

Clydesdales, Racehorses, and Unicorns: Talent Management for Everyone

Association of American Veterinary Medical Colleges

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STATE YOUR PURPOSE

• THE CAMPAIGN FOR COLORADO STATE UNIVERSITY •



Colorado State University

Agenda for Today

- The Case for Talent Management
- Talent Management 101
- Assessing and Developing Talent
- Talent Development and You

Talent Management for Everyone

Officer
Coordinator VicePresident
AssistantDirector
AssistantDean
Director
ExecutiveDirector
Manager EventsSpecialist
SeniorDirector
AssociateDirector

Stay Interview

1. What motivates/demotivates you about your job?
2. What talents are being used/not being used in your current role?
3. Where do you hope to be in 3-5 years?



The Case for Talent Management

The Talent Dilemma

What happens if we develop our employees and they decide to leave?

What happens if we don't, and they *stay*?



Talent Management 101

Human Capital: Evolution of a Concept

Industrial Age

- Focused on producing consumer goods
- Transactional Work (1+1=2)
- People as
 - Machines
 - Replaceable
 - Debt

Information Age

- Focused on service and innovation
- Transformational Work (1+1=3)
- People as
 - Knowledge workers
 - Hard to replace
 - Investment

Talent Management

What it is:

A core business function and integrated system of strategic staffing, onboarding, learning and development, performance management, strategic retention, and succession planning.

Why it matters:

- **150% of total compensation package** = Average cost of losing an employee
- **18 months** = Average time for a new fundraiser to reach a level of productivity deemed acceptable by the organization

Croteau, J.D. (2012) Effective Measures: The Return on Investing in Talent Management





Assessing Talent

Performance

Measurable Outcomes:

- + Metrics
- + Project Deliverables
- + Quality

Professional Competencies

- + Behaviors
- + Attitudes
- + Skills

Potential

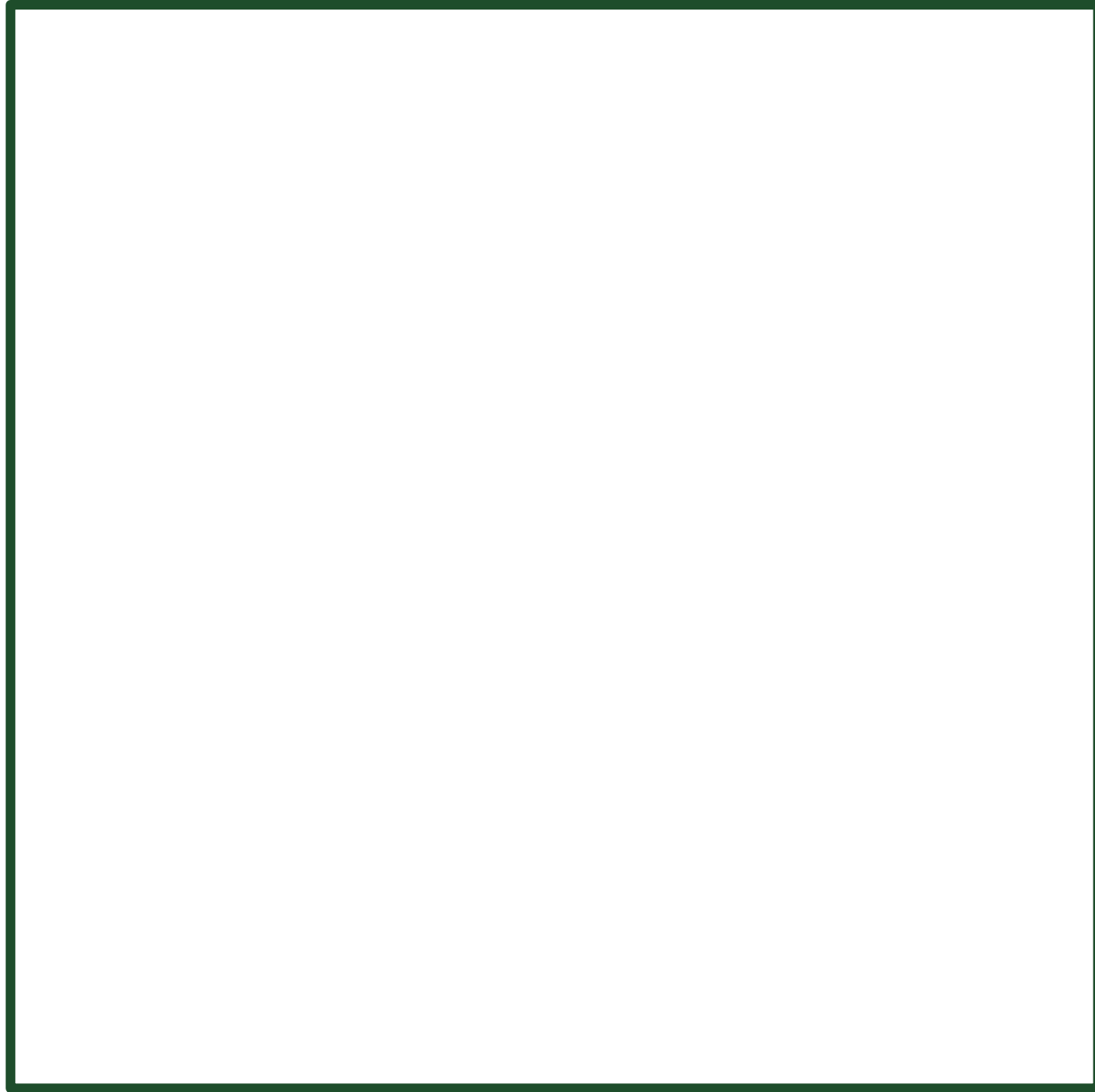
- Formative Experiences
- Leadership Traits
- Logic and Reasoning
- Learning Agility
- Self-Awareness
- Motivation
- Lack of or Managed Derailment Risks

Can the person advance two levels in the organization?

Can the person significantly contribute to the future success of the organization?



PERFORMANCE

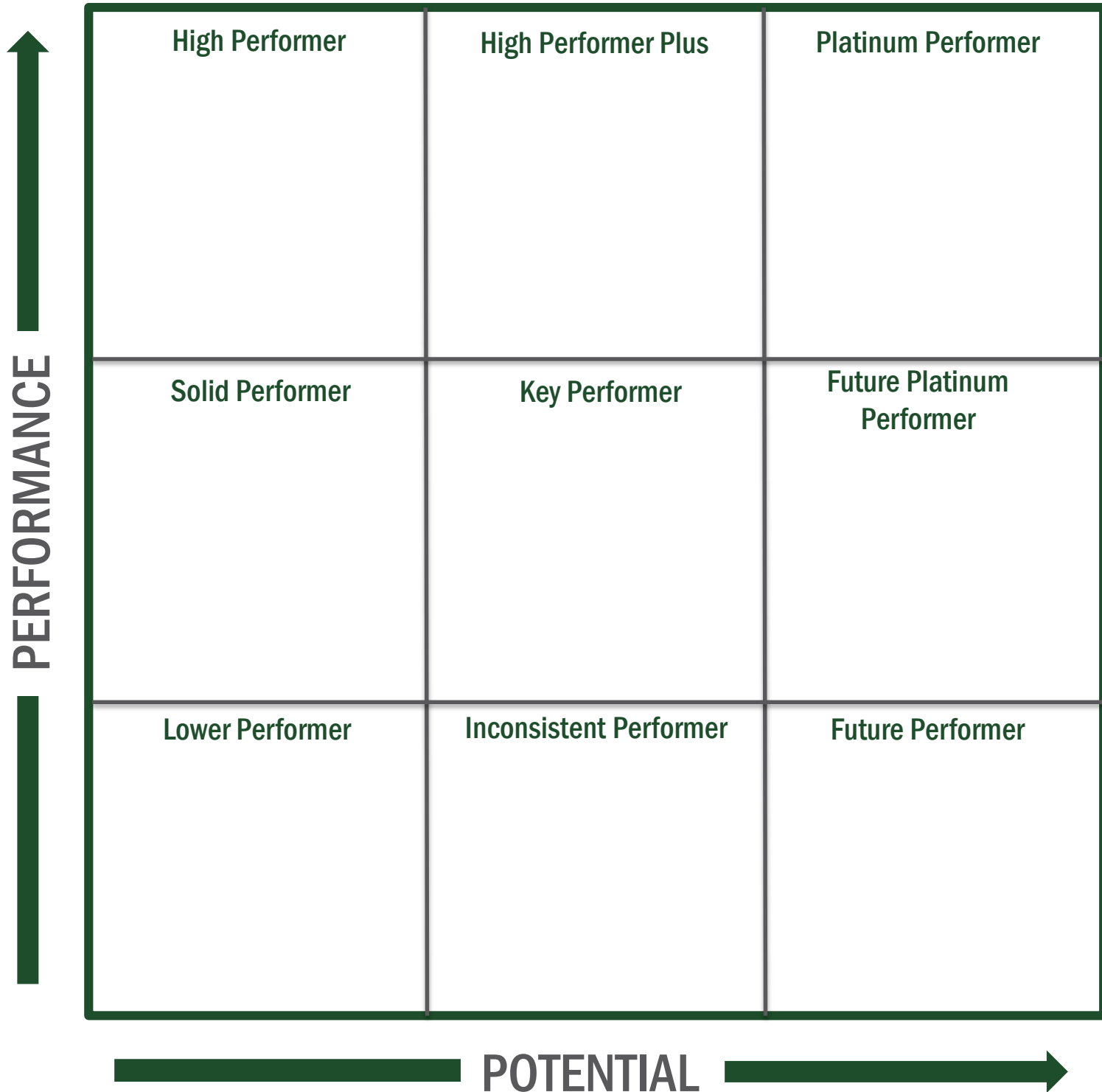


POTENTIAL

Talent Mapping

1. Evaluate your talent pool
2. Guide developmental conversations
3. Design Individual Development Plans





Talent Mapping

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↑
PERFORMANCE
↓

High Performer 	High Performer Plus 	Platinum Performer 
Solid Performer 	Key Performer 	Future Platinum Performer 
Lower Performer	Inconsistent Performer	Future Performer 

← POTENTIAL →

Talent Mapping

Unicorns:

- + Highly-Experienced Strong Performer
- + Ready for Next Level

Racehorses:

- + Moderate to High Experience
- + Keep Challenged

Clydesdales:

- + Moderate to High Experience
- + Keep Happy





Developing Talent

Professional Development Matters

Candidates in the U.S. look for one thing above all others when applying for jobs: **opportunities for growth and professional development.**

Society of Human Resource Managers (SHRM)

Second only to a higher salary, Millennials leave jobs because **there are not enough opportunities for learning and development.**

The International Consortium for Executive Development Research (ICEDR)

Professional Development Matters

“How important were the following factors in your decision to join your current institution?”

Ranking	Professional Development	Financial Compensation
Very Important	36%	34%
Important	43%	43%
Somewhat Important	14%	18%

Educational Advisory Board
2017 MGO Survey; N=1,217

Professional Development Strategies








Organizational

- Make managers accountable for talent development
- Integrate into annual planning process

Individual

- Focus on areas of strength rather than weakness
- Integrate into annual goal-setting process

PERFORMANCE

<p>High Performer</p>  <ul style="list-style-type: none"> -Serve as a mentor -Lead committees -Present at conferences 	<p>High Performer Plus</p>  <ul style="list-style-type: none"> -Develop network -Professional coaching -Stretch assignments 	<p>Platinum Performer</p>  <ul style="list-style-type: none"> -Promote/reward -Stretch roles -Executive-level exposure
<p>Solid Performer</p>  <ul style="list-style-type: none"> -Develop within role -Provide feedback -Increase expertise 	<p>Key Performer</p>  <ul style="list-style-type: none"> -Identify a mentor -Attend conferences -Serve on committees 	<p>Future Platinum Performer</p>  <ul style="list-style-type: none"> -Develop network -Professional coaching -Stretch assignments
		<p>Future Performer</p>  <ul style="list-style-type: none"> -Identify a mentor -Change/adjust role

POTENTIAL

Professional Development Opportunities

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- + Ready for Next Level

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Clydesdales:

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Talent Development and You

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Talent Development and You

- Ask for specific feedback
- Develop a next-level network
- Identify and cultivate mentors
- Job craft to expand responsibilities

“Whether they are departments of 3, 23, or 323, divisions of advancement and development across the country have realized that if they do not invest resources in their most important asset, their highest performing talent, they will not reach their aggressive fundraising and constituency engagement goals.”

– Jon Derek Croteau

Thank you



Colorado State University