

# Strategies for Managing Talent in the Post-Crisis Era:

## Your role as leader to manage talent

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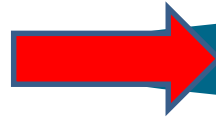


# Overall Goals and Agenda

**IDEAS**

**Emerging Trends in Talent**

**IMPACT**



**Why does talent matter?**

**What does talent mean?**

**How do we create competence?**

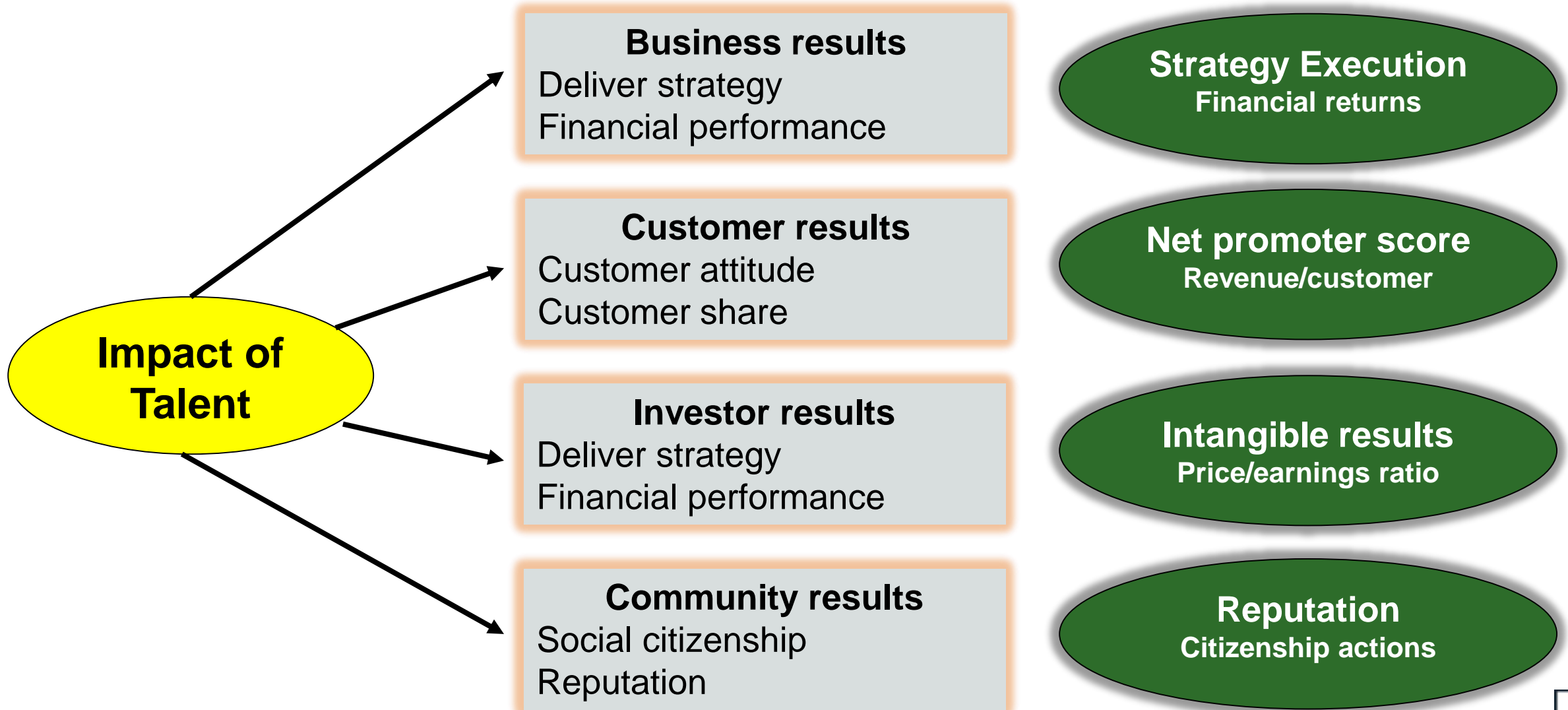
**How do we increase commitment?**

**How do we improve employee experience/contribution?**

**Leaders role as talent managers/meaning makers**

**If we have better talent at our company,  
what will happen?**

# Talent is not just about the employee



## Indicators of overall talent experience

- **Productivity:** ratio of output/input (revenue/employee; profit/employee)
- **Response to survey:** surveys (satisfaction to skill to meaning)
- **Retention of key employees:** retention or turnover of key employees
- **Reputational data:** public reports, cloud insights
- **Observation/Perception:** intuition, perception

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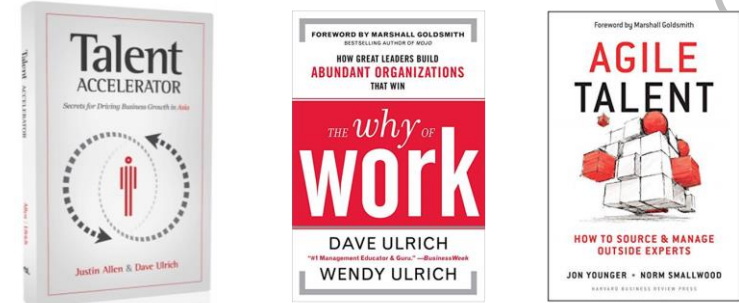
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# A Talent Formula



**Talent =**

**COMPETENCE**  
(ability to do the work)

×

**COMMITMENT**  
(willing to do the work)

×

**CONTRIBUTION**  
(finding meaning from the work experience)

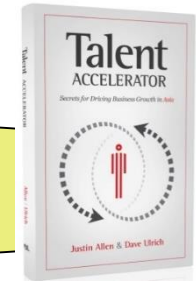
Bring the right people INTO the organization, move them THROUGH, and move them OUT

Create greater employee emotional response to work as seen in engagement and commitment

- Believe: increase meaning and purpose
- Become: have a growth mindset
- Belong: be part of a community

# Talent Menu: 9 Key practices

8



## Competence

Bringing people into, moving them through, removing them from organization

### A

Bringing people IN

1. **Acquiring Talent:** we bring the right people into the organization

### B

Moving people THROUGH

2. **Managing employee performance**
3. **Developing employees**
4. **Managing employee careers and promotions**
5. **Communicating with employee**

### C

FLOW of people from organization

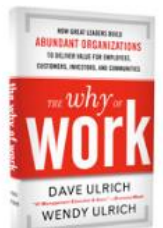
6. **Retaining the best employees**
7. **Managing departing employees**

## D Commitment

8. **Tracking employee engagement:** We have good ways to track employee emotional response to work.

## E Contribution

9. **Creating a positive employee experience:** We ensure that employees have a positive personal experience at work.





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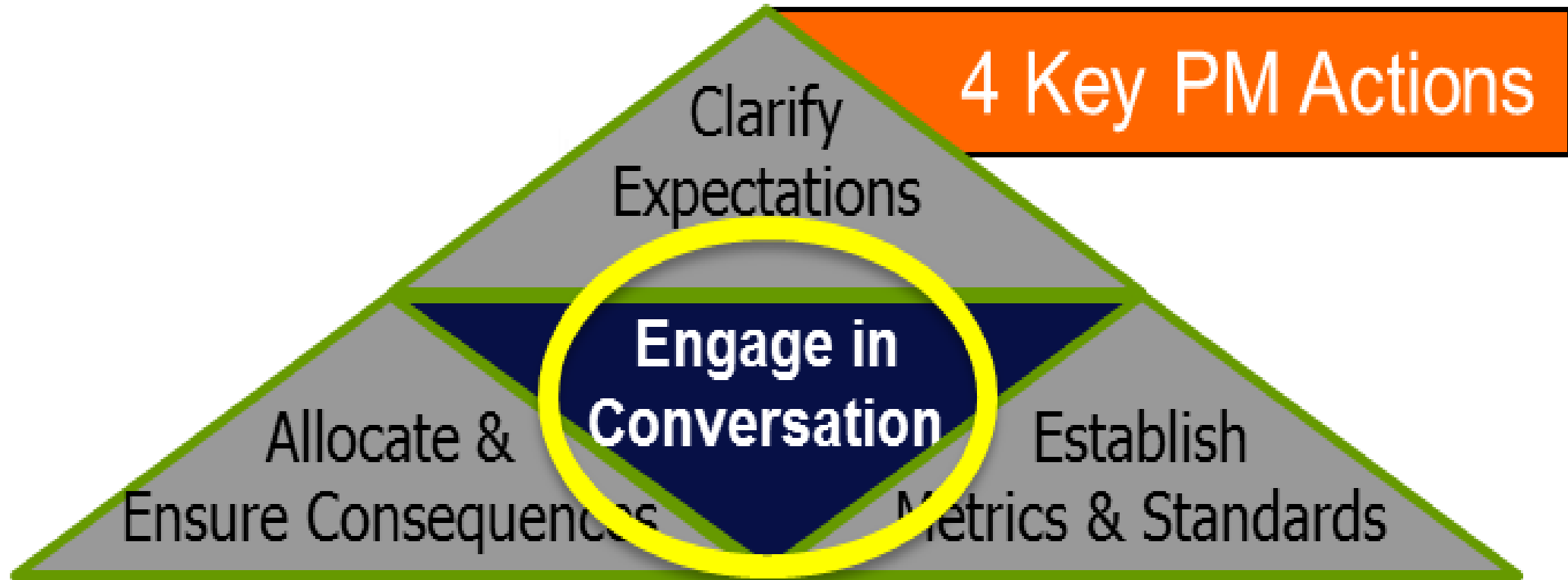
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## Bringing people IN

- a) **Set standards:** technical/**social**; worktask planning
- b) **Source candidates:** social media; **referrals**; contingent workers
- c) **Screen candidate:** behavioral **interviews**
- d) **Secure candidate:** create **value proposition**
- e) **Orient candidate:** **first experiences**

# Competence: [2] Managing employee performance



- **Help me understand**
- **The data**
- **To solve the problem**

# Competence: [3] Developing Employees

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## 50%

### ON-THE-JOB

- Job assignments
- Special projects
- Supported by one-on-one coaching and internal coaching/mentoring

## 30%

### EDUCATION

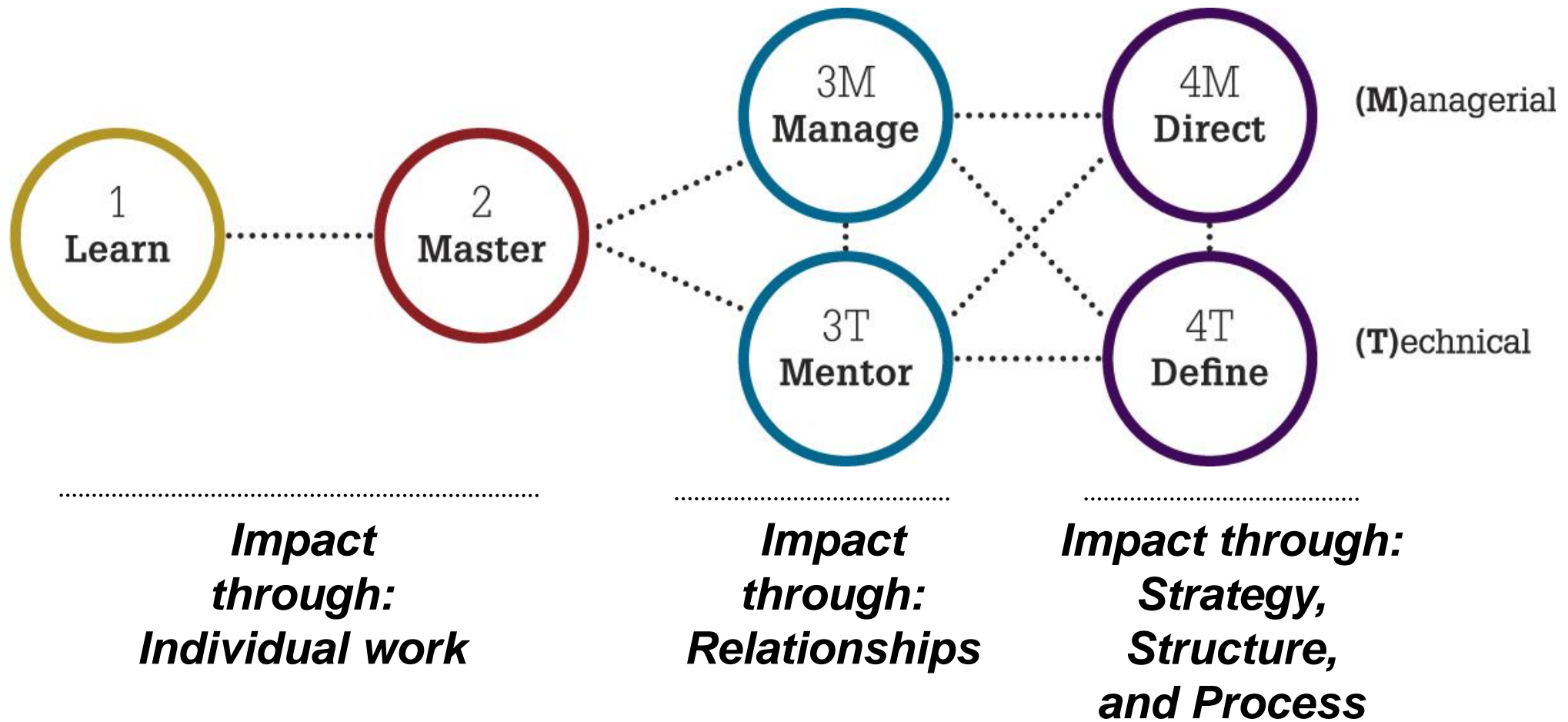
- Guest not tourist training
- Learning solutions more than action learning
- Attend as teams; solve problems
- Make training part of work

## 20%

### LIFE EXPERIENCE

- Business or industry leadership positions
- Community involvement
- External mentors
- Personal growth

# Competence: [4] Managing employee careers



# Competence: [4] Managing employee potential

Doubtful ←————→ Without a Doubt

<b>Ambition</b>	Does this person have the ambition to grow, test themselves, and become the best they can become in whatever career path they choose to follow?	1	2	3	4	5
<b>Ability</b>	Does this person have the basic abilities and intelligence to fulfill the highest levels of achievement in their chosen career path?	1	2	3	4	5
<b>Achievement</b>	Has this person been highly successful in their assignments and have a track record of exceptional success in all responsibilities they have been assigned?	1	2	3	4	5
<b>Learning Agility</b>	Does this person love to learn and attack career related data to capture new and unique ideas that can be applied to solving business problems and building their career?	1	2	3	4	5

**Overall how would you rate this individual's potential?**

<i>Very little upside</i>	<i>Reached career potential</i>	<i>Worthy of our investment</i>	<i>Has a very big upside</i>	<i>Absolute winner</i>
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## Hints for communication

1. Be redundant: 10:1 sharing of similar messages
2. Affect: share emotion and empathy
3. Simplicity: keep messages simple
4. Listen with empathy: hear the messages
5. Stories: personalize and tell stories
6. Positive: 5:1 positive to negative comments
7. Check it out: ask for clarity
8. Attend to body language/non-verbal: eye contact, physical setting

# Competence: [5] Communication Plan

## 1: What to share (Message)

- A
- B
- C

## 2: How to Share

- 1 All hands meeting
- 2 Written memo/policy
- 3 Web site
- 4 E-mail/twitter
- 5 Social media
- 6 One on one meetings
- 7 Teleconferences
- 8 Video
- 9 Speech
- 10 Newsletter
- 11 Article
- 12 One on one meeting
- 13 symbols
- 14 Facebook
- 15 etc.

	4: When Timing (months)					
3: Who Targets	1	2	3	4	5	6
A						
B						
C						
D						
Etc.						



## Hints for retaining people

- Focused retention: Not every employee is worth retaining
- Do a “stay” interview (Beverly Kay)
- Find ways for them to “go public” and act as if they are committed
  - Representing firm
  - Doing referrals
- Create a customized value proposition (experience)
- Let people go, but stay in touch (best source of future talent is current talent)

# Competence: [7] Removing key people

## Hints for removing people

- Tie to strategy: focus retention on strategic requirements
- Be bold: go deeper than you need to
- Pay attention to those who stay as well as those who go
- Follow laws of the land
- Be public

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# Commitment: [8] An Employee Value Proposition



# Commitment Exercise: [8] Increase employee value

Think of the people who report to you (A, B, C, etc.).  
What is the greatest driver of commitment for that person (put a check).  
How could you use that driver to increase their commitment?

Commitment Drivers	A	B	C	D	E	F	Etc.
Vision							
Opportunity							
Incentive							
Impact							
Community							
Communication							
Empowerment							

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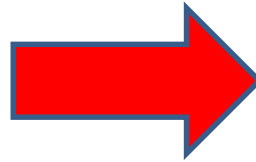
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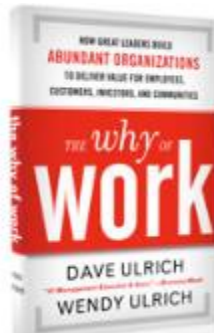
## Key Questions for Abundant Thinking 1.0

- Identity: What am I known for?
- Purpose: Where am I going?
- Relationship: With whom do I travel?
- Connections: How do I build a positive work environment?
- Challenge: What challenges interest me?
- Learning: How do I learn from setbacks?
- Civility/Fun: What delights me?



## Criteria for employee experience 2.0

1. **Believe:** Does this work activity help me discover my meaning (emotion)?
2. **Become:** Does this work activity help me grow (learning)?
3. **Belong:** Does this work activity help me connect with others (relationship)?



# What creates a positive employee experience?

**Believe** – Does my work connect me to values I believe in and care about?

**Become**– Do I create ways to develop, grow, learn, accomplish goals I care about, and bounce back from setbacks?

**Belong** – Do I have a sense of belonging, community, and healthy friendships at work?

Believe

Become

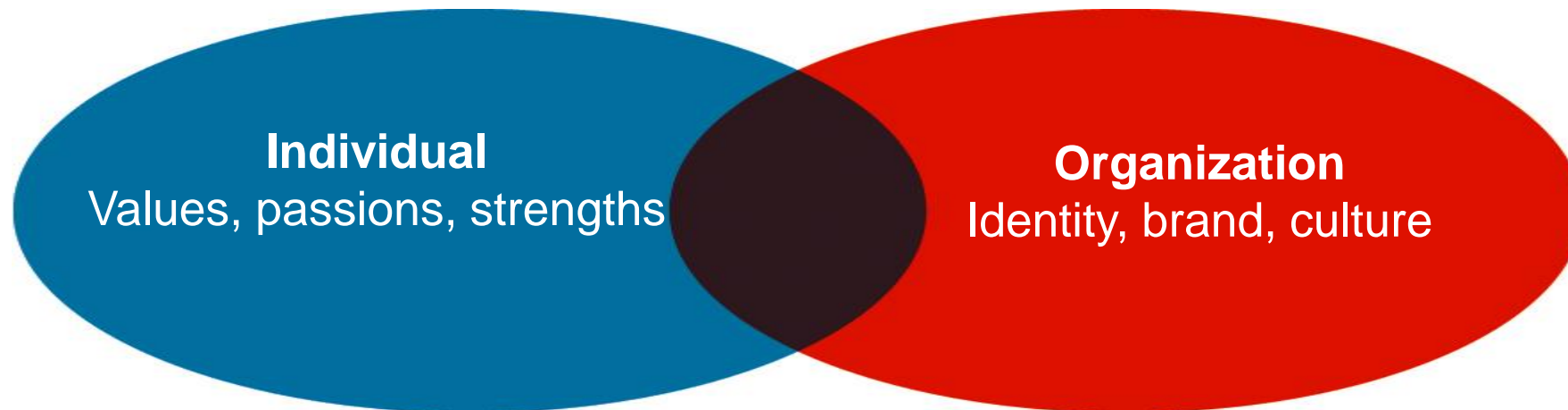
Belong



# Believe: How can we help employees find meaning at work?

Create a line of sight between employee beliefs and organization purpose

Determine what values matter most to employee and meet those values at work



## Create a Growth Mindset

**It's a puzzle!** – Carol Dweck

Lean back  
Disengage  
Get distracted  
Blame others  
Cheat, lie  
Hide failure  
Disparage the task  
Quit



Lean in  
Engage more  
Get focused  
Get help  
Try something new  
Get feedback  
Have fun  
Want more

# What is a growth mindset?

FIXED	GROWTH
When things get really hard I often get anxious and worry I'll embarrass myself	When things get really hard I get more interested, engaged, and hard-working
When I'm not sure how to do something I usually just want to get it over with	Difficult tasks give me an opportunity to learn, have fun, or make a difference
I feel smart when I'm fast, flawless, and consistent	I feel smart when I'm tackling new problems, figuring it out as I go
When I'm struggling with a task I often look for distractions, want to quit, or feel stupid	When I get discouraged I try to analyze the problem, break it down, try a new approach, ask for help, practice more, and try again
When something is hard or I'm not good at it right away that feels like a sign that I'm just not cut out for it	When something is hard or I'm not good at it right away that feels like a sign that I'm going to learn and grow a lot

# Become: Growth Mindset: How do you build it?

1. Praise risk, work – not talent
2. Tell resilience stories
3. Deactivate threats
4. Scan for positives
5. Build belonging and create community



## Quick Test: Which of the following is the leading cause of mortality?

1. High blood pressure
2. High cholesterol
3. Inactivity (no exercise)
4. Obesity
5. Social Isolation
6. Drinking
7. Smoking



# Belong: How do we build relationships at work?

**The single best predictor** of well-being in life is the quality of our social connections.

With increasing workplace complexity, work gets done through **relationships** by managing:

- Proximity: close ties to foster trust and support; loose ties to gain insight
- Bids: make and give bids to others; invitations to connect
- Conflict: avoid defensiveness, stonewalling, contempt, criticism;  
replace with calm, curious, compassion
- Repairs: learn how to apologize and improve

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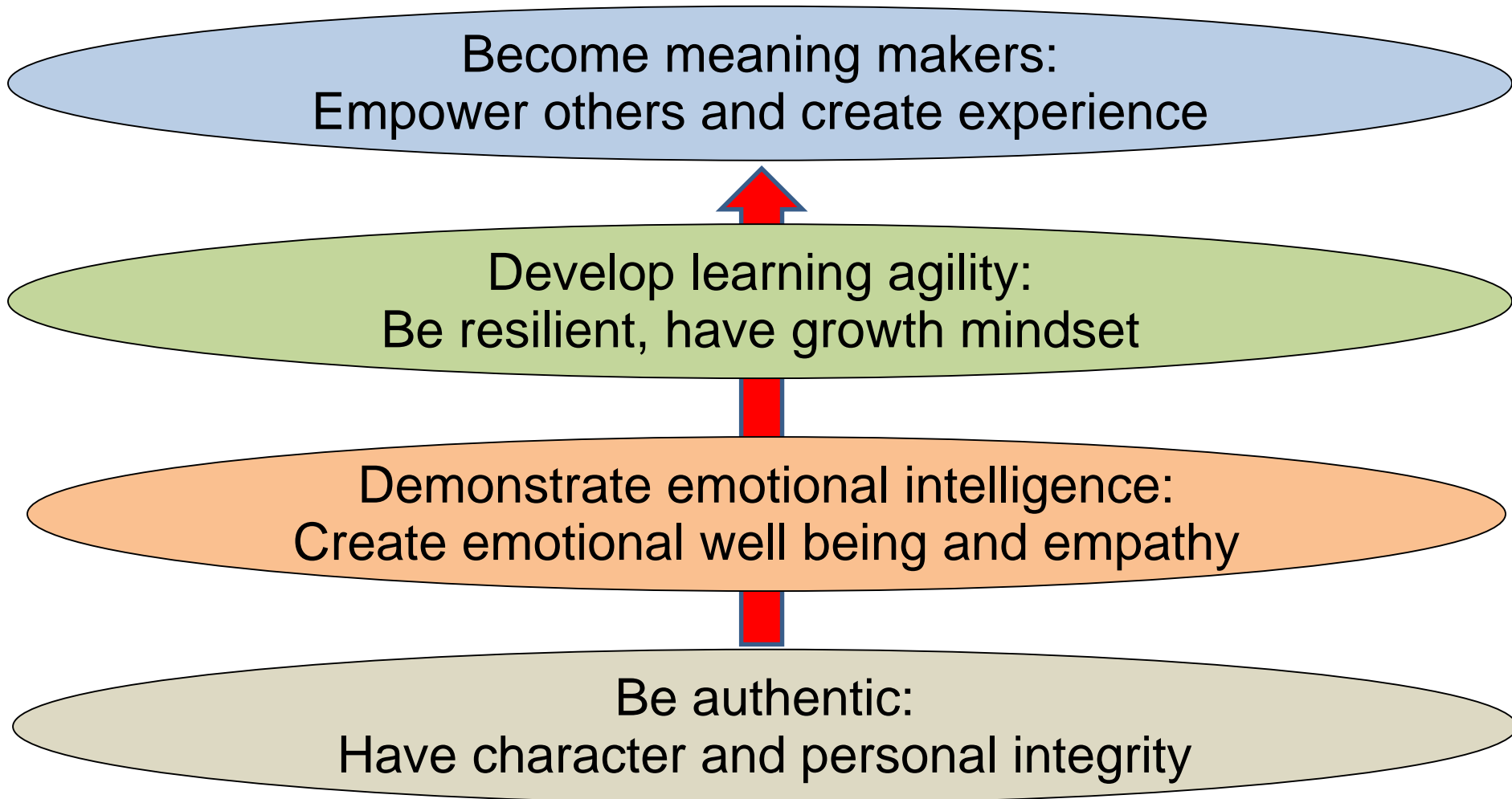
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# Evolution of Leader Metaphors

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# Talent Pathway: Assessment

<b>Talent Domains</b>	<b>Assessment (To what extent do...)</b>
<b>1. Acquiring talent</b>	We bring the right people into our organization
<b>2. Managing employee performance</b>	We facilitate employee improvement through standards, evaluations, and rewards
<b>3. Developing employees</b>	We find ways to help employees become better
<b>4. Managing employee careers and promotions</b>	We manage careers and succession opportunities
<b>5. Communicating with employees</b>	We share information with employees, so they know what is expected
<b>6. Retaining the best employees</b>	We have the ability to keep our top performers
<b>7. Managing departing employees</b>	We remove employees appropriately
<b>8. Tracking employee engagement</b>	We have good ways to track employee emotional response to work
<b>9. Creating a positive employee experience</b>	We ensure that employees have a positive personal experience at work

# Guidance: Talent Pathway Color

Talent Pathway	Global Mean (n=119)	What guidance can we offer?			
		(relative impact on ... divide 100 points)			
		B Employee	C Strategy / Business	D Customer	E Financial
1. Acquiring talent	3.33				
2. Managing employee performance	3.41				
3. Developing employees	3.32				
4. Managing employee careers & promotions	3.14				
5. Communicate with Employees	3.50				
6. Retaining the best employees	2.86				
7. Managing departing employees	3.33				
8. Track employee engagement	3.34				
9. Creating a positive employee experience	3.51				
	Model R2	19.8	24	15.7	10.7

# Possible Talent Actions

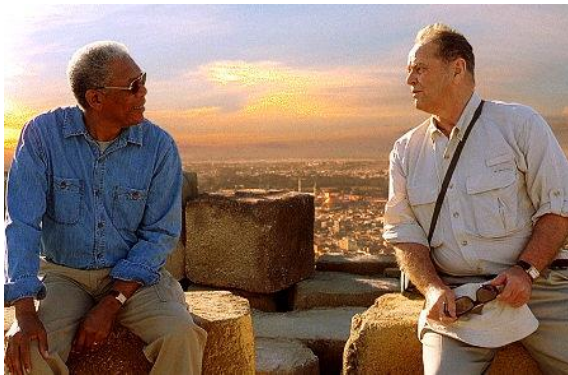
Talent Domains	A Pick talent domain	B Talent Actions
1. Acquiring talent		Set criteria, source, screen, secure, orient
2. Managing employee performance		Goals, measure, consequence, conversation
3. Developing employees		Training, on the job, life experiences
4. Managing employee careers and promotions		Manage stages, build high potentials
5. Communicating with employees		Share information down, up, sideways
6. Retaining the best employees		Behave as if, offer incentives, stay interview
7. Managing departing employees		Manage performance, remove boldly and fairly
8. Tracking employee engagement		Measure sentiment, take personal responsibility
9. Creating a positive employee experience		Encourage believe, become, and belong

# Leaders as Meaning Makers

How do we empower others?

How do we ensure that people leave feeling better about themselves?

How do we invest in the next generation?



- Do you find meaning in life?
- Do you bring meaning to others?

# Responsibility for Leaders Building Leadership

## BE

How do I BE a better leader?

- Be role model of the desired culture
- Manage my calendar to reflect my priorities
- Create and share my personal leadership point of view (go public with emotion)
- Demonstrate learning, grit, and resilience

## BUILD

How do I BUILD better leadership?

- Recognize leadership impact to create value
- Define effective leadership behaviors and outcomes
- Assess leaders regularly
- Invest in developing leaders on the job, through training, coaching, and experiences
- Track quality of leadership

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# Let's stay connected!!!

For more information or follow up, contact Dave Ulrich at [dou@umich.edu](mailto:dou@umich.edu) or Ernesto Uscher [euscher@rbl.net](mailto:euscher@rbl.net)

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