Internal Bench Strength: Who's Up Next at Bat?

Training Industry Conference & Expo 2019

Dr. Kristal Walker

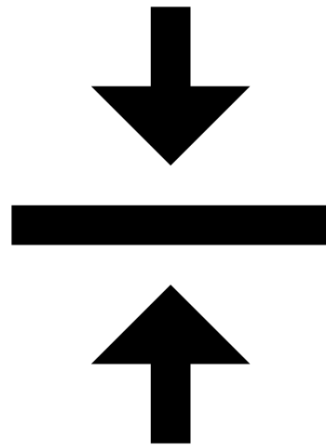**Principal Consultant | 3C's Training Group, LLC**
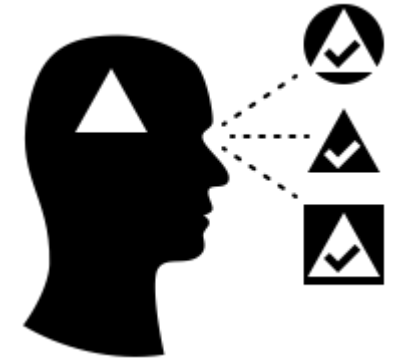Twitter Handle: @DrKristalWalker | Hashtags: #TICE2019 #BatterUp

Session Goals

TALENT MANAGEMENT STRATEGY

DEVELOPMENT PROCESS

ORGANIZATIONAL TRANSPARENCY

Session Resources

Internal Bench Strength: Who's Up Next at Bat?
Training Industry Conference & Expo 2019
Presented by Dr. Kristal Walker, CPTM™
3C's TRAINING GROUP
CONSULT · CREATE · CONTINUE™

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Dr. Kristal Walker

Principal Consultant | Learning, Leadership & Organizational Development

Education:

- Doctor of Management, Organizational Leadership
- Master of Science, Management & Organizational Leadership
- Bachelor of Science, Human Services
- Certified Professional in Training Management™
- Certified Caliper Essentials Consultant

Experience:

15+ Years of Progressive Experience in L & D/OD

- Director, Organizational Development
- Corporate Trainer
- Supervisor, Training & Development
- Sr. Training Consultant/Instructional Design Engineer
- Visiting Lecturer, Freshman Composition
- Adjunct, Business Management, Human Services
- Corporate Administrative Management

f IamDrKristalWalker   **in** Dr. Kristal Walker   **🐦** DrKristalWalker

CONSU**L**TANT

MOTH**ER**

DAUGHTER

CONFI**D**ANT

WIF**E**

SIST**E**R

Challenge and **Opportunity** for Learning & Organizational Development Leaders

Succession Planning Defined...

"The process through which an employer first identifies, then develops internal staff with the potential to fill key leadership and other critical roles should they become open in the future...succession planning enables an organization to build an internal talent pool that feeds the overall vacancy pipeline."

–Warren Rothman

Talent Management Strategy

Optimizes the Employee Life-Cycle

Development Process

Aligns Critical Skills with Critical Roles

Organizational Transparency

Combats Cultural Resistance and Unconscious Bias

Talent Management Strategy

UPWARD MOBILITY

LATERAL MOBILITY

The Employee Life-Cycle
according to Dr. Walker

Preboarding

Before an employee joins the team or company.

Activities, interactions, and engagements that occur strategically at various phases within the employee life-cycle

Offboarding

Prepares for an employee's departure from team or company.

Onboarding

Day 1 to Day 180 of an employee's tenure with the team or company.

Inboarding

Supports an employee's career development journey while working within the team or company.

Sample Outline
Activities, Interactions & Engagements

	Preboarding	Onboarding	Inboarding	Offboarding
Employer	• Build brand Integrity • Consistent & Timely communication • Ability to upsell UVP	• Communication to all stakeholders • Offer appropriate orientation and training	• Provide access to upskilling and development opportunities • Ongoing coaching and support	• Maintain brand integrity • Seize knowledge management and best practices
Employee	• Timely responses to recruitment communication and activity	• Visibility and access to all stakeholders • Understand company culture • Receptive to performance expectations.	• Opportunities to upskill for desired career path • Feel valued and supported by leadership	• Opportunity to transfer knowledge without fear of retaliation or professional animosity

Development Process

Your Top Performers Are Your Blueprint for Success.

The acquisition of new skills, abilities, and behaviors.

Can be learned from an expert.

HORIZONTAL DEVELOPMENT

Petrie & Leslie (2014)

What are some typical leadership skills that your organizations train?

Typical Leadership Skills

Soft Skills Training

- Business Acumen

- Coaching & Feedback

- Customer Service

- Emotional Intelligence

- Personal Branding

- Strategic Planning

- Team Building

Compliance Training

- Job-related Skills

- Workplace Harassment Prevention

Bonus: Diversity & Inclusion

27 "REAL" Leadership Challenges

Drive Performance

- Optimize Talent
- Drive Creativity and Innovation
- Drive Network Performance
- Lead Geographically Dispersed Teams
- Lead Global/Cross-Cultural Teams
- Transform a Low Collaboration Culture
- Transform a High Conflict Culture

Lead Change

- Design and Drive New Strategies
- Deliver Rapidly Changing Products, Services, and Processes
- Deliver Under High Uncertainty and Ambiguity
- Lead Through Mergers and Acquisitions
- Adjust to Frequent Leadership Change

Manage Risk and Reputation

- Deliver in High Risk-Taking Contexts
- Deliver in Risk-Adverse Contexts
- Operate with High Resource Constraints
- Ensure Safety & Security of Persons or Operations
- Represent the Organization Externally
- Ensure Environmental Sustainability

Deliver Results

- Deliver High Margins
- Grow the Business Through Innovation
- Grow the Business Through Market Share
- Grow the Business Through Cost-Competitiveness
- Grow the Business Through Geographic Expansion
- Run an Intact Business
- Manage a Broad Portfolio of Products and Services
- Deliver Exceptional Customer Service
- Lead a Centralized Team

Myers (2018)

Adult Development Mindset
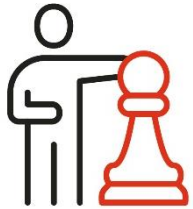
Self-transforming Mindset
We can hold more contradiction and opposition in our thinking and no longer feel the need to gravitate toward polarized (or black and white) thinking.
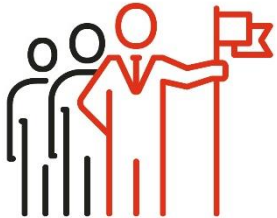
Self-Authoring Mindset
We have developed our own ideology or internal compass to guide us.
We can take stands and set limits on behalf of our own internal voice.

Socialized Mindset
We are shaped by the expectations of those around us.
What we think and say is strongly influenced by what we think others want to hear.

The stages that people progress through and how they make sense of the world.

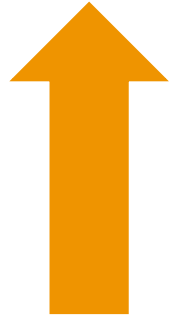**Must** be learned for yourself.

VERTICAL DEVELOPMENT

Petrie & Leslie (2014)
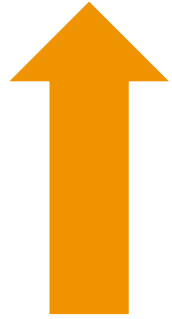
Preceding Conditions
Required Pre-requisites for Vertical Development

Consistent Frustration

Limited Creativity

Personal Incentive

Sufficient Support

Problem-Solving Ability
Typical Stages of Vertical Development

Awaken
The person becomes aware that there is a different way of making sense of the world and that doing things in a new way is possible.

Unlearn and Discern
The old assumptions are analyzed and challenged. New assumptions are tested out and experimented with as being new possibilities for one's day-to-day work and life.

Advance
This stage occurs when the new idea gets stronger and starts to dominate the previous one. The new level of development starts to make more sense than the old one.

INTENTIONAL

Programmatic Learning?

Micro-Learning?

OTJ Learning?

All of the Above?

Organizational Transparency

To tell or not to tell…

…should NEVER be the question!

1

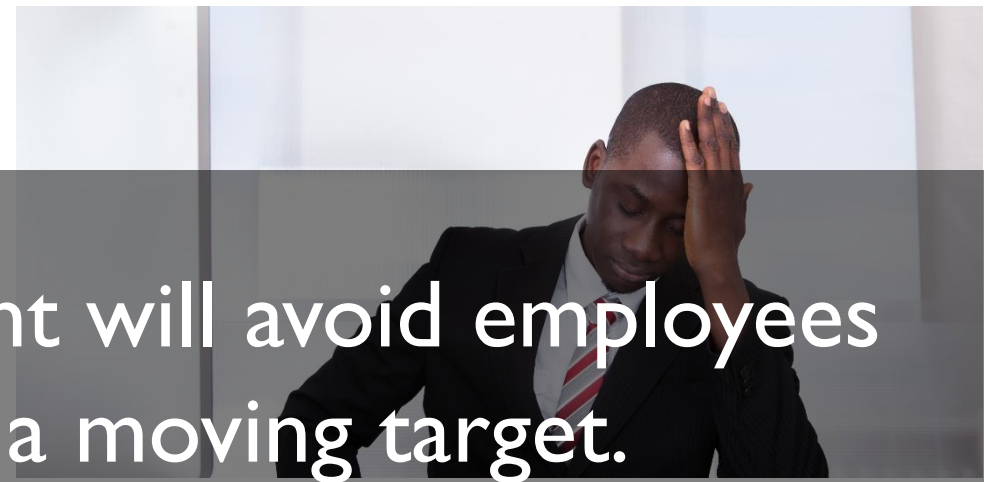# Offer something to everyone.

Give employees options and opportunities to own their personal and professional development.

2

Define success in the organization and on your teams.

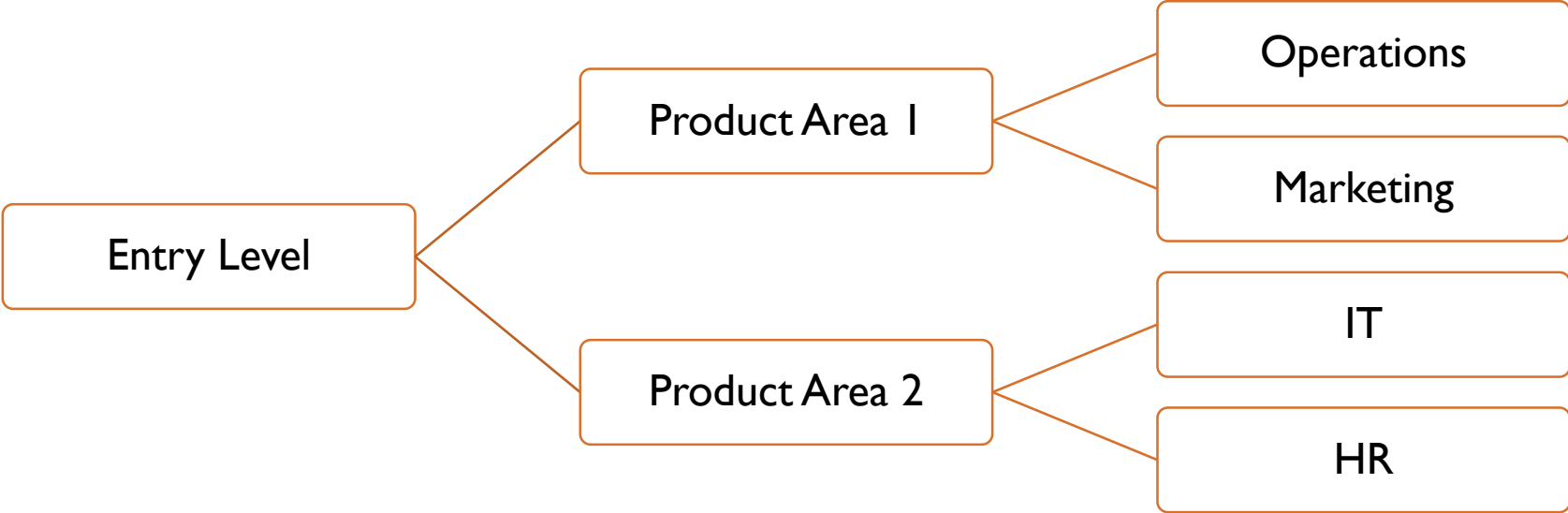Understanding what's expected upfront will avoid employees feeling as if they're trying to hit a moving target.

3

Create **ideal** and realistic career paths

Create Ideal Career Paths

Executive

Director

Manager

Supervisor

Technical

Entry Level

Upward Mobility

Entry Level

Product Area 1

Product Area 2

Operations

Marketing

IT

HR

Lateral Mobility

(4)

Embrace diversity of gender, ethnicity, and thought.

We don't have a pipeline issue.
We simply fail at being authentically inclusive.

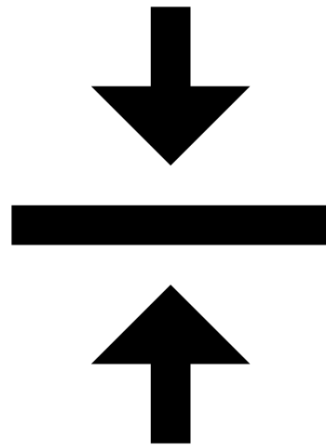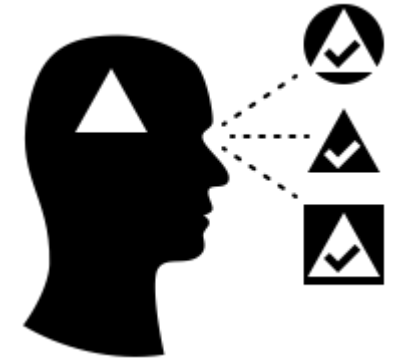**Different Perspectives** ✚ **Fresh Innovation** ═ **Competitive Advantage**

We've Achieved Our Goals!

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www.Kristal-Walker.com