IDENTIFY, DEVELOP & RETAIN HIGH-PERFORMING TALENT

Presented by Lisa Brown Alexander

Nonprofit HR

October 3, 2018

Identify & Develop High Performing Talen
October 3rd Webinar
Presented by Nonprofit HR

Thanks for joining us! A few instructions before we begin:

- You may **join the audio** by selecting the radio button for either "Telephone" or "Mic & Speakers." If you are using telephone, please dial in with the conference line and audio pin provided.

- If you are having any technical issues, please let us know in the chat box.

- We will have time for **Q&A**. Please enter your questions in the chat box at any time.

- This webinar is being recorded, and we will distribute the **recording** after the webinar.

Marta Hodgkins-Sumner
Director of Membership and Programs

MNN Massachusetts Nonprofit Network

www.massnonprofitnet.org

LEARNING OBJECTIVES

- High Performing Organizations: What Do They Share in Common?

- High Performing Talent: What Do They Want?

- Developing & Retaining High Performing Talent

- Fostering a Culture of Inclusion & Self-Learning

- Your Organization & The High Performance Readiness Continuum

- Q&A

nonprofit HR

STRENGTHEN YOUR PEOPLE.
ACHIEVE YOUR MISSION.

HIGH-PERFORMING ORGANIZATIONS: WHAT DO THEY SHARE IN COMMON?

HIGH PERFORMING ORGANIZATIONS: WHAT DO THEY SHARE IN COMMON?

- Leadership
- Design/ Structure
- People
- Change Management
- Culture & Engagement
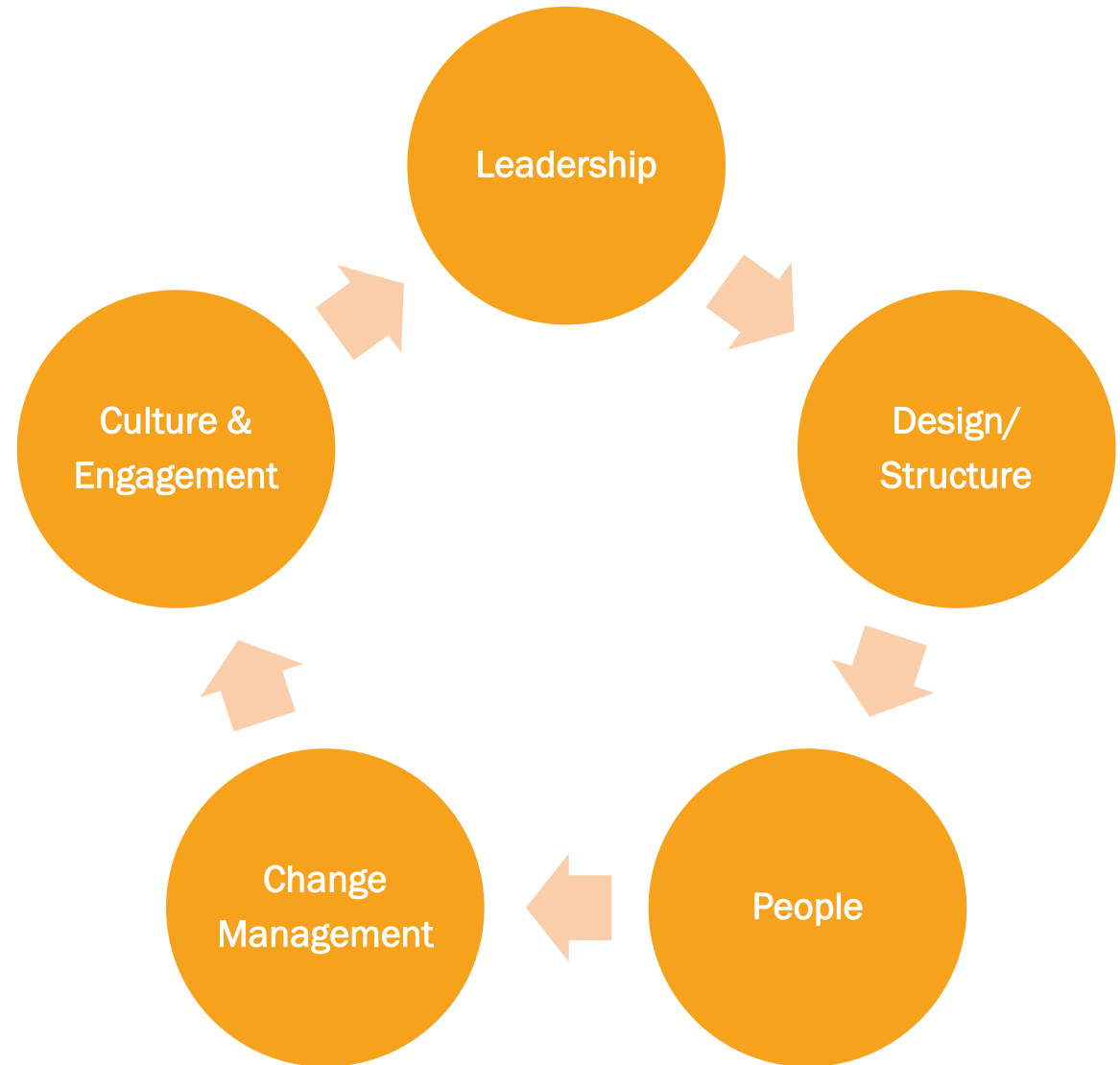
High performing leaders seek out high performing talent. They:

- Value talent

- Proactively seek out top talent

- Build leaders at every level

- Are willing to take talent risks

- Understand the power of aligning talent with passion to build capacity and drive impact/outcomes

- Are not threatened by smart people

Leadership

High performing organizations are designed and structured thoughtfully and with intention:

- Work is aligned with strategic priorities/objectives
- Activities that don't deliver value are eliminated
- Fewest layers separate the CEO from the frontline staff; spans of control are wide
- Accountabilities, decision rights, and collaboration are planned and well defined
- Individual capabilities are matched to role requirements and business needs

Design/ Structure

People/talent management is treated as an organizational priority:

- The employer brand is seen as an asset and managed proactively

- HR is seen as a strategic partner and an enabler of mission and organizational objectives

- Attracting, developing and retaining talent receives proportionate resources

- Roles are staffed by the right people with the right skills

- Critical talents and key roles are treated with care

People
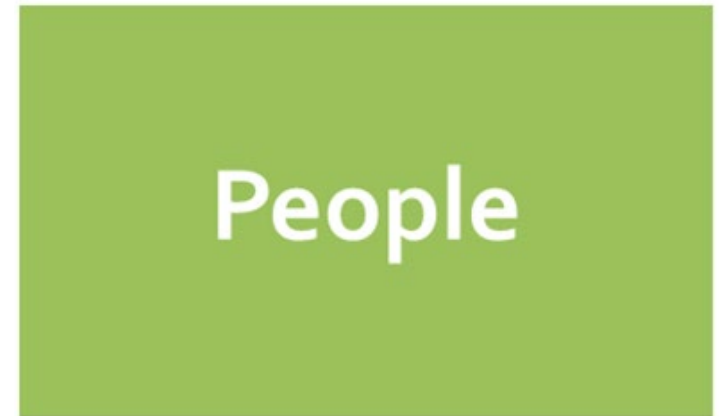
Organizational agility and flexibility are seen as strategic assets and leadership embrace change as a way of being responsive to evolving stakeholder needs.

- The organization is evolutionary in its approach to programs, systems and people

- Having the ability to adapt to rapidly changing developments is valued

- Flexibility and adaptability are accepted, valued, and measured

- Policies and practices are used to guide not constrain

- Culture is not seen as accidental or incidental but essential

- Culture and engagement are managed in a way that maximizes talent investments

- Culture is leveraged to foster organizational and individual effectiveness

- Engagement is measured and cultivated to foster discretionary effort and emotional investment by employees

- Culture evolves which shifts in leadership, mission and priorities

Culture & Engagement

HIGH-PERFORMING TALENT: WHAT DO THEY WANT?

11

A high performer can deliver **400% more productivity** than the average performer.

Harvard Business Review, November 2014

WHAT IS A HIGH PERFORMER?

A "high performer" is an employee who is a key contributor, demonstrates high performance, is capable of a lateral move, may be qualified for a broader role within the same profession and has reached the potential to move "upward' in a management capacity.

Bersin by Deloitte, http://www.bersin.com/Lexicon/Details.aspx?id=12844

7 KEY TRAITS OF HIGH PERFORMING TALENT

Attitude & Energy

Courage & Confidence

Discipline

Initiative

Emotional Intelligence

Purpose

Trust

14

HIGH PERFORMANCE TALENT MODEL

Initiative

Attitude & Energy

Courage & Confidence

Emotional Intelligence

15

WHAT HIGH PERFORMERS WANT

Autonomy

Input & Feedback

Challenge

Opportunities to Connect with Other High Performers

Enabling Cultures

Achievement & Results

FOSTERING A CULTURE OF
INCLUSION &
SELF-LEARNING

17

DEVELOPING HIGH PERFORMERS

Key Discussion Question:

How are you identifying and **developing** high performers in your organization?

DEVELOPING & RETAINING HIGH PERFORMING TALENT

Develop

1. Make the business case for talent development investments with your board & funders

2. Commit time **and** resources needed to foster continuous self learning opportunities & a continuous learning culture

3. Enable and reward self-learning

4. Build *and* buy high performers

RETAINING HIGH PERFORMERS

Key Discussion Question:

What aspects of your organization are helping or hindering high performers' maximizing their talents?

DEVELOPING & RETAINING HIGH PERFORMING TALENT

Retain

1. Understand your culture and its impact on high performers – **don't** assume that you know it

2. Prioritize addressing barriers to individual & organizational effectiveness

3. Don't ignore non-leaders or non-performers, including management!

4. Create pathways for ongoing learning

5. Listen, understand, act, repeat!

DEVELOPING & RETAINING HIGH PERFORMING TALENT

Engage

1. Engage high performers in strengthening the present and building the future

2. Engage high performers in solutions development and GET OUT OF THE WAY!

3. Create ongoing leadership opportunities (mentoring, board committees, public speaking, etc.)

4. Educate leadership on how to not feel threatened by smart, high-performing staff

EMBRACING DIVERSE HIGH PERFORMERS

Key Discussion Question:

What has your organization done to support, retain and engage diverse high-performers?

DEVELOPING & RETAINING HIGH PERFORMING TALENT

Embrace

1. Audit your organization's development, retention and engagement practices as they relate to diverse staff.

2. Regularly educate management and staff on implicit and explicit bias.

3. Address inequities in pay and promotions.

4. Ask questions. Listen. Respond.

5. Embrace difference. Practice inclusion.

DEVELOPING & RETAINING HIGH PERFORMING TALENT

BE INTENTIONAL!

YOUR ORGANIZATION & THE HIGH PERFORMANCE READINESS CONTINUUM

Where are you?

On Fire!

Ready

Somewhat Ready

Not Ready

26

Q&A

CONTACT US

Lisa Brown Alexander – lalexander@nonprofithr.com

www.nonprofithr.com

@Nonprofit_HR

DC Office
(202) 785.2060

Chicago Office
(312) 396-4195