

Global Talent Management

Donald V. Fowke FCMC



the New
ManagementTM
Network



GO Global Organization
Design

CONTENTS

This report describes a talent management, succession planning system that provides the structure and discipline within which managers – from front-line to CEO – can make the judgments, take the decisions and initiate the actions needed to supply the talent needed for growth. The system integrates Global Organization Design principles of structure and development into a web-based, user-friendly support for best management practices.

CEO: "I need to know where my business unit heads
are coming from seven years from now." 1

Vice-President: "Our young engineers are getting into
middle management without basic skills in people-management." 3

General Manager: "We need bosses, and boss's bosses, to
come to a meeting of the minds about what young managers and
professionals need to develop fully. It's tough when everybody
is moving around the way they do." 4

High flyer: "You know, career visibility is important. I need to know
that how I'm doing and what I want to do is on the screen of the
powers that be. If not, I'll go someplace where I'm seen." 8

VP HR: "Our tendency in appointments has been to grab the closest
warm body and get on with it. To have managers consider a broader
group, including people they don't know, they need a simple way of
getting the information, which should include track record, judgments
on potential, and developmental needs." 10

COO: "I've got accountability for nine direct reports. And I've got
manager-once-removed accountability for 47 others. I can't
stay on top of this unless I've got all the information at my fingertips
when I need it, including salary and incentive options." 12

Global Talent Management¹

CEO: "I need to know where my business unit heads are coming from seven years from now."

HR: We have a new CEO. And this was the first thing he put to me. It was serious, because he came with a very ambitious mandate to grow the company. I'm happy to report I could give him pretty good answers because our Global Talent Management System puts them at my fingertips. The next day I gave him *Exhibit 1*, and we spent an hour talking about the developmental experiences needed to prepare the most promising candidates. What he was looking for, of course, were managers who would be, or would become, capable at stratum V, were motivated, and who we could assure had the necessary skilled knowledge and experience to run a business unit.²

He could have very good confidence in the data, because it represents judgments by each candidate's manager and manager-once-removed, the boss's boss so to speak, as you can see in *Exhibit II*

That was not always the case. When we started with Talent Management five years ago we relied heavily on expert interviews by our consultants to assess current potential capability. This got us started in a practical way, and as our managers worked with ideas of distinct strata for managerial work, they got to be pretty good at distinguishing, for example, between somebody capable at stratum III high or stratum IV low. You can see in *Exhibit II* how these judgments are recorded in our system.

We know that high potential talent needs to be identified early. Men and women who will be business leaders at Stratum V and above need to make the turn from front line manager at stratum II to manager of managers at stratum III before age 27. And they need to be able to assume general management roles before age 43.

"...capable
at stratum V,
motivated,
with the skilled
knowledge and
experience to run
a business unit."



EXHIBIT I

Owen Chemicals

Forecast Executive Talent 2005 – 2017

| | 2005 | 2009 | 2013 | 2017 |
|-----|------|------|------|------|
| 7.3 | | | | |
| 7.2 | | | 1 | |
| 7.1 | | 1 | | 1 |
| 6.3 | 1 | | 1 | 2 |
| 6.2 | | 1 | 1 | 1 |
| 6.1 | 1 | 1 | 2 | 4 |
| 5.3 | | 2 | 1 | 6 |
| 5.2 | 3 | 1 | 10 | 8 |
| 5.1 | 7 | 9 | 6 | 6 |
| 4.3 | 11 | 16 | 14 | 13 |
| 4.2 | 16 | 10 | 10 | 6 |
| 4.1 | 7 | 4 | 2 | 2 |
| | 46 | 45 | 48 | 49 |

Chief Officers, Group VPs

2005 Top Executives

| | | |
|------------------|---------|-----|
| Morton Frederick | Stratum | 6.3 |
| Harvey Shirley | | 6.1 |

2009 Top Executives

| | | |
|------------------|---------|-----|
| Morton Frederick | Stratum | 7.1 |
| Harvey Shirley | | 6.2 |
| Reynolds Robert | | 6.1 |

2013 Top Executives

| | | |
|------------------|---------|-----|
| Morton Frederick | Stratum | 7.2 |
| Harvey Shirley | | 6.3 |
| Reynolds Robert | | 6.2 |
| Carlyle Terry | | 6.1 |
| Stacey Francis | | 6.1 |

2017 Top Executives

| | | |
|-----------------|---------|-----|
| Harvey Shirley | Stratum | 6.3 |
| Reynolds Robert | | 6.3 |
| Carlyle Terry | | 6.2 |
| Stacey Francis | | 6.1 |
| Barber Lloyd | | 6.1 |
| Tremblay Alain | | 6.1 |
| Herbert Albert | | 6.1 |

Business Unit or Equivalent

2005 V Capable:

Business Unit President or Equivalent

| | | |
|------------------|---------|-----|
| Lavery Kenneth | Stratum | 5.2 |
| Gagnon Lisanne | | 5.2 |
| Carlyle Terry | | 5.2 |
| Fortier Dennis | | 5.1 |
| Cameron Angeline | | 5.1 |
| Chan Ian | | 5.1 |
| Voight David | | 5.1 |
| Robertson John | | 5.1 |
| Kilburn Dale | | 5.1 |
| Morton Marion | | 5.1 |

2009 V Capable:

Business Unit President or Equivalent

| | | |
|------------------|---------|-----|
| Lavery Kenneth | Stratum | 5.3 |
| Carlyle Terry | | 5.3 |
| Cameron Angeline | | 5.2 |
| Robertson John | | 5.1 |
| Kilburn Dale | | 5.1 |
| Burton Lesley | | 5.1 |
| Garland Eric | | 5.1 |
| MacDonald Sarah | | 5.1 |
| Briant Andre | | 5.1 |
| Darryl Daniel | | 5.1 |
| Arbuthnot Dianne | | 5.1 |
| Pratt Pauline | | 5.1 |

2013 V Capable:

Business Unit President or Equivalent

| | | |
|------------------|---------|-----|
| Lavery Kenneth | Stratum | 5.3 |
| Cameron Angeline | | 5.2 |
| Robertson John | | 5.2 |
| Kilburn Dale | | 5.2 |
| Burton Lesley | | 5.2 |
| Garland Eric | | 5.2 |
| Macdonald Sarah | | 5.2 |
| Briant Andre | | 5.2 |
| Darryl Daniel | | 5.2 |
| Arbuthnot Dianne | | 5.2 |
| Clarkson Rick | | 5.2 |
| Pratt Pauline | | 5.1 |
| McMillan Timothy | | 5.1 |
| Carson Victoria | | 5.1 |
| Chanson Theresa | | 5.1 |
| DuBarry Dianne | | 5.1 |
| McCusker Herb | | 5.1 |

2017 V Capable:

Business Unit President or Equivalent

| | | |
|-------------------|---------|-----|
| Lavery Kenneth | Stratum | 5.3 |
| Cameron Angeline | | 5.3 |
| Burton Lesley | | 5.3 |
| Garland Eric | | 5.3 |
| MacDonald Sarah | | 5.3 |
| Clarkson Rick | | 5.3 |
| Robertson John | | 5.2 |
| Kilburn Dale | | 5.2 |
| Briant Andre | | 5.2 |
| Darryl Daniel | | 5.2 |
| Arbuthnot Dianne | | 5.2 |
| Pratt Pauline | | 5.2 |
| Jean Dianne | | 5.2 |
| Rilkoff Mike | | 5.2 |
| McMillan Timothy | | 5.1 |
| Bradford Terrance | | 5.1 |
| Standish Richard | | 5.1 |
| Giguere Mark | | 5.1 |
| Woodbury David | | 5.1 |
| Carrier Damien | | 5.1 |

Vice-President: "Our young engineers are getting into middle management without basic skills in people-management."

HR: The literature about developing leaders is clear about the importance of managing "turns". Making a turn is moving from one managerial stratum to the next. Stephen Drotter, for example, distinguishes among "mastery potential", the ability to do better at the same level of work, "growth potential", the ability to do bigger jobs at the same level in the near term, and "turn potential", the ability to move to a higher stratum in three to five years.³

We have a lot of engineers in our company, and when they come in they are doing technical work. Engineers aren't necessarily the best people-people. But many of our senior managers come from engineering backgrounds, and the really critical thing is getting them the necessary skilled knowledge and experience in managing people. That is why we make such a point of having managers routinely assess subordinate skills in the managerial practices, as you can see in *Exhibit III*. So when our system alerts, as it does in *Exhibit II*, that an individual is coming up on an important turn, we pay close attention to his or her ratings on the managerial practices. We've learned that these skills need to become second nature, and the best time to get it right is before the turn from stratum II to stratum III. For a young engineer doing a first supervisory job at level II, we need their immediate superior at level III to coach intensively on the managerial practices. And we insist that their manager-once-removed at level IV make sure those skills are developed before we move them on. You get what you inspect, not what you expect.

"...these skills need to become second nature... before the turn from front-line to manager of managers."

EXHIBIT II

The screenshot displays the 'Employee Horsepower' software interface. At the top is a menu bar with options: List View, New, Find, Go Last, Back, Forward, Go First, Print, Reports, Admin, and Quit. The main section is titled 'Employee Horsepower' and contains a form for Donald Vernon, Director of Systems Implementation. The form includes fields for Name (Donald Vernon), Title (Director of Systems Implementation), Mill, Phone, Ext, Access level (III), Job id, and a Flag checkbox. To the right of the form is a photo of Donald Vernon and a box containing Employee ID, Gender (Male), and Record ID (10025). Below the form is a row of tabs: Personal Profile (selected), Horsepower, Personal Style, Skilled Knowledge & Experience, Demonstrated Effectiveness, Career History, Commitment and Notes, Future Predicted Applied Capability, and Summary: Developmental Recommendation. The 'Personal Profile' tab is active, showing a 'Hay Point' field. Below this is a section for 'Current Potential Capability' with a table of estimates and scores. To the right of this table is a 'Calculate Potential Value' button and a box for 'Current Potential at Today's Date' (4.1) and 'Projected Cap in 3 years' (4.1). Below the 'Current Potential Capability' table is a section for 'Current Applied Capability' and 'Current Role' (III, Medium). At the bottom is a footer with 'Created By/Date' (Don Fowkes, 2/21/2005) and 'Modified By/Date' (Don Fowkes, 3/16/2005).

| Current Potential Capability | | | |
|--|-----|------|---------|
| To sort click the sort button beside the Score | | | |
| Manager Estimate | IV | Low | 2/21/05 |
| MoR Estimate | III | High | 2/21/05 |
| Interview Opinion | III | High | 2/21/05 |
| Current Potential | IV | Low | 2/22/05 |

| Current Applied Capability | | |
|----------------------------|------|---------|
| II | High | 2/21/05 |

| Current Role | | |
|--------------|--------|-----------|
| III | Medium | 2/21/2005 |

| Calculate Potential Value | |
|-----------------------------------|-----|
| Current Potential at Today's Date | 4.1 |
| Projected Cap in 3 years | 4.1 |

Current Potential Note: Has current cognitive capability for parallel processing such as for general management, for parallel processing multiple interacting processes in a two to five year time frame, pacing them in relation to one another in resourcing and in time, making trade-offs between tasks in order to maintain progress along the composite route to the goal. Will do best in a role with a time span of discretion of up to 3 years

Created By/Date: Don Fowkes 2/21/2005 Modified By/Date: Don Fowkes 3/16/2005


General Manager: "We need bosses, and boss's bosses, to come to a meeting of the minds about what young managers and professionals need to develop fully. It's tough when everybody is moving around the way they do."

"We do this on the fly through our Talent Management System, which is now web-based and therefore accessible from anywhere in the world."

HR: One of the principles of Global Organization Design is that the manager-once-removed is key to the development of leadership talent. We found this perhaps the hardest thing we had to learn to do as a company. At very senior levels, the manager-once-removed scope can feel overwhelming. A group vice-president, for example, may have as many as seven business units reporting to him. His subordinates once removed could easily number 40 or 50 stratum IV or high stratum III managers.

We have had "gearing sessions", where we got our corporate executives and business unit presidents in the same room to review the talent. I know this is the way Jack Welch insisted on doing it at General Electric. To the degree we have been successful with this, it has improved our executives' understanding of what we are measuring, such as current potential capability as opposed to how it is being applied right now, and what that long term potential might be, etc. I'd consistently recommend we do more of it.

EXHIBIT III

| <div> <div>List View</div> <div>New</div> <div>Find</div> <div>Go Last</div> <div>Back</div> <div>Forward</div> <div>Go First</div> <div>Print</div> <div>Reports</div> <div>Admin</div> <div>Quit</div> </div> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|------------|----------------|--------------------------------|----------------------------|----------------|--|-------------------------------------|--|--|-----------------|---|-----------|------------|---|-----------|------------------|---|-----------|--------------|---|-----------|--------------------|---|-----------|----------------------|---|-----------|----------------------|---|-----------|-----------------------|---|-----------|-------------------------|---|-----------|------------|---|-----------|---------------------------|---|-----------|
| Employee Skilled Knowledge & Experience | | | | | | <div>  <div> <div>Employee ID</div> <div></div> </div> <div> <div>Gender</div> <div>Male</div> </div> <div> <div>Record ID</div> <div>10025</div> </div> </div> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <div> <div>Name</div> <div>Donald</div> <div>Vernon</div> </div> <div> <div>First-M-Last</div> <div>Director of Systems Implementation</div> </div> <div> <div>Title</div> <div></div> </div> <div> <div>Mill</div> <div></div> </div> <div> <div>Phone</div> <div></div> <div>Ext</div> <div></div> </div> <div> <div>Access level</div> <div>III</div> </div> <div> <div>Job id</div> <div></div> </div> <div> <div>Flag</div> <div></div> </div> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Personal Profile | Horsepower | Personal Style | Skilled Knowledge & Experience | Demonstrated Effectiveness | Career History | Commitment and Notes | Future Predicted Applied Capability | Summary : Developmental Recommendation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <div> <div>Professional Qualification</div> <div>MCSE</div> </div> <div> <div>Degree</div> <div>Commerce</div> </div> <div> <div>University</div> <div>U of Saskatchewan</div> </div> <div> <div>Graduation Year</div> <div>1987</div> </div> <div> <div>Other Degree</div> <div></div> </div> <div> <div>Other University</div> <div></div> </div> <div> <div>Other Graduation year</div> <div></div> </div> <div> <div>Other Training</div> <div></div> </div> <div> <div>Bilingual</div> <div></div> </div> <div> <div>Trades</div> <div></div> </div> | | | Managerial Skills | | | <table border="1"> <tr> <td>Setting Context</td> <td>3</td> <td>2/21/2005</td> </tr> <tr> <td>Recruiting</td> <td>2</td> <td>2/21/2005</td> </tr> <tr> <td>Team Development</td> <td>4</td> <td>2/21/2005</td> </tr> <tr> <td>Assign Tasks</td> <td>3</td> <td>2/21/2005</td> </tr> <tr> <td>Coach Subordinates</td> <td>4</td> <td>2/22/2005</td> </tr> <tr> <td>Evaluate Performance</td> <td>2</td> <td>2/21/2005</td> </tr> <tr> <td>Develop Subordinates</td> <td>2</td> <td>2/21/2005</td> </tr> <tr> <td>Recommend Deselection</td> <td>1</td> <td>2/21/2005</td> </tr> <tr> <td>Assess Potential of SoR</td> <td>2</td> <td>2/21/2005</td> </tr> <tr> <td>Mentor SoR</td> <td>3</td> <td>2/21/2005</td> </tr> <tr> <td>Career Development of SoR</td> <td>2</td> <td>2/21/2005</td> </tr> </table> | | | | Setting Context | 3 | 2/21/2005 | Recruiting | 2 | 2/21/2005 | Team Development | 4 | 2/21/2005 | Assign Tasks | 3 | 2/21/2005 | Coach Subordinates | 4 | 2/22/2005 | Evaluate Performance | 2 | 2/21/2005 | Develop Subordinates | 2 | 2/21/2005 | Recommend Deselection | 1 | 2/21/2005 | Assess Potential of SoR | 2 | 2/21/2005 | Mentor SoR | 3 | 2/21/2005 | Career Development of SoR | 2 | 2/21/2005 |
| Setting Context | 3 | 2/21/2005 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Recruiting | 2 | 2/21/2005 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Team Development | 4 | 2/21/2005 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Assign Tasks | 3 | 2/21/2005 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Coach Subordinates | 4 | 2/22/2005 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Evaluate Performance | 2 | 2/21/2005 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop Subordinates | 2 | 2/21/2005 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Recommend Deselection | 1 | 2/21/2005 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Assess Potential of SoR | 2 | 2/21/2005 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mentor SoR | 3 | 2/21/2005 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Career Development of SoR | 2 | 2/21/2005 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Management System Training | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <div> <div>One Day Intro</div> <div></div> </div> <div> <div>Values Training</div> <div></div> </div> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <div> <div>Three Day Intro</div> <div></div> </div> <div> <div>Site Impact Training</div> <div></div> </div> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Created By/Date | | Don Fowkes | | 2/21/2005 | | Modified By/Date | | Don Fowkes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | 3/16/2005 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

But practically speaking, our executives are too much on the move internationally to be able to do enough of this. We have learned to do this on the fly through our Talent Management System, which is now web-based and therefore accessible from anywhere in the world. Or for those who like to work on long international or cross country flights, we make a disk-based version of their talent pool available to them.

The key to this, of course, is having all the information available in the same place in electronic form, as in *Exhibit IV*. No more papers or forms that they need to lug around, which of course they won't do. So the Talent Management System has historical effectiveness appraisal data so that both managers and managers once removed can see how individuals have done in each job they've had with the company. This is important, because track record is a very good predictor, and we need to balance our sense of potential with measures of actual performance. The file also contains information on work history in previous employment, which is helpful in forming an opinion of what gaps need to be filled, as in *Exhibit V*.


Overall, we want the managers and managers once removed to agree on something we call "future predicted applied capability". What this means is a considered opinion, taking into account all of the data, including forecasts of mature potential capability. In other words, we

EXHIBIT IV

List View
New
Find
Go Last
Back
Forward
Go First
Print
Reports
Admin
Quit
?

Employee **Demonstrated Effectiveness**

Name
First-M-Last: Donald Vernon
Title: Director of Systems Implementation
Mill:
Phone: Ext:
Access level: III Job id: Flag:


Employee ID:
Gender: Male
Record ID: 10025

Personal Profile
Horsepower
Personal Style
Skilled Knowledge & Experience
Demonstrated Effectiveness
Career History
Commitment and Notes
Future Predicted Applied Capability
Summary: Developmental Recommendation

Demonstrated Effective Appraisal

| Year | Title/Role | | Current Role | Achieve Plan | Output of Subord | Build Team | MoR | TIRR | Collat. a/c | Career dev. | Link to File |
|------|------------------------|---|--------------|--------------|------------------|------------|-----|------|-------------|-------------|--------------|
| 2004 | Director Systems Impl. | U | III | Med | 4 | High | 4 | 4 | 4 | 4 | |
| 2003 | Director Systems Impl. | U | III | Med | 4 | 3 | 2 | 4 | 4 | 4 | |
| 2002 | Senior Project Mgr. | U | III | Low | 4 | 3 | 2 | 4 | 4 | 4 | |
| 2002 | Senior Project Mgr. | U | III | Low | 4 | 3 | 2 | 4 | 4 | 4 | |
| 2001 | Group Leader | U | II | High | II | 3 | 2 | n/a | 4 | 4 | 3 |
| 2000 | Group Leader | U | II | High | 4 | 3 | 2 | n/a | 4 | 4 | 3+ |
| 1999 | Group Leader | U | II | Med. | 4 | 4 | 2 | n/a | 4 | 4 | 4 |
| 1998 | Group Leader | U | II | Low | 4 | 4 | 3 | n/a | 3 | 4 | 4 |
| 1997 | Group Leader | U | II | Low | 4 | 4 | 3 | n/a | 3 | 4 | 4 |

Created By/Date: Don Fowkes 2/21/2005
Modified By/Date: Don Fowkes 3/17/2005

"The manager-once-removed is key to this because he is accountable for the long term development of people who work for his direct reports."

want agreement on how far the individual is likely to be able to rise in the real world in this company, as indicated in *Exhibit VI*. Through cyberspace we get independent readings from managers and managers-once-removed, and very often there is close agreement because our executives have become increasingly skilled as they have worked with the system. Of course, where there is disagreement we need to go back to them to sort it out, sometimes by email or by phone, and sometimes sitting down together to hash it out.

Every year we want the manager and manager-once-removed to agree on a developmental plan for the individual. We ask the individual to take the initiative in this because our philosophy is that people are accountable for their own development. So the first ideas to appear in *Exhibit VII* are entered by the individual, in terms of the experience he feels he needs and the kind of educational programs that would help him.

The manager-once-removed is key to this because he is accountable for the long-term development of the people who work for his direct reports. He can take a point of view that may make it tough for the manager short-term for the long-run good of the individual and the company. And he has access to roles in other operating units or other businesses that might provide needed rounding. In the end, of course, we want a meeting of the minds. In practice, the most back-and-forth, and face-to-face discussion usually takes place around the highest potential people, as it should.

EXHIBIT V

| | | | | | | | | | | |
|-----------|-----|------|---------|------|---------|----------|-------|---------|-------|------|
| List View | New | Find | Go Last | Back | Forward | Go First | Print | Reports | Admin | Quit |
|-----------|-----|------|---------|------|---------|----------|-------|---------|-------|------|

Employee Career History

Name: Donald Vernon


First-M-Last: Director of Systems Implementation

Mill:

Phone: Ext:

Access level: III Job id:

Flag: ☐



Employee ID:

Gender: Male

Record ID: 10025

| | | | | | | | | |
|------------------|------------|----------------|--------------------------------|----------------------------|----------------|----------------------|-------------------------------------|---------------------------------------|
| Personal Profile | Horsepower | Personal Style | Skilled Knowledge & Experience | Demonstrated Effectiveness | Career History | Commitment and Notes | Future Predicted Applied Capability | Summary: Developmental Recommendation |
|------------------|------------|----------------|--------------------------------|----------------------------|----------------|----------------------|-------------------------------------|---------------------------------------|

Previous History

| Approx Title/Role | Age at Appointment | Est. Level | Final Salary In Role |
|----------------------|--------------------|------------|----------------------|
| IBM Systems Engineer | 22 | I | 30000 |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |


This Company History

| Approx Title/Role | Age at Appointment | Est. Level | Final Salary In Role |
|------------------------|--------------------|------------|----------------------|
| Director Systems Impl. | 37 | III | |
| Sr. Project Manager | 35 | III | 85000 |
| Sr. Project Manager I | 33 | III | 65000 |
| Group Leader | 28 | II | 40000 |
| Systems Engineer | 24 | II | 35000 |
| | | | |
| | | | |
| | | | |
| | | | |

| | | | | | |
|-----------------|------------|-----------|------------------|------------|-----------|
| Created By/Date | Don Fowkes | 2/21/2005 | Modified By/Date | Don Fowkes | 3/17/2005 |
|-----------------|------------|-----------|------------------|------------|-----------|

EXHIBIT VI

| | | | | | | | | | | |
|-----------|-----|------|---------|------|---------|----------|-------|---------|-------|------|
| List View | New | Find | Go Last | Back | Forward | Go First | Print | Reports | Admin | Quit |
|-----------|-----|------|---------|------|---------|----------|-------|---------|-------|------|

| | | |
|--|------------------------------------|---|
| Employee Future Predicted Applied Capability | |  <div> Employee ID Gender Record ID </div> |
| Name | Donald Vernon | |
| First-M-Last | Director of Systems Implementation | |
| Title | | |
| Phone | | |
| Access level | III | |
| Job id | | Flag |

| | | | | | | | | |
|------------------|------------|----------------|--------------------------------|----------------------------|----------------|----------------------|--|--|
| Personal Profile | Horsepower | Personal Style | Skilled Knowledge & Experience | Demonstrated Effectiveness | Career History | Commitment and Notes | Future Predicted Applied Capability | Summary : Developmental Recommendation |
|------------------|------------|----------------|--------------------------------|----------------------------|----------------|----------------------|--|--|


| | | | | | |
|-----------------------------|-----------|-----------|---|---|-----------|
| Current Potential | 4.1 | 2/22/2005 | High Potential <input checked="" type="checkbox"/> | Mature Potential Will attain cognitive capability for unified direct action to drive a business unit or as senior individual contributor to provide strategic support to Level VI or VII business managers. Will be able to operate with a time span of discretion of 5 to 10 years. | |
| Current Applied Capability | II | High | | | 2/21/2005 |
| Current Role | III | Medium | | | 2/21/2005 |
| Mature Potential Capability | V | | | | |
| Date | 2/21/2005 | | | | |

| | | | |
|-------------------------------------|-------------------|--------|-----------|
| Future Predicted Applied Capability | V | Medium | 3/16/2005 |
| Agreed | Barber | Lavery | |
| Mentor | Manager last name | | |

| | | | | | |
|-----------------|------------|-----------|------------------|------------|-----------|
| Created By/Date | Don Fowkes | 2/21/2005 | Modified By/Date | Don Fowkes | 3/16/2005 |
|-----------------|------------|-----------|------------------|------------|-----------|

EXHIBIT VII

| | | | | | | | | | | |
|-----------|-----|------|---------|------|---------|----------|-------|---------|-------|------|
| List View | New | Find | Go Last | Back | Forward | Go First | Print | Reports | Admin | Quit |
|-----------|-----|------|---------|------|---------|----------|-------|---------|-------|------|

| | | |
|--|------------------------------------|---|
| Employee Career Development Plan | |  <div> Employee ID Gender Record ID </div> |
| Name | Donald Vernon | |
| First-M-Last | Director of Systems Implementation | |
| Title | | |
| Phone | | |
| Access level | III | |
| Job id | | Flag |

| | | | | | | | | |
|------------------|------------|----------------|--------------------------------|----------------------------|----------------|----------------------|-------------------------------------|--|
| Personal Profile | Horsepower | Personal Style | Skilled Knowledge & Experience | Demonstrated Effectiveness | Career History | Commitment and Notes | Future Predicted Applied Capability | Summary : Developmental Recommendation |
|------------------|------------|----------------|--------------------------------|----------------------------|----------------|----------------------|-------------------------------------|--|

| | | | |
|-------------------|---------------------------|----------|------------------------------|
| Program Type | People Management | Website | www.mitsloan.mit.edu/execed/ |
| Time Frame | Immediate | Duration | 2 days |
| Institution | MIT Sloan | Tuition | \$2,600. US\$ |
| Suggested Program | Managing Technical Skills | | |

| | | |
|--------------------------|---|-------------------|
| Objective | Action Plan | Target Date |
| Improve people skills | MIT People Management program | Fall 2005 |
| International assignment | MoR to watch for opportunity in 2006 | Before 2208 |
| Executive MBA | Research options, discuss at next development session in 2006 | Enrol in MBA 2007 |

| | | | |
|--------------|-----------------------|-------------------|--------|
| Mentor | Barber | Manager last name | Lavery |
| Objective | Improve people skills | | |
| Manager Date | 6/1/2005 | | |

| | | | | | |
|-----------------|------------|-----------|------------------|------------|-----------|
| Created By/Date | Don Fowkes | 2/21/2005 | Modified By/Date | Don Fowkes | 3/17/2005 |
|-----------------|------------|-----------|------------------|------------|-----------|

High flyer: “You know, career visibility is important. I need to know that how I’m doing and what I want to do is on the screen of the powers that be. If not, I’ll go someplace where I’m seen.”

“...the individual knows that the manager-once-removed is looking out for him...and the system keeps people from getting lost and overlooked.”

HR: One of the really important HR jobs here is keeping the Global Talent Management System files up-to-date and the processes moving. At corporate headquarters we are accountable for managers in stratum IV roles and higher, which means plant managers and equivalents in other functional areas. We rely on business unit HR to handle stratum I to III. Their work is very important because they are the source of the talent stream we count on for the future.

We have a profile for each individual updated each year, like that in *Exhibit VIII*. This snapshot is produced from our system, and is a good summary. It makes for a talking point with the manager-once-removed. Managers-once-removed try to touch base, however briefly, with every subordinate-once-removed during the year. They tend to do this as they move around the company in the normal course of business, or maybe at annual offsite meetings.

For high potential talent, managers once removed and managers sit down together with the individual for a good discussion. This ensures that good feedback is given from their immediate boss, and the boss’s boss has first-hand exposure to the individual, and the individual can be assured that the manager-once-removed is looking out for him, and considering options in other divisions or units that may fit with the development plan.

Individuals keep their file up-to-date, with courses they take, etc., and importantly with the first draft they make of their developmental plan. And individuals need to take initiative in making the things that are in the plan happen, to the degree that they have the authority to do so. Superiors and HR need to open the way for other things.

Overall this system keeps people from getting lost and overlooked, and we have a good track record of keeping the talent we want and need to support our future growth.




EXHIBIT VIII

dfmain.fp5

OnePageR...

Preview Print Back



Donald Vernon
Title Director of Systems Implementation
Function Information Technology

Skilled Knowledge & Experience
Degree Commerce
Other Degree
Professional MCSE

Values Managerial Work High

Style Enneagram 5

The Thinker – Perceptive, autonomous, concept-oriented, focused on understanding things completely and accumulating knowledge while maintaining personal privacy.

PAEI Profile PaEi
The Producer: – The ability and energy to focus on a task and follow through relentlessly on its completion.
Entrepreneur: The ability to think outside of the box, to find creative new ways of approaching the job and to stick with a new idea in the face of resistance.

Horsepower
Current Potential Capability IV Low Mature Potential Capability V
Has current cognitive capability for parallel processing such as for general management, for parallel processing multiple interacting processes in a two to five year time frame, pacing them in relation to one another in resourcing and in time, making trade-offs between tasks in order to maintain progress along the composite route to the goal. Will do best in a role with a time span of discretion of up to 3 years.

Developmental Summary
Donald Vernon is an accomplished systems engineer with good technical experience in defining requirements of system networks and operating systems. As a manager he has overseen projects where new hardware has been acquired, new software systems implemented and optimal results achieved. He has a good track record with client relations. Since his appointment as Director, his inexperience with recruiting, coaching and developing subordinates has become evident. He has good natural people skills but needs training in people management. He has potential to advance to senior management levels but will need broadening. A people management program at MIT is recommended for the short term. He should be encouraged to take an executive MBA for the longer term. He needs coaching in the development of people and would benefit from assignments that give him international experience.

Mar 17, 2005

100 Browse

VP HR: "Our tendency in appointments has been to grab the closest warm body and get on with it. To have managers consider a broader group, including people they don't know, they need a simple way of getting the information, which should include track record, judgments on potential, and developmental needs."

"Our better HR managers take their laptops into the boss's office and run through a series of options."

HR: This has maybe been the toughest thing to implement. It requires managers to be willing to bend their urgent priorities a bit to get a solution that is better for the company as a whole. The key has been for HR managers to develop computer skills and spend the time sifting through the files so that an array of alternative candidates comes up. Having lead time with retirements or known moves allows us to make use of emerging vacancies to take staffing actions that are better for the people in the system and best for the company. Our better HR managers take their laptops into the boss's office, plug it in to the on-line system, project it onto the wall, and run through a series of options.



EXHIBIT IX

Employee Personal Profile

Name: Donald [] Vernon []
 Compensation: Director of Systems Implementation []
 Phone: [] Ext: []
 Access level: III Job id: [] Flag: ☐

Employee ID: []
 Gender: Male []
 Record ID: 10025 []

| | | | D1 | D2 | D3 | S1 | S2 | S3 |
|----------------|------------|------|-----------|-----------|-----------|-----------|-----------|-----------|
| Total | | High | \$144,351 | \$150,018 | \$155,907 | \$162,028 | \$168,389 | \$175,000 |
| Direct | III | Med | \$114,571 | \$119,069 | \$123,744 | \$128,602 | \$133,651 | \$138,898 |
| Comp. | | Low | \$90,935 | \$94,505 | \$98,215 | \$102,071 | \$106,079 | \$110,243 |
| | | High | \$115,480 | \$120,014 | \$124,726 | \$129,622 | \$134,711 | \$140,000 |
| Salary | III | Med | \$91,657 | \$95,255 | \$98,995 | \$102,881 | \$106,920 | \$111,118 |
| | | Low | \$72,748 | \$75,604 | \$78,572 | \$81,657 | \$84,863 | \$88,194 |
| STIP | | High | \$28,870 | \$30,004 | \$31,181 | \$32,406 | \$33,678 | \$35,000 |
| (bonus) | III | Med | \$22,914 | \$23,814 | \$24,749 | \$25,720 | \$26,730 | \$27,780 |
| | | Low | \$18,187 | \$18,901 | \$19,643 | \$20,414 | \$21,216 | \$22,049 |

| | Salary | STIP | LTIP | Total Cash Comp. |
|-------------|------------|-----------|------|------------------|
| 2004 | \$ 111,110 | \$ 27,778 | | \$ 138,888 |
| 2003 | \$ 85,000 | \$ 21,250 | | \$ 106,250 |
| 2002 | \$ 65,000 | \$ 16,250 | | \$ 81,250 |
| 2001 | \$ 40,000 | \$ 10,000 | | \$ 50,000 |
| 2000 | \$ 38,000 | \$ 9,500 | | \$ 47,500 |
| 1999 | \$ 36,000 | \$ 9,000 | | \$ 45,000 |
| 1998 | \$ 35,000 | \$ 8,750 | | \$ 43,750 |
| 1997 | \$ 35,000 | \$ 8,750 | | \$ 43,750 |

“...we have a living, evolving system...structure and discipline within which managers... initiate the actions needed to build our inventory of talent.”

COO: “I’ve got accountability for nine direct reports. And I’ve got manager-once-removed accountability for 47 others. I can’t stay on top of this unless I’ve got all the information at my fingertips when I need it, including salary and incentive options.”

HR: It will be clear we had the COO’s concerns in mind when we put the system together the way we did.⁴ As a matter of fact, we are still working with an awkward interface with the payroll system, but we are gradually getting to full integration.

Most recently we have implemented a compensation module, based on “felt fair” pay structures. Now managers can make salary adjustments, and short- and long-term incentive recommendations right in system, in the full context of all the information about individuals, as indicated in *Exhibit IX*.

Overall, we have a living, evolving system that provides the structure and discipline within which managers – from front-line managers to CEOs – can make the judgments, take the decisions and initiate the actions needed to build our inventory of talent, globally.

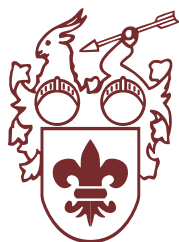
¹ Don Fowke is a management consultant with the New Management Network (www.new-management-network.com). In the spirit of the report by Maurice Dutrisac, Don Fowke, Herb Koplowitz and Ken Shepard entitled *Global Organization Design*, Toronto, March 2005, the present report uses the voice of the Director of Human Resources and Organization Development of the fictitious “Owen Chemicals” to tell a composite story of implementation of the Global Talent Management System.

² The concepts of strata and developmental path used are inspired by Kathryn Cason and Elliott Jaques, *Human Capability*, Cason Hall Publishers, Gloucester MA, 1994.

³ Ram Charan, Stephen Drotter, James Noel, *The Leadership Pipeline: How to Build the Leadership Powered Company*, Jossey-Bass, San Francisco, 2001.

⁴ The Global Talent Management System is implemented in Filemaker Pro by Claris.





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