

Top Talent - Creating a Framework for Development

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Today's Agenda

- Why top talent?
- What makes top talent programs successful?
- NIBR's challenge and program design
 - Recognizing unique development needs
 - Identifying innovative learning strategies
- Transforming top talent programs
- Questions

Top Talent – The New Adage

The old adage “people are your most important asset” turns out to be wrong. People are not your most important asset. The right people are.....

Jim Collins, 2001

Why Top Talent?

- Talent = Value
- Mismanagement of talent leads to lost money
- Lack of bench strength creates organizational risk
- Accountability is increasing

Talent = Value

- Value of Top Performers
- Variance in performance increases with the complexity of the job

Mismanagement Leads to Lost Money

- Cost of Losing Talent
- Cost of Poor Hire - \$300K impact *(Sullivan, 2005)*
- Impact of "Bad Fit" Hires - 40% fail within the first 12 months *(Charan, 2005)*
- Cost per Day - \$7000 a day for operating without a key player *(Sullivan, 2005)*

Lack of Bench Creates Organizational Risk

- 70% of organizations say that they have an insufficient pipeline of talent for critical jobs (*Charan, 2005*)
- The leadership pipeline is insufficient in 67% of companies
- Failure rates for “imported” as opposed to grown talent are two to three times higher
- Developing talent can cost 1/50th as much as hiring new talent

Accountability is Increasing

- More C-level executives understand that talent is the major competitive advantage
- Talent is a board-level issue for about 50% of companies
- Accountability is becoming clear
- Investment analysts and the financial community want to untangle intangibles

What Makes Top Talent Programs Successful?

If you tell me, I will listen

If you show me, I will see

If you let me experience, I will learn

Lao Tzu

The 70/20/10 Framework

- 70% of what we need to know to do our job is learned on the job
- The Framework: 70% on the job learning, 20% formal coaching and connecting with others, and 10% training

The 70/20/10 Framework

The 70:

Workplace Learning Drivers

- Action learning
- Teams
- Transfer and travel
- "See one, do one, lead one, teach one"
- Stretch assignments
- Cross-functional task forces
- Changing jobs – job rotation

The 20:

Coaching and Connections

- 360° Feedback
- Coaching
- Mentoring
- Social Networking

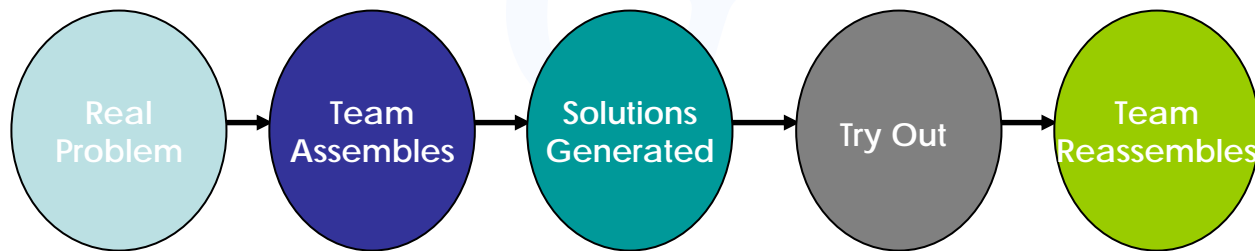
The 10:

Training Programs

- Courses
- Self-development

Action Learning – Old Concept, New Application

- Becoming a major factor in leadership development programs
- Major purposes: solves urgent problems, builds teams, develops leaders and helps to transform culture
- Learning actually based on work



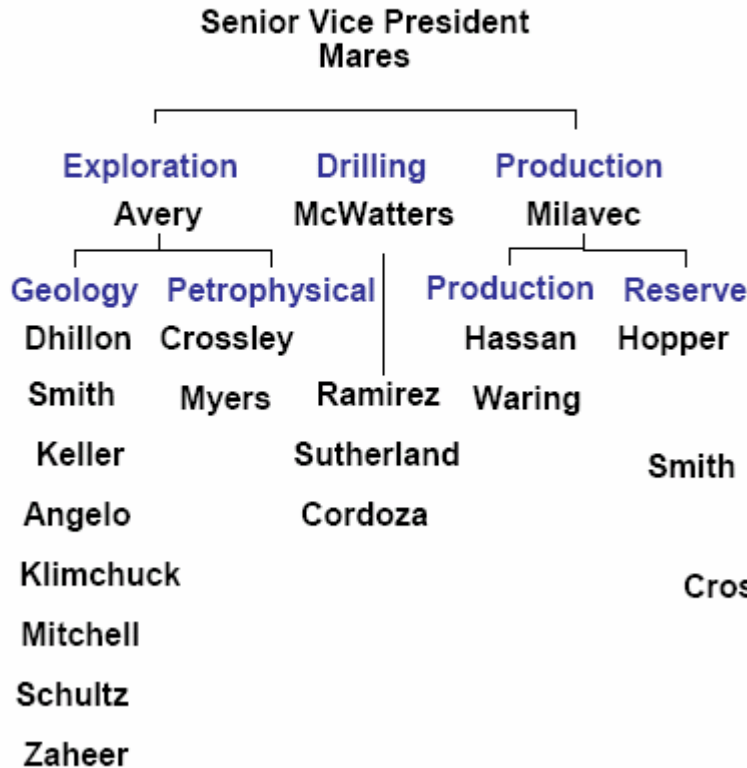
Connections – Social Networking

- Facilitates making connections across the organization with the right people
- Locates centers of expertise
- Enables faster collaboration and connection
- Important step in Knowledge Management (KM) systems

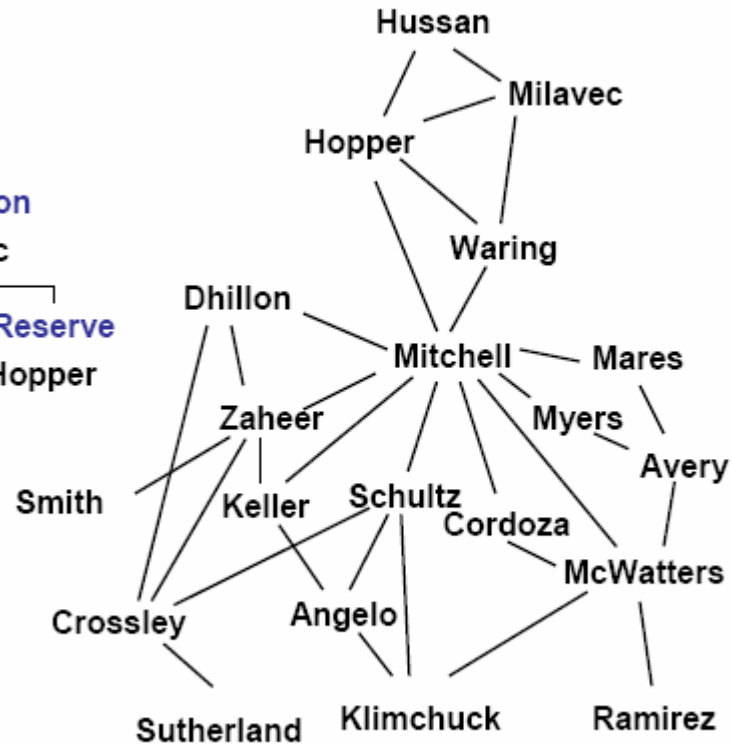
Connections – Social Networking

Formal Structure

Exploration and Production



Informal Structure



Social Networking At Work

Social Networking at Newell Thompson

Newell Thompson Ingram LLP

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Last NTI Office: **Cambridge, UK**
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Profile last updated: 09/26/2006

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Frank Johnson [+](#) [+](#) (Frank has 1 contact)

Current NTI Office: **Denver, CO**
Start date: **1995**
Current Organization: **NTI**
Title: **Managing Partner**
Profile last updated: 09/16/2005

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Fred Farley [+](#) (Fred has 13 contacts)

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Current Organization: **NTI**
Title: **Director of Marketing**

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NIBR's Challenge

Background:

- 4500 employees
- Annual talent review
- Identified top talent pool – approximately 170 employees
- 40 +/- “Rock Stars”
- Limited structure to top talent programs
- Timing issues – mid-way through the year already

NIBR's Challenge

How to create meaningful, targeted, development to this large and diverse group?

NIBR's Innovative Approach - LEAD

Leadership Excellence and Discovery

The 70:

Workplace Learning Drivers

- Leadership forum
- Peer coaching
- Action learning
- Roundtables
- Internal transfers

The 20:

Coaching and Connections

- 360 Feedback and targeted coaching
- Mentoring

The 10:

Training Programs

- Skill building in key topic areas:
 - Presentation skills
 - Influencing
- Leading for Effectiveness

NIBR LEAD Program – The Framework

	Management	Research	Scientific/Technical
Grades 1 - 3	(29)	(3)	(0)
Grades 4 - 6	(22)	(78)	(5)
Rock Stars	(1)	(31)	(0)

The NLF Mentoring Program (44) – *inclusive of Rock Stars*

NIBR LEAD Program

Lighthouse Program

- 360 feedback
- Targeted coaching resulting in robust development plan
- Quarterly peer coaching sessions with peer of choice, Lighthouse Peer, HR Business Partner (optional)

Management

Research

Scientific/Technical

Lighthouse Program

Greenhouse Program

Helix Program

The NLF Mentoring Program

NIBR LEAD Program

- Greenhouse Program - Management Track**
- Leadership Forums
 - LEADing for Effectiveness Program:
 - 360 feedback
 - 3 day workshop
 - Formal development plans

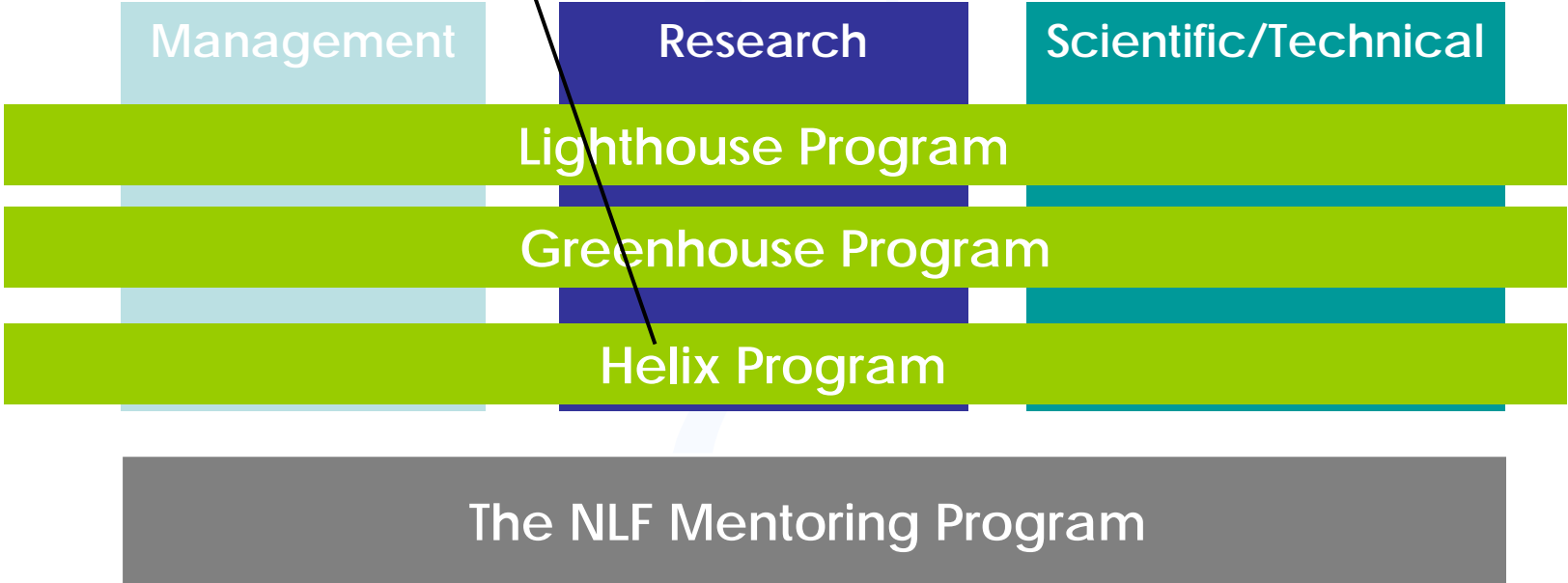
- Greenhouse Program - Research and Scientific Technical Track**
- Pilot targeted training and development
 - Presentation and Influencing skills
 - Roundtables
 - LEADing for Effectiveness



NIBR LEAD Program

Helix Program

- Facilitated action learning sets – Basel and Cambridge
 - 8 – 10 participants meet for 1 day a month for 3 – 6 months



NIBR LEAD Program

- NLF Mentoring Program
 - Mentoring events and pulse checks
 - Mentoring Team Room
 - NIBR Leadership Tool Kit:
 - Meeting suggestions and considerations
 - Guidelines and agenda
 - Link to Lunch n Learns
 - Monthly refreshers



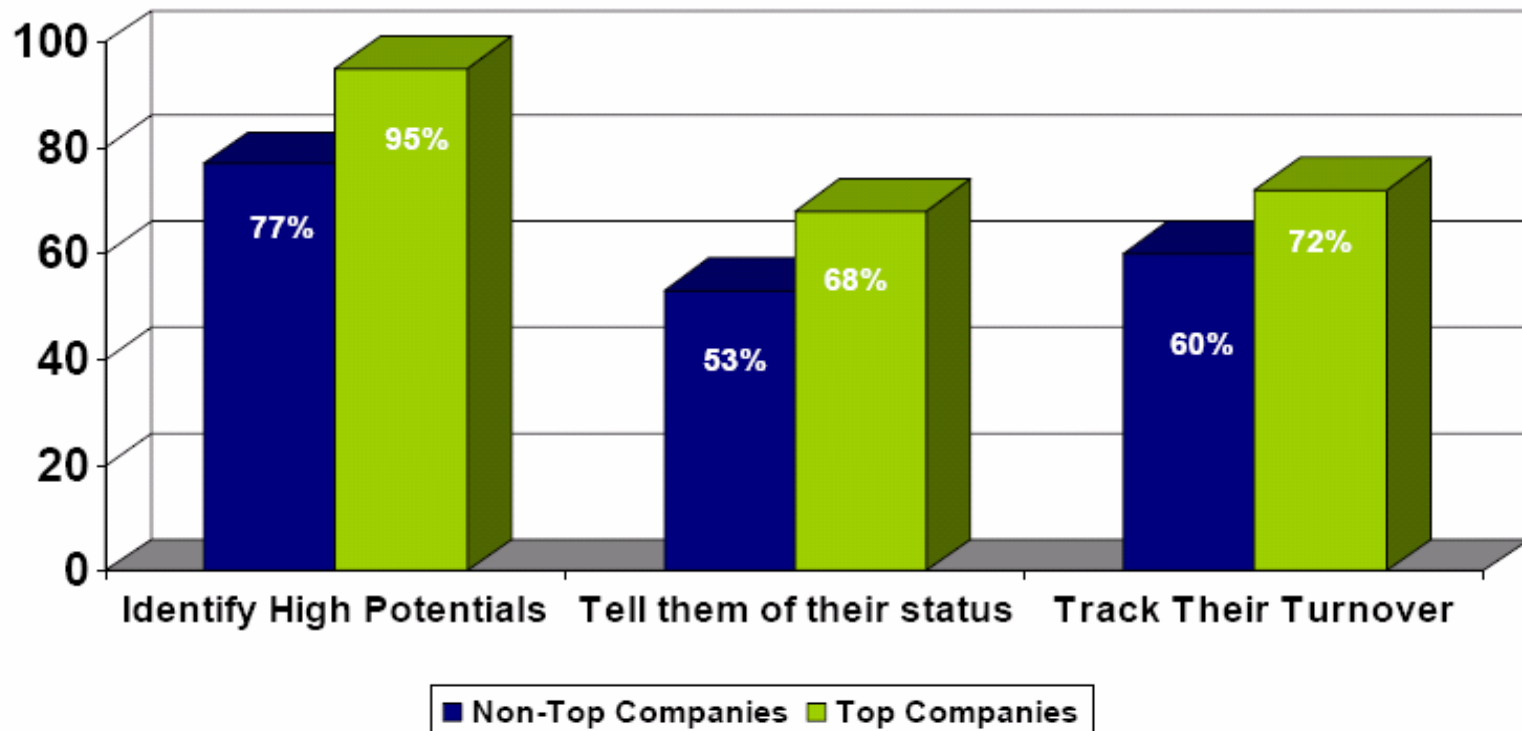
“Take our twenty best people away and I will tell you that Microsoft would become an unimportant company.”

Bill Gates

Issues Discussion

- Are people told if they make the list?
- What do you tell people who are not selected?
- How deep is your company's bench for key positions?
- How are hi-potentials identified?
- Do you track top talent turnover?

Top Companies Do....



Source: The Top 20 Companies for Leaders – US 2005; Hewitt

Transforming Top Talent Programs

- Leadership matters
 - Role of leadership in the process
- Selecting top talent
 - Leaders at all levels
- Segmentation
- Issues discussion

Leadership Matters

- 70% of a company's ability to retain top talent can be attributed to leadership and engagement
- Employees want to work for leaders they admire
- Collins Level 5 Leaders: Professional will and personal humility
- Changing CEO Role: Empire builders to repair experts to team captains

(New York Times, 2007)

The Leader's Role

- Establishes priority and sets the standards
- Becomes the talent champion and talent scout
- Spends at least 30% of time on talent
- Teaches and mentors future leaders

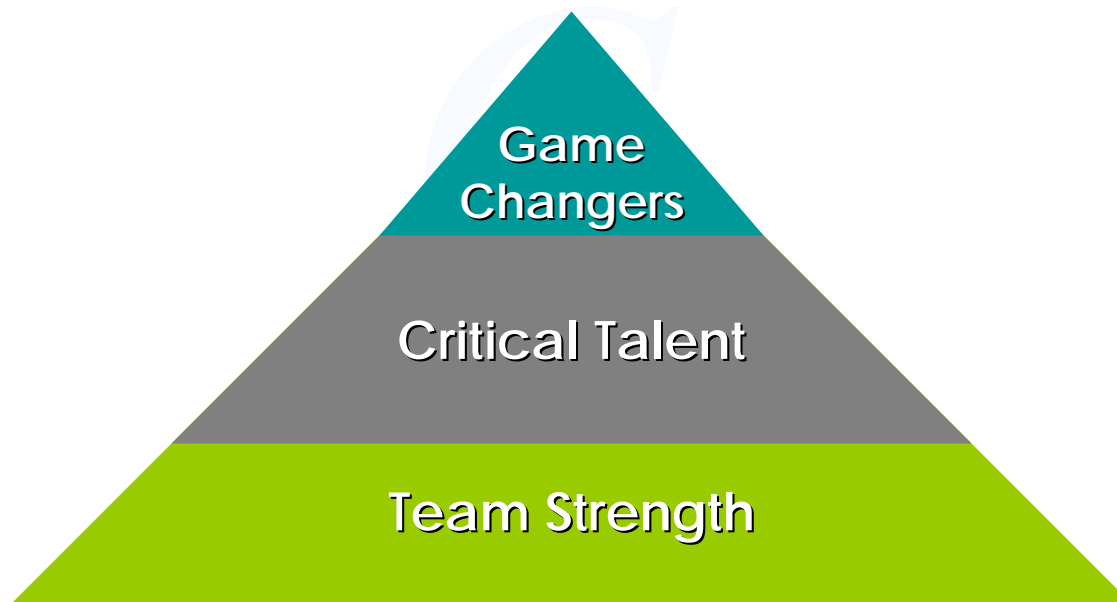
Leaders At All Levels

- Talent should be identified at all levels
- “Deep Pros” have a more immediate impact on the organization than losing a CEO
- Top sales, service, researchers, developers, operations and innovators must be recognized at all levels

“Never in the field of human conflict
was so much, owed by so many, to so
few.”

Winston Churchill

Segmentation



Questions?