

3 HIDDEN, DARK SECRETS ABOUT YOUR TALENT POOL

Avoid these common mistakes and retain your valued talent

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Challenging times to remain for **Senior Executives and HR Leaders**

Are you suffering from the “Great Resignation?” Are employees demands creating headaches that just don’t seem to end? Well brace yourself, according to Ryan Roslansky CEO at LinkedIn,

*...now your talent is
starting to question*

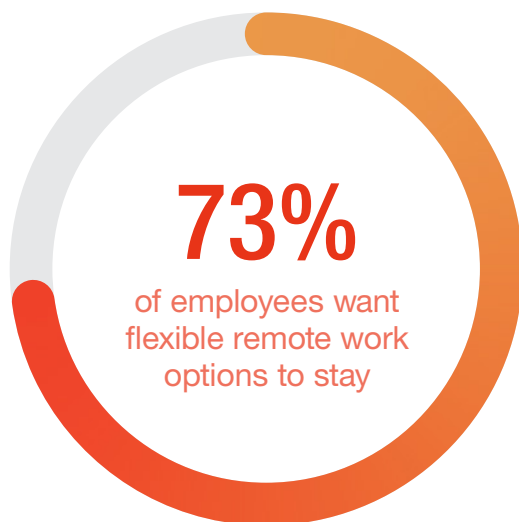
*Why, are they
doing what they
are doing?*

This is the latest finding in the recent re-invention of our workforce and Roslansky has labelled it the “**Great Reshuffle.**”

It seems with every new article we read today we are seeing evidence of a growing mindset shift that is occurring across most industry fronts. The shift towards a flexible and remote, hybrid work environment.

One where employees have the opportunity to be situated wherever they choose, work whenever they want and expect to retain all of the necessary capabilities to contribute. These expectations are well documented.

In a Microsoft article titled the *Next Great Disruption* is *Hybrid Work*, the author states...

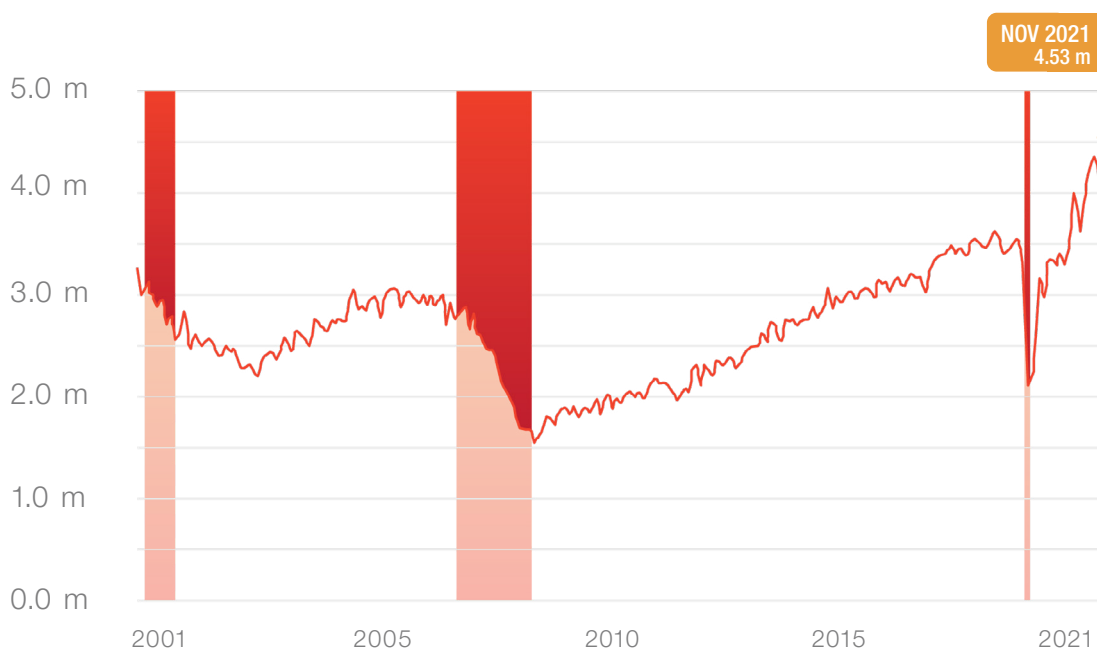


This hybrid transition is confirmed by the U.S. Bureau of Labor Statistics as seen below in their graph with the figures from a January 4, 2022 report indicating that 4.5 million people in US voluntarily left their positions in November 2021– an all-time high.

“We’re all learning as we go, but we know two things for sure: flexible work is here to stay, and the talent landscape has fundamentally shifted.”

The Great Resignation

Number of people quitting their jobs in the United States, seasonally adjusted.



● RECESSION

Source: U.S. Bureau of Labor Statistics

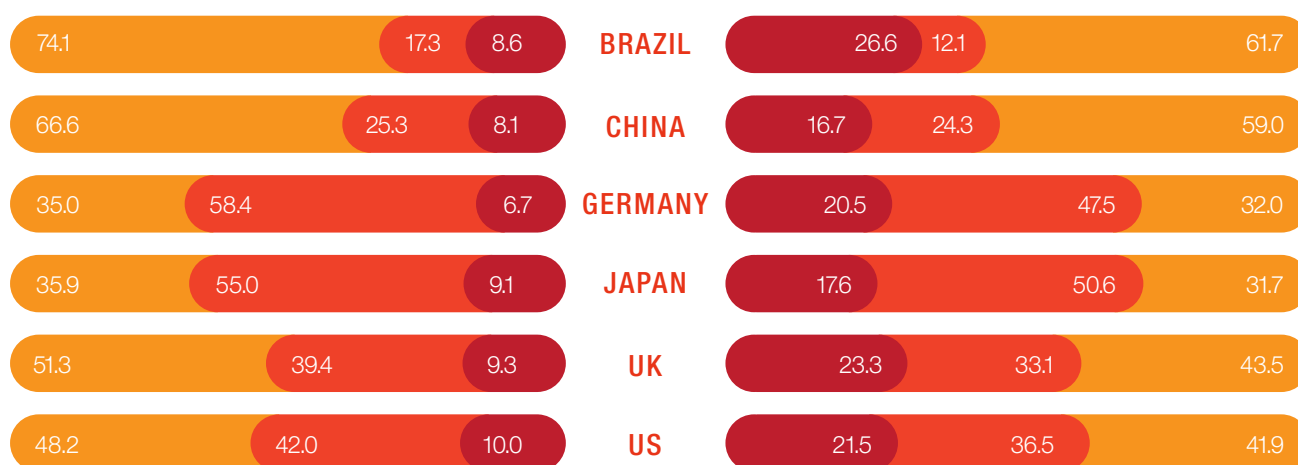
Is there evidence that your Talent may be looking at alternatives to their typical high stress, burnout centric lifestyle? We know that personal well-being is seen as increasingly important, which tends to strengthen the likelihood that they may be.

Changes in Wellness Prioritization

Wellness is rising as a priority, outpacing how consumers view their own wellness levels.

Change in wellness prioritization compared with 2-3 years ago,¹ % of respondents

Change in overall wellness level compared with 2-3 years ago,² % of respondents



● DECREASED ● NO CHANGED ● INCREASED

¹ Question: Thinking about how you prioritize wellness, how has your prioritization of wellness changed compared to 2-3 years ago?

² Question: How has your overall level of wellness changed compared to 2-3 years ago?

Source: McKinsey Future of Wellness Survey, August 2020

Brazil, n = 1,374; China, n = 1,311; Germany, n = 1,283; Japan, n = 1,109; UK, n = 1,277; US, n = 1,319

And from yet another source, depicting the overall transition presently underway. The challenge for organizations and in particular HR Leaders to find and retain their talent in ways that create a positive, sustainable impact are increasing. (visit, Jacob Morgan.)



The Evolution of The Employee

PAST



FUTURE

Work 9:00-5:00



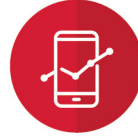
Work anytime

Work in a corporate office



Work anywhere

Use company equipment



Use any device

Focused on inputs



Focused on outputs

Climb the corporate ladder



Create your own ladder

Pre-defined work



Customized work

Hoards information



Shares information

No voice



Can become a leader

Relies on email



Relies on collaboration technologies

Focused on knowledge



Focused on adaptive learning

Corporate learning and teaching



Democratized learning and teaching

by Jacob Morgan

thefutureorganization.com

Welcome to the Talent Pool Dark Side

So, what does this workforce rethink mean in relation to your own talent? With such VUCA / BANI turmoil in business today, what traps may be lying hidden in our dash to fill and secure your talent pipeline?

One such trap is the lure to follow advice of global experts without really understanding the dynamics of the melting pot that you're creating.

...the leading advice today, amidst all this turmoil, is that companies big and small need to build themselves a strong talent pool.

Sounds logical enough, but at what cost? Are you like many organizations designing multiple levels of talent? Perhaps you have established a junior or emerging talent pool, a middle management talent pool as well as one for the senior executive group. And as you rush to fill these levels with talent have you stopped to analyze...

...what percentage of each pool are you promoting each year? 10%, 20%, as much as 30%? What is happening with those that remain?

How long are they considered a talent before being dropped from the scheme. The average talent is retained in these pools for a maximum three years. Then what? While you may feel satisfied that you have successfully closed the succession planning headache, we would urge you to think again – even more so today considering this “Great Reshuffle” and transient, mobile workforce.

What education programs have you to support these talents and maintain the skills necessary for a constantly shifting business landscape? What mentoring and coaching programs are you offering to help these talents develop their mindset as well as their skills? What career planning is in place and how is it discussed and evaluated? These are just a handful of the questions that need to be asked.

But there is an **even darker secret** that we need to highlight!

A real-life Case Study

Let's explore a typical scenario for the 70-90% of the talents that are not promoted. We'll follow Mary as she traverses through that three-year time horizon.



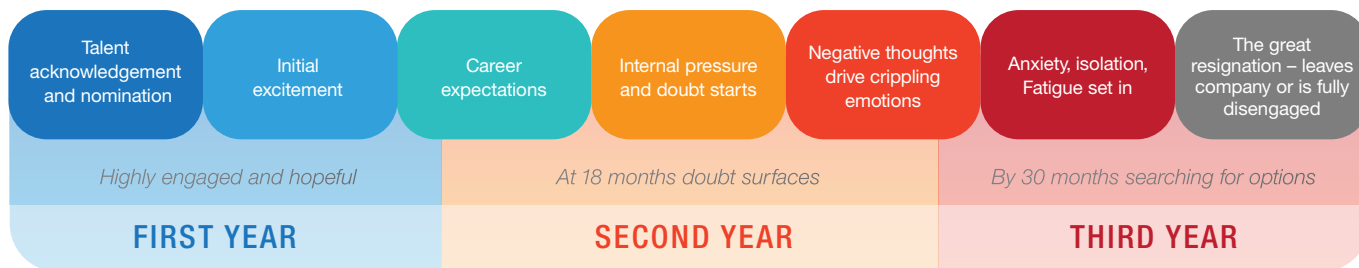
1st year of nomination as a Talent

Mary commences with a high degree of pride for being acknowledged by the company as someone seen with potential and her internal career vision forms.

This is often sufficient to propel talents to become more focused, working harder and driven by the promise of what might be.

Towards the end of this first year Mary sees one of her colleagues promoted and the first glimmer of doubt appears. She quickly brushes the feeling aside and pushes forward.

By the end of the year Mary's results are good, and she is again acknowledged for the effort and outcome. With this second bout of recognition, her career vision strengthens, and those aspirations start to creep into her discussions with colleagues, friends, and family.



2nd year of nomination as a Talent

The enthusiasm is still there although the shine has worn considerably. Mary's thoughts immediately turn to the year ahead and how this will be her year.

Mary's first setback occurs when another of her colleagues (who she deemed less qualified) is chosen for promotion over her.

Signs of real doubt appear. This causes internal pressure to rise...

Mary is now halfway through the eligible three years in this talent program and no news is **not** good news?

With-in a very short window, the negative thoughts become louder, and FOMO sets in.

By the end of year two, Mary's negative emotions have become almost crippling. She starts feeling overwhelmed by the realization that she may not get to realize her dream. She feels embarrassed and disappointed, desperate for any opportunity. However, the voice of self-doubt has a firm grip, and her passion is wanning.



3rd year of nomination as a Talent

The 3 hidden, dark secrets begin to surface! By this stage Mary has almost given up on the belief that her career vision will ever be realized.

We have coached many executives just like Mary in the past 5 years that have hit this wall. Ahead of them instead of greatness they see nothing but a life of mediocrity. "Surviving rather than thriving."

The passion that once burned brightly for Mary has in a relatively short window of time, fizzled to a licker. ***But the worst is yet come....***

During the remainder of that final year Mary's performance drops considerably. As a result she starts to be shunned by her company and overlooked for assignments.

Mary is suddenly isolated and feeling alone.

Becoming fearful and highly anxious about retaining her job.

With every new day it seems more difficult to motivate herself and before long...



Procrastination sets in alongside ***fatigue and burn out***.

The physical and psychological well-being of this once healthy individual is deteriorating and becoming noticeable to colleagues. Before long rumors start to emerge about Mary's mental stability.

Secretly Mary fears that her age means she has passed her prime.

As the third year draws to a close and with few choices available, the only viable option appears to be working elsewhere. Summoning all her energy, Mary commences the search for a future outside of this company.

Her final efforts remain focused not on her present role but on this new endeavor until she succeeds and secures employment with a different organization —

the lifeline has been extended, but not by you...

What's the Solution?

The above case study sounds grim I know, but every day we coach mid-level and senior executive talent who are facing this scenario.

So, what's the solution — it starts with awareness of the traps and pitfalls created by well-intentioned, but mis-guided talent programs.

Refer to our 10-step blueprint diagram for insights on critical considerations when structuring your program. As you can see it requires commitment on behalf of the company and the honest desire to make this program become a reality.

The BENEFITS speak for themselves, but require GRIT...

“GRIT is passion and sustained persistence applied toward long-term achievement, with no particular concern for rewards or recognition along the way.”

— Angela Duckworth

TALENT PROGRAM BLUEPRINT

Program needs analysis

Program purpose and objectives

Program SWOT

Program framework

Board sponsorship

Steer Co. and local management alignment

Mentor, coaching, development programs

Annual inducting of talents

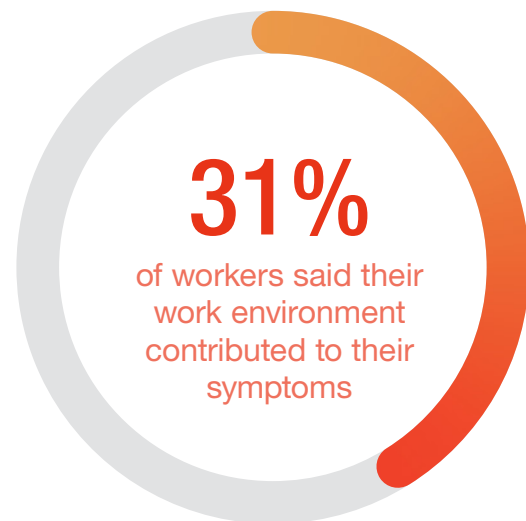
Quarterly appraisal and feedback to talents

Annual program feedback and revision

Our Conclusion on the Hidden, Dark Side

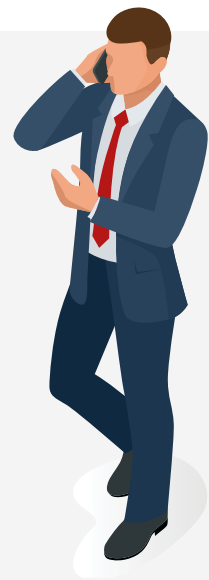
Many talent programs are contributing to the growing global mental health crisis. Surveys across multiple continents are showing us that isolation, anxiety and fatigue are leading factors in driving this phenomenon.

Not only is the true long-term effect immeasurable to the individual, but the qualitative and quantitative cost to business and society is extreme.



Most organizations are aware that Mental Health issues cost employers in two distinct ways: direct health care costs and indirect costs such as loss of productivity, absenteeism, and disability costs.

BUT, are you aware that your company Talent program may be a contributing factor? Make a positive change to that situation today?



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This eBook is a companion to a 2-part webinar series:

“TURBO-CHARGING YOUR EXECUTIVE TALENT POOL” (Part 1)

Sign-up to hear the author,

Wayne Brown,

introduce these principles in this
virtual, complimentary webinar.

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About the Author

Hi, I'm **Wayne Brown**.

I work with executives to help transform their careers by developing elite talent across four of the most critical needs for any professional today: communication, facilitation, education and coaching.

After 45 years in six companies, living on four continents and working in more than 85 cities, I've engaged with people from diverse cultures and groups, leading, facilitating and coaching thousands of executives on topics from leadership through to operational excellence.

In addition, I have experienced the rigors of starting and running businesses and companies, learning along the way through success and failure. My journey has been supported by mentors and coaches who have helped me to stay focused and dedicated to my purpose of helping others.

As a lifelong learner, I've studied through many of the world's leading institutions and have learned from incredible professors and leaders. Today, I continue to develop and grow alongside my clients as we co- create the future together. From my years of playing competitive sports, I learned early on that life is a team activity and that we cannot succeed alone. It takes encouragement, the perspective of more than one, and collective effort to reach our lofty goals.

To find out more about my personal story, visit our website, www.coaching4companies.com

