Yet organizations are finding that traditional approaches to talent building are falling short of expectations. Perfect design isn't delivering perfect results. This highly interactive course quickly builds the capabilities and provides the tools necessary to design and execute a flawless talent management strategy.

Your program faculty are experienced talent management executives who have successfully created integrated talent management systems at companies like Johnson & Johnson, Bank of America, Avon and more. Each faculty member now consults to the world's largest and most successful companies.

Key Takeaways

- Directly link the Talent Management Agenda to the organizational & leadership capabilities that your organization needs to execute its strategy
- Learn how to build a state of the art Talent Factory for your organization
- Become an expert in assessing talent and accelerating the growth of high potential talent
- Assess your organization’s talent management practices against world-class talent management standards
- Become the talent expert & trusted advisor to senior executives on talent issues
- Gain access to benchmark talent management practices, processes, templates and tool kits
- Create an organizational & individual talent management action plan

Additionally, all participants will receive a complimentary private coaching session to help ensure success of their organizational & individual talent management action plan.

Program Faculty

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