



System to align corporate and personal goals

The Corporate Talent Pool

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If Billy Durant had a talent profile on Walter Chrysler when he made him president of the Buick division of General Motors in 1916, he might have understood that Chrysler would in the end need more scope than Durant gave him. Chrysler would soon outgrow the corporation and need to step out on his own. On page three, inside, is how such a talent pool record might have looked for Chrysler, emphasizing his entrepreneurial bent, his need for control and the mental horsepower to lead a complex diverse and rapidly changing business.

Today, the modern organization has access to accessible, data based systems that integrate hard and soft information on managerial resources that support optimal staffing for the company and development for the employee. This is the Corporate Talent Pool.

A Corporate Talent Pool is a win-win for the company, for its leaders and for employees. With a declining post-boomer work force, a growing company needs system to make sure that managers and

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executives are ready, willing and able to step into future leadership roles. Today’s leaders need system to identify, track, mentor, coach, deploy and develop talent to meet today’s needs and grow into tomorrow’s leaders. And young, ambitious men and women need system to give them the skilled knowledge and experience to achieve their dead level best in their careers.

The Corporate Talent Pool is a system that meets all of these needs and

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Maurice holds an MBA from McMaster University and is also fluent in French.

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Herb is President of Applied Organizational Science specializing in the application of Requisite Organizational Theory in organizations seeking to align their structures to the implementation of strategy. He consults and provides training in organization design. Herb is a graduate of Cornell University in mathematics and philosophy and holds a Ph.D. in psychology from the University of Massachusetts. He is a Registered Psychologist in Ontario.

more. It is a database containing information on the company's leadership talent, from first line manager, through department head, general managers, business unit executives and corporate level line and staff executives. For each person, the file contains information on Horsepower, Energy/Energize, Skilled Knowledge and Experience, Style, and Track Record, along with suggestions for Management Education.

Horsepower is a measure of cognitive capability. It includes estimates of "current potential capability", or the managerial level the person could operate at now in a managerial job he or she values, if the individual had the required skilled knowledge and experience. "Mature potential capability" is an estimate of the managerial level the person could eventually reach. Horsepower measures the individual's maximum potential path of development.¹ There are six levels of management in a typical medium to large scale company.²

Energy/Energize: measures the commitment and drive of the individual in achieving results and his or her ability to motivate team members and subordinates to achieve.

Skilled Knowledge and Experience records an individual's education and experience in applying knowledge in a managerial environment, and assesses his or her skills in managerial tasks from context setting through team development to coaching and mentoring.

Style: reflects basic patterns that can be modified with effort and personal growth. The Adizes PAEI^{TM3} profile reflects natural strengths and weaknesses in terms of managerial functions, indicating what an individual does easily and where extra effort is required to develop abilities needed to manage. The Enneagram describes how attention is unconsciously organized. With introspection an individual can learn to be less stuck in this pattern and capable of more flexibility, emphasizing its natural strengths and being aware of its inherent limitations.

Track record collects the individual's career history so that breadth and depth of experience can be seen, and proven ability to get results reviewed. This emphasis on track record reflects the recruiter's dictum that the best predictor of future performance is the past.

Data in the Corporate Talent Pool are compiled from several sources, and are updated regularly in the process of managerial coaching, mentoring and performance evaluation.

In initial implementation, expert interviews by professional consultants

are used to create the initial record and to provide measurement and opinion on Horsepower, Style and Developmental Needs, including managerial assignment and executive education.

Manager and Mentor information is collected to provide preliminary opinion on Energy and the ability to Energize and on specific managerial skills, including setting context, assigning tasks, building teamwork and coaching subordinates.

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Does this man have a future?



Walter Chrysler
Title: President & GM Buick
Group: Automobile
Function: General Business
Age: 41 (in 1917)
Horsepower:
 Current Potential: VI Medium
 Mature Potential: VIII
Energy/Energize: 5
Skilled Knowledge & Experience
Degree: Locomotive Mechanic
Professional: Engineer

Managerial Skills

Recruiting	3	Coach Subordinates	3
Set Context	5	Evaluate Performance	3
Team Development	4	Develop Subordinates	5
Assign Tasks	4	Recommend Deselection	3

Style: Enneagram: 8

The Leader - Assertive, confrontive, enthusiastic, focused on being in charge of themselves and their environment.

PaEi™

The Producer: The ability and energy to focus on task and follow through relentlessly on its completion

Entrepreneur: The ability to think outside the box, to find creative new ways of approaching the job and to stick with a new idea in the face of resistance.

Manager and Mentor opinion is also sought to test out consulting assessments of Horsepower and Track Record.

“Importantly, the Corporate Talent Pool supports the individual’s responsibility to manage his or her own career”

This process is designed to improve managerial skills in assessing and evaluating talent so that the maintenance and use of the Corporate Talent Pool is taken

over by managers and becomes a central support to the key managerial role of developing people. Important to this focus on improving managerial skills, the operation of the Talent Pool requires managers to build skills in coaching their immediate subordinates and mentoring subordinates-once-removed so that they acquire the skilled knowledge and experience they need to maximize the potential of the human resources for whom they are accountable. Importantly, the Corporate Talent Pool supports the individual’s

responsibility to manage his or her own career, and provides a systematic support and set of tools to the individual in doing that.

There are big payoffs to the company in implementing the Corporate Talent Pool. Experience also indicates that the program pays for itself in the short term by avoiding unnecessary turnover and the associated costs of replacement. The Corporate Talent Pool is a practical example of how to align individual and organizational goals.

FOOTNOTES

¹ These concepts are inspired by Elliott Jaques, see Kathryn Cason and Elliott Jaques, *Human Capability*, Cason Hall Publishers, Gloucester MA, 1994.

² See also Elliott Jaques, *Requisite Organization*, 2nd Edition Cason Hall Publishers, Gloucester MA, 1996.

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