



## DEVELOPING ORGANIZATIONAL TALENT

### LEARNING FORMAT: CLASSROOM

Leaders play a key role in accelerating the growth of their teams, which results in more leaders and staff being prepared to deliver on critical business imperatives. Leaders learn to define the current state of team development as well as the ideal future state, pinpointing team and individual strengths and growth needs. They also need to know how to identify and develop high potentials for future leadership roles, assess the impact and effectiveness of development efforts, and provide feedback.

### DO YOU FACE ANY OF THESE ISSUES?

- Is the future success of your leaders limited by their abilities to build a strong team of managers?
- Are your leaders unsure of what to focus on, who to focus on, and how to develop their direct reports to impact team success?
- Do leaders accurately assess what is hindering their team and what will enable them to achieve the goals and priorities of the organization?
- Do your leaders take a strategic approach to developing talent and appropriately distribute limited resources around development?

### PERFORMANCE OBJECTIVES

#### Helps leaders:

- Identify their team's development needs as they relate to achieving current and future business priorities.
- Describe the experienced leader's role in developing direct reports.
- Recognize how to achieve the highest payoff for their efforts in developing others.
- Use a three-phase approach -- Assess, Acquire, Apply -- to help individuals identify strengths and growth areas, plan development strategies, and acquire and apply new or enhanced knowledge, skills, and experience.
- Measure and provide feedback on the effectiveness and impact of development efforts on the individual, team, and organization.

#### Primary Competencies Developed:

- Building Organizational Talent 3.0
- Coaching and Developing Others 3.0

### COURSE OVERVIEW

- **Strategic Development:** Participants gain perspective on their roles as talent managers, and begin to explore ways to develop others using a High-Payoff Development model.
- **Development Model Phase One (Assess):** Participants gain experience using a Taking Stock Analysis form to identify competencies to develop, and learn how those drive a finite number of key development areas as the first step in the development planning process.
- **Phase Two (Acquire):** Participants explore the 70/20/10 guidelines, learn about the importance of providing ongoing support, and begin to draft development plans for a team member they've selected.
- **Phase Three (Apply):** Focusing on measurement, barriers, and leveraging multiple application opportunities, participants finish drafting the development plans.
- **STAR/AR Feedback (Optional):** Facilitator introduces STAR/AR model for providing feedback and provides or seeks examples, underscoring the importance of giving feedback during the development process, particularly during the Apply phase.
- **Summary and Call to Action:** Participants identify one or two key actions that will sustain development and draft an action plan to realize those goals.

### COURSE DETAILS

- **Target audience:** Mid-level, operational and senior-level leaders
- **State-fundable:** Yes (some positions may be ineligible for state funding)
- **Course length:** 4 hours. Course can be lengthened to a full day.
- **Facilitator Certification:** Senior-level certified facilitator required
- **Prerequisites:** None
- **Optimal Group Size:** 8 to 16. 20 maximum.
- **Course Prep:** Yes. 30-40 minutes to review their role as developers of organizational talent, read a case study, and complete a self-assessment.
- **Notes:** Suitable for all environments.

### RELATED COURSES

- Coaching for High Performance
- Developing Yourself and Others
- Mastering Emotional Intelligence
- Translating Strategy into Results