

FRIDAY

**BE A TALENT
CHAMPION**

INTRODUCTION

A fundamental truth in talent development is the following: It takes talent to develop talent.

The people developing talent must equally step up their own game, as well as the people they are here to support. To do that clarity and consistency is needed, and help develop the underlying potential, while challenging own and others' conceptions of what is possible.

If you are a leader a good starting point could be the following:

Today, if all your employees had the opportunity to choose exactly the leader they wanted, would they choose you?

STEP 1

- Go through the talent champion roles one by one, making sure you have a deep understanding of each.
- If your company has a clear and specific leadership role add perspectives from that into this look at yourself as a talent champion.

STEP 2

- Take a conscious look at yourself:
- *What comes natural to me and something I often do with a clear and positive impact?*
- *What comes less natural to me and something I often struggle with to create a clear and positive impact?*
- Reach out for feedback from 4-6 people around you using the same questions above related to the talent champion roles.

STEP 3

- Look at patterns and trends in your own assessment and how other people see you.
- *What are you already doing well that you also enjoy?*
- *What are you already doing well and enjoy that should be developed even further – and how?*
- *What are you doing less well that could have a significant impact if developed further?*
- Choose 2 things to focus on for the next 100 days as a week-by-week training focus.

TALENT CHAMPION ROLES TO MASTER

TALENT CHAMPION ROLES

WHAT TO DO?

HOW TO DO IT?

BE AN EXPERIENCE BROKER

Connect the talent to the assignment that best accelerate their development and bring strategic value. It is all about bridging the right assignments and experiences with the right people, to get where you want to go.

- Map important tasks and projects in your unit and cross-functionally.
- Bridge the mapped tasks and projects, with the development objectives of your talents.
- Frame stretch assignments and delegate authority to the talents to carry it out.
- Make sure the stretch assignments are balanced and meeting the needs of the business and the talent simultaneously.

BE AN EXPERIENCE OPTIMIZER

Extract learning from work experiences and stretch it further. Help the talent learn from assignments and experiences and how to use this going forward. Assist the talent before, during and after an important work experience.

- Schedule brief meetings after important tasks or experiences carried out by the talent.
- Make yourself available and follow up between you and the talent.
- Help the talent create good learning habits and to prioritize time to reflect and think about the experiences they have been through.
- Ask the talent to write down thoughts, reflections and questions on a regular basis to get into a learning mode.

BE A RELATIONSHIP BROKER

Open doors and connect the talent to key people in and outside the business that leads to impact. Be generous with your network and help building the network of your talent. Introduce the talent to people in your network that can have a positive and valuable impact.

- Map your own network and find the people with the right mind-set and skills to assist and challenge your talent.
- Find the people in your network with the strengths you have as potential weaknesses.
- Provide the right exposure to key people in the organisation and set them up for future success through a strong network.

BE A PERFORMANCE ADVISOR

Offer advice and guidance about performance and behavior. Have a balanced approach addressing both what works really well that you like to see even more of - and the things that needs to improve. Only focus on what's important to the development of the talent.

- Experience your talent live in important work related tasks. Help prepare in advance, observe during based on pre-defined focus areas and follow up afterwards.
- Give more feedback than you might usually do.
- Be concrete about the situation you saw, describe the specific behavior and the impact it had. Be as objective as possible.

BE A CAREER CHAMPION

Assist in the direction where passion and impact can meet. Create meaningful and engaging career experiences bridging the motivational drivers with the needs of the organization. Sometimes that means that the talent will stay in your department – sometimes the right thing to do is to help the talent somewhere else.

- Have deeper dialogues about motivational career motives of your talent. Also the ones that doesn't fit into your corporate pre-defined boxes.
- Help the talent look backwards on important and engaging career moments and look for patterns.
- Help the talent take control of own career and make sure that the opportunities in the organization are clear and transparent.

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MAKING BUSINESS USEFUL

In the business of making
business useful.

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