



Communication for effectiveness

## The Talent Masters

*Why Smart Leaders Put People Before Numbers*

de Ram Charan and Bill Conaty.

Selección de citas realizada por Juan de los Ángeles, 28 de abril de 2011

- Highlight Loc. 66-67 | Added on Friday, January 07, 2011, 07:10 PM

If businesses managed their money as carelessly as they manage their people, most would be bankrupt.

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- Highlight Loc. 82 | Added on Friday, January 07, 2011, 07:12 PM

Talent will be the big differentiator between companies that succeed and those that don't.

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- Highlight Loc. 88-89 | Added on Friday, January 07, 2011, 07:13 PM

Managing people with precision is without question harder than managing numbers, but it is doable and gets easier once you know how.

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- Highlight Loc. 101 | Added on Friday, January 07, 2011, 07:16 PM

One reason hardheaded managers disdain the "soft stuff" is that it so often reflects soft thinking.

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- Highlight Loc. 173-75 | Added on Friday, January 07, 2011, 07:24 PM

Talent masters do not resort to vague clichés or rely on batteries of mechanistic tests to assess talent. Instead they study the behavior, actions, and decisions of individuals, and link these to actual business performance. **Their observations are rigorous, specific, and nuanced.**

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- Highlight Loc. 179-82 | Added on Friday, January 07, 2011, 07:25 PM

Intimacy is what makes the soft skill of judging people as hard as the skill of interpreting numbers. In fact, it's similar to the relationship top financial people have with their subject matter. Their total command of numbers, both their own and those of competitors, comes from a knowledge so intimate that it becomes intuitive: they live with the numbers.

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- Highlight Loc. 301-2 | Added on Friday, January 07, 2011, 07:43 PM

The first thing to understand about talent masters is that they can identify a person's talent more precisely than most people because **they excel at observing and listening.**

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- Highlight Loc. 302-5 | Added on Friday, January 07, 2011, 07:43 PM

They use these abilities to see the whole person—her skills and experience, of course, but also such things as her judgment, personality, and ability to build relationships, not just characteristics defined by buzzwords. They understand the nature of an individual's shortcomings—the difference between a fatal flaw that will keep him from advancing and a development need that can be fixed.

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- Highlight Loc. 334-35 | Added on Friday, January 07, 2011, 11:27 PM

We find that such leaders **invest at least a quarter of their time in spotting and developing other leaders**; at GE and P&G, it's closer to 40 percent.

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- Highlight Loc. 349-50 | Added on Friday, January 07, 2011, 11:29 PM

**Candor gets the truth out.** It enables keener observations, greater insight, and better descriptions.

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- Highlight Loc. 351-52 | Added on Friday, January 07, 2011, 11:29 PM

creating a culture of candor is the hardest part of becoming a talent master.

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- Highlight Loc. 359-60 | Added on Friday, January 07, 2011, 11:31 PM

Talent masters use human resource leaders as active and effective business partners, raising them to the same, if not higher, level as the chief financial officer.

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- Highlight Loc. 439-41 | Added on Friday, January 07, 2011, 11:39 PM

What we have observed, and can assert with confidence, is that talent is the single most important key to longevity. The better a company's leaders, the sooner it will get back on track.

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- Highlight Loc. 450-53 | Added on Saturday, January 08, 2011, 09:39 AM

What they don't often grasp are the subtler factors that make the system work, which are instinctive and take place routinely in GE culture: the straightforward and candid discussions through which leaders get to the heart of issues, the linkage of business processes with talent processes, the social systems that integrate the seemingly discrete meetings into a constant process—in short, the elements that characterize being a talent master.

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- Highlight Loc. 460 | Added on Saturday, January 08, 2011, 09:40 AM

**Leaders are rewarded as much on how well they lead people as they are on the numbers they deliver.**

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- Highlight Loc. 462-63 | Added on Saturday, January 08, 2011, 09:41 AM

Who are the promising leaders? Where do they fit? How can they do better? What can we do to help them realize their potential faster? How well are we doing as a company in developing the leaders we need?

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- Highlight Loc. 466-69 | Added on Saturday, January 08, 2011, 09:42 AM

At the top, especially, there are no strangers. The CEO and senior vice president of HR know the top six hundred people in the company intimately—their families, their hobbies, their likes and dislikes, their skills, strengths, psychological tendencies, and development needs. These six hundred executives have become almost a family.

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- Highlight Loc. 523-24 | Added on Saturday, January 08, 2011, 09:49 AM

GE does not allow a top leadership vacuum to exist, even for a day.

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- Highlight Loc. 521-23 | Added on Saturday, January 08, 2011, 09:50 AM

When Larry Johnston resigned, GE set itself a new record for speed, naming his successor and three others down the line in half a day and announcing the changes before the day was over. That performance has been the model to shoot for ever since.

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- Highlight Loc. 578-79 | Added on Saturday, January 08, 2011, 12:57 PM

GE grooms people with leadership potential by giving them increasingly challenging jobs in different businesses.

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- Highlight Loc. 590-93 | Added on Saturday, January 08, 2011, 12:59 PM

This is why being a talent master is a total leadership job, rather than the sole province of human resources. HR can facilitate, assist, and gather information, such as doing a 360-degree assessment, and pose challenging questions. But filling a key job requires intimate knowledge about how the particulars of the business affect leadership criteria at any given time. Senior leaders cannot delegate such judgments.

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- Highlight Loc. 727-28 | Added on Saturday, January 08, 2011, 01:18 PM

The issues all got dealt with on the spot; nothing was left hanging out.

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- Highlight Loc. 786-89 | Added on Saturday, January 08, 2011, 11:38 PM

Most companies do it the other way around, on the theory that strategy must come first since it determines structure. GE knows otherwise. Strategy comes from the minds and cognitive makeup of people—their abilities to differentiate what matters, their understanding of trends in the external environment, their risk appetite, and their skill in modifying a strategy in the face of change. A strategy can only succeed when the right people conceive and execute it.

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- Highlight Loc. 795-97 | Added on Saturday, January 08, 2011, 11:41 PM

Jeff Immelt, the current CEO, has added a new element to Session C: the balance and chemistry among the CEO, CFO, and HR leader of each business. His goals are a diversity of thought and characteristics and a willingness to work collaboratively.

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- Highlight Loc. 797-99 | Added on Saturday, January 08, 2011, 11:41 PM

No business, for example, should have leaders who are uniformly conservative and unwilling to take risks (or the opposite, all risk takers). Nor should it be run purely by hard-nosed types. As Bill Conaty explains, “Immelt is looking for balance between ‘hammers’ and ‘softies.’”

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- Highlight Loc. 830-32 | Added on Saturday, January 08, 2011, 11:46 PM

They also put together the Corporate Organizational Vitality Assessment, which aggregates senior leaders into the categories of “top talent,” “highly valued,” and “less effective,” and determine which leaders will attend which top executive level courses at Crotonville.

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- Highlight Loc. 844-45 | Added on Sunday, January 09, 2011, 04:53 PM

they get some of their best insights by talking informally and often with and about leaders in the context of the businesses they’re running.

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- Highlight Loc. 848 | Added on Sunday, January 09, 2011, 04:54 PM

They are also required to visit leaders in the field, where they can see them in action.

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- Highlight Loc. 863-64 | Added on Sunday, January 09, 2011, 04:57 PM

While it was understood that no one could meet all those criteria, the list defined qualities to watch for and provided a template to compare people against.

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- Highlight Loc. 862-63 | Added on Sunday, January 09, 2011, 04:57 PM

“the ideal CEO”

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- Highlight Loc. 865 | Added on Sunday, January 09, 2011, 04:57 PM

the Talent Mastery Tool Kit.

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- Highlight Loc. 865-68 | Added on Sunday, January 09, 2011, 04:59 PM

Welch and the board knew that when a successor was announced, the other two leaders would almost certainly leave the company. After all, they were in high demand

and had ambitions to be CEO. So Welch made it clear to the candidates six months before that the two who were not chosen were expected to leave, and all were to begin the process of passing the baton to their successors.

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- Highlight Loc. 885 | Added on Sunday, January 09, 2011, 05:01 PM

**nearly \$1 billion a year GE spends on education and training**

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- Highlight Loc. 891 | Added on Sunday, January 09, 2011, 05:02 PM

a thousand a year out of GE's more than three hundred thousand people,

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- Highlight Loc. 929-30 | Added on Sunday, January 09, 2011, 05:10 PM

There's no better place to study the soul of GE than in the Management Development Course,

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- Highlight Loc. 931-32 | Added on Sunday, January 09, 2011, 05:10 PM

It's a total immersion in the fundamental elements of the GE culture.

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- Highlight Loc. 945 | Added on Sunday, January 09, 2011, 05:12 PM

Thrown together for three weeks,

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- Highlight Loc. 984-89 | Added on Sunday, January 09, 2011, 05:18 PM

I remember one guy who kept complaining, and Jack finally said, 'You know what I'd do if I was you?' After he got people in the class all on the edge of their seats, he said, 'I'd quit. There's no way I could work in the kind of environment you're describing.' This guy thought that Welch was going to stand there and take a beating. He was expecting him to say, 'What business are you in? Who's your boss? I'm going to go talk to him.' Well, no way. If you can't take what we're talking about and use it to influence or persuade, then you ought to get out.

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- Highlight Loc. 993-94 | Added on Sunday, January 09, 2011, 05:19 PM

the time spent nurturing talent creates an intimacy that pays off in the performance of the company.

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- Highlight Loc. 1002 | Added on Sunday, January 09, 2011, 05:20 PM

**Leadership-Innovation-Growth (LIG),**

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- Highlight Loc. 1041-42 | Added on Sunday, January 09, 2011, 05:36 PM

GE also included values in an analytical tool that was part of the management assessment process: a simple four-block matrix, with performance on the horizontal axis and values on the vertical one.

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- Highlight Loc. 1046-50 | Added on Sunday, January 09, 2011, 05:37 PM

The toughest category to confront, says Conaty, "was the bottom left—'I'm cranking out the numbers, and to hell with your values; as long as I get the results, I'll never get fired!' This was the group Welch identified as Type IV managers—informally, we called them the kiss-up, kick-down crowd. We used Session C feedback, as well as 360-degree performance appraisals for evaluations, to locate this crowd. We gave them fair warning to change their ways but ended up dismissing about a half dozen leaders in the mid-1990s who just didn't believe we were serious.

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- Highlight Loc. 1279 | Added on Sunday, January 09, 2011, 08:41 PM

Even the best producer of homegrown talent can't meet all of its leadership needs internally.

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- Highlight Loc. 1360-61 | Added on Sunday, January 09, 2011, 10:38 PM

ultrasound customers were used to salespeople from niche companies with deep, specialized knowledge.

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- Highlight Loc. 1459-60 | Added on Sunday, January 09, 2011, 10:49 PM  
rigor, discipline, and candor are the foundation of talent mastery.

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- Highlight Loc. 1472-73 | Added on Sunday, January 09, 2011, 10:51 PM  
So do all HUL senior managers, who spend 30 to 40 percent of their time “growing leaders,”

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- Highlight Loc. 1473-78 | Added on Sunday, January 09, 2011, 10:52 PM  
as they put it, to meet the company’s future challenges. “As chairman I used to go to virtually every single management trainee induction program and spend an evening there,” says Vindi Banga, chairman of HUL from 2000 to 2005 and until recently a member of Unilever’s global executive committee and now a partner at the private equity firm CDR. “I also used to travel in the field all the time for two reasons. One, there’s no better way to find out what’s going on with the business than with customers. Two, I met many of the trainee sales managers. Senior people have to cut through the hierarchy to interact with junior people, either on the job or in training programs.”  
Paranjpe continues the

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- Highlight Loc. 1480-81 | Added on Sunday, January 09, 2011, 10:53 PM  
no other company we know of do senior managers work so directly with those rising leaders. HUL believes that this is the most important way to build and sustain an organization, repeatedly renewing it with fresh energy, perspective, capability, and creativity.

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- Highlight Loc. 1484-85 | Added on Sunday, January 09, 2011, 10:54 PM  
Just as the first three years of life are pivotal for a child’s development, so **the first three years of a career are pivotal for a leader’s development.**

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- Highlight Loc. 1487-88 | Added on Sunday, January 09, 2011, 10:54 PM  
**“You cannot make leaders. All you can do is look for, find, and polish leaders.”**

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- Highlight Loc. 1489-91 | Added on Sunday, January 09, 2011, 10:55 PM  
Over decades it has developed techniques for spotting and developing raw leadership talent with a dual emphasis on the qualities it describes as the what and the how of leadership. The what of leadership is getting things done. The how is acting in a way others will admire and want to follow.

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- Highlight Loc. 1504-6 | Added on Sunday, January 09, 2011, 10:57 PM  
This responsibility, in Paranjpe’s words, “is too important to be delegated solely to junior people.” Recruiting is the most critical phase in a talent management process, and senior leaders, with all their experience, insight, and cognitive bandwidth, are better equipped than junior managers to spot leadership talent when they see it.

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- Highlight Loc. 1515-16 | Added on Sunday, January 09, 2011, 10:59 PM  
HUL has refined a singularly powerful tool for assessing candidates. It brings several applicants at a time together with HR people and senior managers to discuss a specific business issue in groups.

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- Highlight Loc. 1516-19 | Added on Sunday, January 09, 2011, 10:59 PM  
This is an absolutely unique innovation in our experience. The discussions bring out whether individuals “have it all”—not only the functional skills but also the judgment, integrity, and temperament required to make good decisions and build and maintain

relationships. In particular, they put a spotlight on getting things done in ways others will admire and want to follow.

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- Highlight Loc. 1582 | Added on Monday, January 10, 2011, 12:22 PM  
Before they're formally hired, all future leaders have to prove themselves in action.

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- Highlight Loc. 1611-12 | Added on Monday, January 10, 2011, 12:26 PM  
Banga spent two weeks shadowing a veteran salesman to learn the basics.

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- Highlight Loc. 1624-26 | Added on Monday, January 10, 2011, 12:28 PM  
Each young leader has a "Management Trainee Contact Book" in which senior leaders record their feedback following a visit to the trainee's site. The book becomes a written (now electronic) record of how the young leader is growing.

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- Highlight Loc. 1692-94 | Added on Monday, January 10, 2011, 12:35 PM  
"It is remarkably easy to spot people who are real leaders," says Banga. "They stand out because of their results and the way they do their jobs. There is only one key to this: senior people must cut through two, three, or more levels to spend time with junior people."

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- Highlight Loc. 1694-96 | Added on Monday, January 10, 2011, 12:35 PM  
it's remarkably easy if you pay close attention. In fact, it becomes intuitive. People develop intuitions about things and people they've been deeply involved with over a long time.

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- Highlight Loc. 1750-51 | Added on Monday, January 10, 2011, 12:38 PM  
If you have to keep an eye on someone, that individual cannot go to a higher level.

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- Highlight Loc. 1767-68 | Added on Monday, January 10, 2011, 12:41 PM  
the belief that **leaders must have tough assignments to grow**.

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- Highlight Loc. 1859-60 | Added on Monday, January 10, 2011, 11:05 PM  
Companies that adapt to a changing world constantly update the qualities they want in their leaders.

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- Highlight Loc. 1872-74 | Added on Monday, January 10, 2011, 11:07 PM  
No amount of visiting can match the experience of living in unfamiliar places. The immersion in myriad things that are new and different tests a leader on many levels and provides enormous opportunities for growth.

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- Highlight Loc. 1874-76 | Added on Monday, January 10, 2011, 11:08 PM  
By breaking people out of their comfort zone, it develops personal sensibilities, sharpens judgments, and provides an unmatched opportunity to build relationships with a wide variety of people from different backgrounds and cultures. It expands both capacity, which is the ability to get more of the same work done, and capability: achieving more through doing a higher level of work.

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- Highlight Loc. 1878-79 | Added on Monday, January 10, 2011, 11:08 PM  
talent development is not only about developing and growing leaders but also testing the best with complex and challenging stretch assignments that will reveal which ones have CEO potential.

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- Highlight Loc. 1909 | Added on Monday, January 10, 2011, 11:11 PM  
P&G regards choosing the right assignments for leaders as a crucial part of building its leadership DNA.

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- Highlight Loc. 1928 | Added on Monday, January 10, 2011, 11:14 PM

Part of how P&G defines potential is the ability to move into a leadership role two levels higher

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- Highlight Loc. 1974-75 | Added on Monday, January 10, 2011, 11:18 PM

high performers with promise to go higher are brought to the attention of higher-level leaders through a well-developed formal talent review process.

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- Highlight Loc. 2005-6 | Added on Monday, January 10, 2011, 11:21 PM

Talent is always on the radar screen at P&G—in

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- Highlight Loc. 2035-36 | Added on Monday, January 10, 2011, 11:25 PM

the larger the organization you lead, the more deliberate you have to be about your leadership.

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- Highlight Loc. 2052-54 | Added on Monday, January 10, 2011, 11:27 PM

How much time does a CEO of P&G spend on people? "Somebody once asked A.G. that question," Antoine says. "He thought about it for a minute and said, 'About 40 percent.' I was sitting there thinking that sounds a little high, but I didn't say anything. I went back and looked at his calendar over a six-month period and found he was not far off. It was 38 percent."

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- Highlight Loc. 2068 | Added on Monday, January 10, 2011, 11:29 PM

P&G's scorecard,

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- Highlight Loc. 2063-67 | Added on Monday, January 10, 2011, 11:29 PM

P&G's global database captures all the pertinent information about each of its leaders and displays it on a screen during talent review sessions. Leaders input some of the information themselves, listing, for instance, skills and experiences such as language capability. If the person under review is married, they might note he needs an assignment where his spouse can get meaningful employment. If the spouse is another P&G employee, his background information would be there too. It also shows the person's assignment, compensation, and performance histories imported from other HR systems.

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- Highlight Loc. 2085-86 | Added on Monday, January 10, 2011, 11:31 PM

The database has made a notable difference in the quality of decisions. "It gets away from the 'whom do you know' system,"

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- Highlight Loc. 2092-93 | Added on Monday, January 10, 2011, 11:32 PM

When you have access to data and people all over the world, your options widen. And our employees appreciate it because it's more of a merit-based system.

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- Highlight Loc. 2107-8 | Added on Tuesday, January 11, 2011, 12:04 PM

Virtually all companies track performance, but masters of talent use close contact and a wide lens for viewing how the person is responding to the new situation.

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- Highlight Loc. 2142-43 | Added on Tuesday, January 11, 2011, 12:07 PM

A key part of embracing change is learning to think on your feet—making judgment calls even when you don't have all the information you'd like to have.

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- Highlight Loc. 2143-44 | Added on Tuesday, January 11, 2011, 12:08 PM

"I'm much faster at making decisions I used to agonize over," Henretta says, "because crisis situations have forced me to make more immediate decisions. In my previous assignment,

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- Highlight Loc. 2143-45 | Added on Tuesday, January 11, 2011, 12:08 PM

"I'm much faster at making decisions I used to agonize over," Henretta says, "because crisis situations have forced me to make more immediate decisions. In my previous assignment, having a tendency to be a bit of a perfectionist, I was wanting 90 percent of the facts and understanding on the table before I made a decision.

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- Highlight Loc. 2214-15 | Added on Tuesday, January 11, 2011, 12:12 PM

The developing world is so vibrant, upbeat, and optimistic. They're so eager and hungry to learn. That attitude is precious."

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- Highlight Loc. 2239-42 | Added on Tuesday, January 11, 2011, 12:14 PM

Remember Tom Peters's book In Search of Excellence, where he talked about managing by walking around? Well, you can't walk from the Philippines to Korea, so you've got to find a surrogate for connecting people. We now have our own internal Facebook and our own internal YouTube, which is consistent with the way people socialize today and with what they'll need to be effective global leaders in the future.

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- Highlight Loc. 2242-43 | Added on Tuesday, January 11, 2011, 12:15 PM

"How do you get an organization of 127,000 employees in eighty countries to feel small and reachable? One way is by working with different people.

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- Highlight Loc. 2245 | Added on Tuesday, January 11, 2011, 12:15 PM

"The other way is through technology.

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- Highlight Loc. 2263-64 | Added on Wednesday, January 12, 2011, 09:39 AM

When the decision point was a couple of years away, Lafley and the board worked with their own HR experts Antoine and Nagrath and with Bill Conaty to refine the criteria for the CEO job.

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- Highlight Loc. 2260-61 | Added on Wednesday, January 12, 2011, 09:40 AM

Directors started tracking candidates soon after Lafley took office,

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- Highlight Loc. 2280-82 | Added on Wednesday, January 12, 2011, 09:42 AM

Developing talent through experiences expands capability and capacity in the four major components of talent: personal traits, skill mix, relationship building, and judgment about people and business.

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- Highlight Loc. 2311-12 | Added on Wednesday, January 12, 2011, 12:35 PM

leaders in industries you wouldn't necessarily think of as expertise-based also need specialized knowledge.

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- Highlight Loc. 2317-18 | Added on Wednesday, January 12, 2011, 12:36 PM

But it's hard for managers who aren't grounded in the discipline of an expertise-based company to lead it effectively.

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- Highlight Loc. 2321-24 | Added on Wednesday, January 12, 2011, 12:37 PM

Companies led by domain experts have their own problems: the leaders rarely know how a business makes money. They get promoted within the silos of their functions or specialties, where there are no P&L opportunities to develop managerial skills. Bringing in seasoned general managers from outside runs up against the first problem we described, and also makes CEO succession planning problematic.

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- Highlight Loc. 2325 | Added on Wednesday, January 12, 2011, 12:38 PM  
His company was full of experts but shy on general management talent.

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- Note Loc. 2325 | Added on Wednesday, January 12, 2011, 12:38 PM  
exactamente lo mismo que nos pasa en la universidad...

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- Highlight Loc. 2333 | Added on Wednesday, January 12, 2011, 12:39 PM  
leaders with both top-notch technical abilities and outstanding managerial skills.

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- Highlight Loc. 2333-34 | Added on Wednesday, January 12, 2011, 12:40 PM  
This rarity in the technology sector, he saw, would give him a powerful competitive advantage.

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- Highlight Loc. 2340-41 | Added on Wednesday, January 12, 2011, 12:42 PM  
A key part of his plan was to put leaders front and center in developing other leaders.

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- Highlight Loc. 2352-56 | Added on Wednesday, January 12, 2011, 12:45 PM  
the new leaders would need to acquire a lot of general management skills in short order. Traditional classroom training wouldn't do the job: the executive education and development programs most companies use are more often than not superficial and narrow. Sullivan asked Agilent's Leadership and Development Team, headed by Teresa Roche, to design a customized set of learning programs that he called the Enterprise Curriculum.

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- Highlight Loc. 2442-43 | Added on Wednesday, January 12, 2011, 12:58 PM  
Growing people, Nersesian adds, is often about making sure they have opportunities. "If you don't develop opportunity, you don't develop people.

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- Highlight Loc. 2442 | Added on Wednesday, January 12, 2011, 12:58 PM  
Growing people, Nersesian adds, is often about making sure they have opportunities.

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- Highlight Loc. 2442-43 | Added on Wednesday, January 12, 2011, 12:58 PM  
"If you don't develop opportunity, you don't develop people.

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- Highlight Loc. 2471-72 | Added on Wednesday, January 12, 2011, 01:02 PM  
"One thing I learned from Ron and appreciated was his strategic focus on priorities and the ability to simplify a situation to its critical parameters.

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- Highlight Loc. 2472-73 | Added on Wednesday, January 12, 2011, 01:02 PM  
When we engineers deal with a problem, we tend to be extremely analytical and risk-averse, so we go into these decision-making processes that take a long time—it's our comfort zone.

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- Highlight Loc. 2498-99 | Added on Wednesday, January 12, 2011, 01:07 PM  
But he wanted me to get my own feel for those decisions, so that while he was always there to help, I maintained ownership."

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- Highlight Loc. 2565-66 | Added on Wednesday, January 12, 2011, 01:17 PM  
high-potential, which means they're capable of at least two levels or more from where they are today.

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- Highlight Loc. 2576-78 | Added on Wednesday, January 12, 2011, 01:20 PM

The leaders are also expected to have clear ideas about their succession candidates. “We ask if they know folks not in their function but whom they are aware of through participation in my monthly staff meetings. Could any of them take the job?  
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- Highlight Loc. 2624-25 | Added on Wednesday, January 12, 2011, 01:25 PM  
‘That was a great meeting, but your problem is that you still think your job is to be the smartest guy in the room. It’s not. Not anymore. If you want to have my job or a job like mine, at this point you can’t do it on your own anymore.  
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- Highlight Loc. 2627 | Added on Wednesday, January 12, 2011, 01:26 PM  
make everybody in the room think that they’re the smartest guy in the room.  
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- Highlight Loc. 2662-63 | Added on Wednesday, January 12, 2011, 01:29 PM  
Expertise-based companies can create value and competitive advantage if they are able to develop leaders who have both the technical and general management skills needed to see the business as a whole.  
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- Highlight Loc. 2668 | Added on Wednesday, January 12, 2011, 01:30 PM  
Capitalizing on this raw talent is the foundation for future growth anywhere in the world.  
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- Highlight Loc. 2690-91 | Added on Wednesday, January 12, 2011, 07:30 PM  
Becoming aware of and dealing with your inner core is at the center of leadership effectiveness and development.  
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- Highlight Loc. 2705-7 | Added on Wednesday, January 12, 2011, 07:32 PM  
But he had the deep emotional reserves and self-confidence to believe that he could engineer a solution. His tenacity, confidence, and financial creativity made others believe he could pull the company out of the pit.  
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- Highlight Loc. 2715-17 | Added on Wednesday, January 12, 2011, 07:34 PM  
Daniel Vasella pays close attention to selecting and developing leadership talent. He lists three leadership qualities that cannot be negotiated away: technical and interpersonal competence, ambition, and integrity. But unlike the others, he includes self-awareness among the development goals for his leaders.  
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- Highlight Loc. 2717-21 | Added on Wednesday, January 12, 2011, 07:35 PM  
Vasella believe that a person’s abilities and character are driven by his or her inner core, which he defines as a combination of strengths and weaknesses, cognitive and interpersonal styles, and—most important—core values and life purposes. The clearer and deeper a leader’s self-awareness, he believes, the more powerful and reliable that inner core becomes. This emphasis on leaders’ self-awareness—on making them conscious of their unconscious—is unique in our experience.  
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- Highlight Loc. 2747-49 | Added on Wednesday, January 12, 2011, 07:38 PM  
Self-awareness can take many forms, any one of which can make a leader more effective. Simply identifying likes and dislikes and personal strengths and weaknesses can open a leader’s eyes to the need for specific kinds of support.  
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- Highlight Loc. 2758-60 | Added on Wednesday, January 12, 2011, 07:39 PM  
People in higher-level leadership positions also need to be aware of how others are affected by what they say—and don’t say. In other words, they must think about second- and third-order consequences of their actions and look at an issue from varied angles.  
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- Highlight Loc. 2844-45 | Added on Wednesday, January 12, 2011, 07:49 PM

More and more of us are learning that being transparent about personal dilemmas and feelings is preferable to having others come to the wrong conclusions by using information they pick up elsewhere.

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- Highlight Loc. 2856-57 | Added on Wednesday, January 12, 2011, 07:50 PM  
Companies that don't acquire deep enough insight into their people's core values and purposes and do not help their talent to acquire insight into themselves can waste precious resources.

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- Highlight Loc. 2857-62 | Added on Wednesday, January 12, 2011, 07:51 PM  
We have seen this many times, even in talent masters. Despite its exhaustive knowledge of its people, for example, GE has more than once invested heavily in preparing an executive for a big job only to discover much too late that the person wouldn't take it because of personal reasons. As Brokatzky-Geiger put it, "Whenever you get to know yourself or somebody else better, you can revise your judgment and act accordingly." In the final stage of the three-day off-site program the participants draft one-page "leader plans" for themselves, which they present to their peers and the mentoring team. A leader

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- Highlight Loc. 2868-69 | Added on Wednesday, January 12, 2011, 07:52 PM  
The big breakthrough in self-awareness for most people is the discovery that they overleverage their professional skills and underleverage their inner values.

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- Highlight Loc. 2953-55 | Added on Wednesday, January 12, 2011, 09:21 PM  
An often undervalued part of a leader's work is daily interaction with people. Knowing yourself can help you to know them and greatly expand your ability to get things done through others without resorting to manipulation, which betrays the others and can eventually haunt you.

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- Highlight Loc. 2957-58 | Added on Wednesday, January 12, 2011, 09:22 PM  
in each case, the CEO was deeply committed to, and totally involved in, the process; and all understood that people come before strategy.

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- Highlight Loc. 2961-62 | Added on Wednesday, January 12, 2011, 09:23 PM  
Talent masters understand that there's a difference between trying to patch things up and rebuilding the organization's talent for the long term.

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- Highlight Loc. 2997-99 | Added on Friday, January 14, 2011, 11:06 PM  
turned Goodyear into a growing global power player with a promising future. From 2002 to 2008, revenues grew 40 percent and operating income rose 116 percent. So different is the company that its leaders and employees came to call it the New Goodyear.

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- Highlight Loc. 3001 | Added on Friday, January 14, 2011, 11:06 PM  
Leadership was in fact the centerpiece of his new strategy, and he executed the change with extraordinary speed.

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- Highlight Loc. 3029-31 | Added on Friday, January 14, 2011, 11:11 PM  
Over time I saw that successful leaders exhibited some common traits. They had to be team builders, and have high IQs and analytic abilities; they had to fit the chemistry of the organization; and they had to have a lot of courage to innovate and try new things and to do it faster than others might. That's what works."

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- Highlight Loc. 3031-35 | Added on Friday, January 14, 2011, 11:11 PM

five principles that he wanted Goodyear's leadership talent to reflect: Business is a team sport; it isn't ultimately about individuals. The best decisions don't come from the smartest person in the room; they come from a group of smart people gathered in the room. Leaders need to know what they don't know. Leaders must be courageously innovative. Leaders must be passionate about their business but remain unemotional when making key decisions.

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- Highlight Loc. 3038-41 | Added on Friday, January 14, 2011, 11:13 PM  
Keegan identified his top internal talent almost as soon as he arrived, and quickly began recruiting outsiders to blend with them. "I told myself that if I can find talent internally I will, but I won't settle for second-best just because someone has been here twenty years when someone from outside with ten years less experience has produced an outstanding record of accomplishment."

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- Highlight Loc. 3041-42 | Added on Friday, January 14, 2011, 11:14 PM  
replaced twenty-three of Goodyear's top twenty-four leaders in the first two years,

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- Highlight Loc. 3052-53 | Added on Friday, January 14, 2011, 11:16 PM  
The best companies draw the best talent in disproportionate amounts. They literally have too many good people to accommodate on a narrowing executive pyramid.

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- Highlight Loc. 3081 | Added on Friday, January 14, 2011, 11:20 PM  
passion for accelerating talent development,

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- Highlight Loc. 3104-5 | Added on Friday, January 14, 2011, 11:24 PM  
The secret ingredient that confounded the skeptics? It was in large measure Profumo's out-of-the-box thinking on talent management, which both strengthened its competitiveness with stronger leadership and united its disparate cultures.

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- Highlight Loc. 3106-7 | Added on Friday, January 14, 2011, 11:24 PM  
Rino Piazzolla, a nine-year veteran of GE's HR staff, most recently as the vice president of HR for GE's Infrastructure business.

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- Highlight Loc. 3178-79 | Added on Saturday, January 15, 2011, 10:33 AM  
His challenge was to globalize the talent pool and supporting systems fast without demotivating LGE's strong Korean base,

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- Highlight Loc. 3195-96 | Added on Saturday, January 15, 2011, 12:52 PM  
becoming a talent master means establishing the values and behavioral norms that sustain candor, rigor, and meritocracy.

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- Highlight Loc. 3196-97 | Added on Saturday, January 15, 2011, 12:52 PM  
People have to know beyond a doubt that they are expected to search for and develop other leaders' talent, and to do so with the same drive for accuracy that they apply to operations and finance.

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- Highlight Loc. 3197-98 | Added on Saturday, January 15, 2011, 12:52 PM  
Making talent development a goal that is measured and rewarded helps, but much of the work is done through role modeling.

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- Highlight Loc. 3199-3201 | Added on Saturday, January 15, 2011, 12:53 PM  
Formal processes are necessary, but any company intent on becoming a master of talent must attend to the soft side of talent mastery. It's what makes all the difference.

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- Highlight Loc. 3210 | Added on Saturday, January 15, 2011, 12:55 PM

the seven strategic drivers of the business.

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- Highlight Loc. 3234-35 | Added on Saturday, January 15, 2011, 12:58 PM

But getting to the realities of the business and leaders' talents required new levels of candor and trust.

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- Highlight Loc. 3237-38 | Added on Saturday, January 15, 2011, 12:58 PM

Getting people to talk openly about personal strengths and shortcomings—not only their own but those of others—is the toughest piece of changing a talent management culture.

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- Highlight Loc. 3338-40 | Added on Saturday, January 15, 2011, 01:02 PM

PROCESSES Great leaders and sound values are necessary but not sufficient conditions for keeping talent front and center in the everyday running of a business. Companies need a consistent, disciplined rhythm for revisiting talent.

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- Highlight Loc. 3340-41 | Added on Saturday, January 15, 2011, 01:02 PM

Formal processes provide discipline in identifying leaders with high potential, pinpointing individuals' talents, giving them opportunities to grow, and tracking their development.

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- Highlight Loc. 3341-43 | Added on Saturday, January 15, 2011, 01:02 PM

Talent masters in the making must step back and take a hard look at their existing processes to be sure they are producing the output desired, including the intimacy true talent masters achieve. HR can help reinvent the talent management system, but not without the active participation and support of the CEO.

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- Highlight Loc. 3373-75 | Added on Saturday, January 15, 2011, 01:05 PM

Ruocco and his team developed individualized development plans for Goodyear's top one hundred leaders, brought increasing rigor to external search and selection, and introduced new tools for performance management, many of which are automated.

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- Highlight Loc. 3454-57 | Added on Saturday, January 15, 2011, 01:11 PM

They've shown that they have a social process that can produce leaders. Now Rich Kramer has got to take it to the next level and be sure it is institutionalized. By that I mean the process has to be unshakable. CEOs can come and go, but the process must keep churning out leaders no matter who is in charge."

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- Highlight Loc. 3497-3500 | Added on Saturday, January 15, 2011, 01:14 PM

The first full executive development process brought in several leadership changes that no one in the organization had expected. "It was pretty shocking to everybody," says Piazzolla, "because while Alessandro always talked about how we needed to have people with high ethical standards and make sure that we all shared the same value system, there were no consequences for those who fell short.

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- Highlight Loc. 3502-3 | Added on Saturday, January 15, 2011, 01:14 PM

"Now everybody understands, particularly at the top of the house, that there is no job guarantee. The performance and value system has consequences and is visible."

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- Highlight Loc. 3520-22 | Added on Saturday, January 15, 2011, 01:16 PM

UniCredit relies heavily on an educational facility to drive cultural change. UniManagement, UniCredit's own mini-Crotonville, is a state-of-the-art executive development center used extensively for talent development, for cultural integration, and for meetings with customers.

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- Highlight Loc. 3524-27 | Added on Saturday, January 15, 2011, 01:17 PM  
there is a strong link between a person's learning, attitude, and capability to be great in what he or she is doing. "This is even more true today in banking, where there cannot be vision without learning. To achieve our mission, we need great leaders, and I think there's a lot we can do to enhance our learning skills and attitudes—our learning capability."

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- Highlight Loc. 3534-39 | Added on Saturday, January 15, 2011, 01:19 PM  
The physical environment is more like a TV studio than a classroom setting. The central meeting area—called the Agora, after the open Greek forum square—is a modernistic circular airy space, with giant video screens hanging from exposed girders. Everything is flexible and allows everyone to experience visually the spirit of the group that is expressed through a common overall view of the business. Different types of breakout rooms are designed for specific purposes. "Energy Rooms," for example, are designed to facilitate idea sharing; every surface can be written upon, even the tables and floors. "Conversation Rooms," with their round tables and kitchens, create a relaxed atmosphere to promote easy and open interactions.

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- Highlight Loc. 3544-45 | Added on Saturday, January 15, 2011, 01:20 PM  
"We wanted the people to have a self-learning environment, and we provide facilitation tools for them to make it more productive.

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- Highlight Loc. 3563-65 | Added on Saturday, January 15, 2011, 01:24 PM  
The critical drivers are UniCredit values and the sincerity and openness of the CEO. Alessandro is really walking the talk. He has good instincts and key hires to help him drive the change, and he studies the world's best practices. He pushes for openness, honesty, and consequences for results

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- Highlight Loc. 3563-66 | Added on Saturday, January 15, 2011, 01:24 PM  
The critical drivers are UniCredit values and the sincerity and openness of the CEO. Alessandro is really walking the talk. He has good instincts and key hires to help him drive the change, and he studies the world's best practices. He pushes for openness, honesty, and consequences for results both in performance and in values."

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- Highlight Loc. 3566 | Added on Saturday, January 15, 2011, 01:25 PM  
UniManagement is a workshop in candor.

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- Highlight Loc. 3739 | Added on Saturday, January 15, 2011, 01:29 PM  
Nam supported the new talent with best-in-class HR practices guided by global, not Korean, standards.

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- Highlight Loc. 3739-42 | Added on Saturday, January 15, 2011, 01:29 PM  
Korean command-and-control style leadership had worked well when LGE was largely driven by cost, but it was getting in the way of helping people grow and fostering creativity and innovation. Talented people sometimes left to pursue their ambitions elsewhere. Moreover, for LGE to continue to grow and succeed as a global business, people had to be able to work well together.

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- Highlight Loc. 3745 | Added on Saturday, January 15, 2011, 01:30 PM  
Nam outlined four new leadership criteria. He used them in selecting and assessing leaders,

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- Highlight Loc. 3747-56 | Added on Saturday, January 15, 2011, 03:46 PM  
1. Capacity. How much bandwidth do people have to absorb knowledge and grow? Do they possess both macro and micro insights on the business? Nam gauged this by

asking challenging questions and observing those who could see the business from both perspectives. That was an indication that they could take on a broader range of responsibility. 2. Passion and aspiration. Are they driven to succeed on their own or do they have to be driven from above? Are they passionate about the business and their careers? Selecting leaders who continually raised the bar on their own performance meant that Nam would not have to do the pushing. That freed time to discuss strategy and vision. Raising performance goals would take care of itself. 3. Motivation. Are they personally motivated, and can they excite and energize others? Leaders had to be able to help people realize their potential, to engage people from the beginning, empowering, observing, and coaching them when they were in trouble rather than directing them. 4. Team player. Are they capable of coaching and supporting others versus being hierarchical and demanding?

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- Highlight Loc. 3756-58 | Added on Saturday, January 15, 2011, 03:47 PM

Even as CEO, Nam had to collaborate with partners and vendors and find resolution to the inherent conflicts of interest. He recognized the limitations of imposing your point of view on others and shooting down other options. He looked for leaders who could come up with third options that created win-win solutions among teams, businesses, functions, and partners.

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- Highlight Loc. 3787-88 | Added on Saturday, January 15, 2011, 03:49 PM

No company ever got to be a talent master without the wholehearted commitment and participation of an enlightened CEO: one who understands that building talent is the most important priority and will be their legacy.

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- Highlight Loc. 3788-3800 | Added on Saturday, January 15, 2011, 03:50 PM

The enlightened CEOs we've met throughout this book had nine characteristics in common. These qualities add up to a template for anybody setting out on the road to talent mastery: They understand that talent is the key to the future. Strategies come and go, market share and profits wax and wane, but an organization that can build a self-renewing team of first-rate leaders is prepared to handle anything that tomorrow brings. They make talent management as rigorous as financial management. They personally lead the social processes that support and reinforce talent development and make themselves role models for the entire organization. They make it clear that building organizational capability is part of every leader's job. They devote a good deal of their time to knowing, discussing, and calibrating their leaders. They take every opportunity, planned or spontaneous, to meet their high-potential leaders on their own turf, to observe them, and to give them feedback. They focus on the content of succession planning, not just the process. They think about and discuss the demands of the job and the specific qualities of those who might be prepared to do it. They plan carefully for their own succession. They recognize the importance of entry to the leadership pipeline and devote time and attention to it. They establish a performance culture by making company values explicit and enforcing them, and establishing performance goals and measurements with clear rewards and consequences. They set the tone for candid dialogues and insist on candor in evaluations. They continuously raise the bar on learning and performance.

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- Highlight Loc. 3802-3 | Added on Saturday, January 15, 2011, 06:59 PM

The goal of The Talent Masters is to light a path for all companies to build a better, more secure future for employees, shareholders, customers, and partners by developing robust talent pipelines and same-day succession plans.

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- Highlight Loc. 3813-18 | Added on Saturday, January 15, 2011, 07:02 PM

the elements of the tool kit. Use them to significantly improve your ability to develop talent. Make them a part of your daily routine. Principles of Talent Masters Does Your

Company Have the Culture of a Talent Master? The How-tos of Mastering Talent A Mechanism for Differentiating Talent FAQs and Answers Guidelines for Your Next Talent Review Crotonville on Any Budget Six Ways HR Leaders Can Become More Effective Business Partners How to Ensure Smooth Successions What Feedback Should Look Like Leadership Pitfalls Lessons Learned on Talent and Leadership Development

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- Highlight Loc. 4037 | Added on Saturday, January 15, 2011, 07:09 PM  
Don't rely only on performance evaluations for what to work on; at many companies, they are backward-looking and not developmental.

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- Highlight Loc. 4037-38 | Added on Saturday, January 15, 2011, 07:10 PM  
Solicit help or do your own assessment and decide

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- Highlight Loc. 4038 | Added on Saturday, January 15, 2011, 07:10 PM  
decide

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- Highlight Loc. 4038 | Added on Saturday, January 15, 2011, 07:10 PM  
decide whether to work on skills, personality, relationships, or judgment.

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- Highlight Loc. 4068 | Added on Saturday, January 15, 2011, 07:12 PM  
The best way to inform yourself about another person is through close observation.

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- Highlight Loc. 4069-71 | Added on Saturday, January 15, 2011, 07:12 PM  
In reference checking, for instance, ask for examples of how the person might typically handle a particular situation, such as a peer or a boss contradicting her viewpoint.

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- Highlight Loc. 4071-72 | Added on Saturday, January 15, 2011, 07:13 PM  
Actions speak louder than words; look closely at what he's actually accomplished versus what he plans to do.

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- Highlight Loc. 4195-96 | Added on Saturday, January 15, 2011, 07:17 PM  
But effective HR leaders can't be perceived as being in the CEO's pocket or they'll lose credibility and objectivity throughout the organization.

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- Highlight Loc. 4227-28 | Added on Sunday, January 16, 2011, 11:33 AM  
Companies where leadership development is somewhat ad hoc can follow these steps to improve the process of selecting their next chief executive:

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- Highlight Loc. 4259-61 | Added on Sunday, January 16, 2011, 11:35 AM  
Succession, like other aspects of talent management, is fundamentally a social process. The focus must be on the rigor of the dialogue and sharing of multiple perspectives, from which sharper, more accurate insights into the job, its context, and the candidates will emerge.

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- Highlight Loc. 4267-70 | Added on Sunday, January 16, 2011, 11:35 AM  
Bill Conaty, and Chuck Okasky created a profile of "The Ideal CEO" (see this page). They knew the next CEO would not meet all the criteria; no human being could. The description established a high standard but did not in itself define the future CEO. Similarly, many companies list qualities that should be considered "givens," things like integrity and the ability to communicate and motivate people.

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- Highlight Loc. 4270-71 | Added on Sunday, January 16, 2011, 11:36 AM  
The board must go beyond those exercises to define the unique set of non-negotiable criteria.

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- Highlight Loc. 4283-85 | Added on Sunday, January 16, 2011, 11:40 AM  
It's common for directors to think they know the CEO candidates better than they do. They won't make this mistake if they do their due diligence on people, and especially if every board member is deeply involved.

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- Highlight Loc. 4288-89 | Added on Sunday, January 16, 2011, 11:40 AM  
When directors step back and reflect as a group, amazing things happen: preconceived opinions disappear, insights deepen, and matches and mismatches with the non-negotiable criteria become crystal clear.

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- Highlight Loc. 4290-92 | Added on Sunday, January 16, 2011, 11:41 AM  
The Ideal CEO Five years before Jack Welch's retirement, GE leaders drew up a list of criteria for what they called the ideal CEO.

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- Highlight Loc. 4335-39 | Added on Sunday, January 16, 2011, 11:43 AM  
GE would continue to be a competitive and exciting enterprise, and HR would continue to be a credible, visible, value-adding business partner. HR would have to continue to attract, develop, and retain the best diverse and global talent and build a leadership pipeline, anticipating business needs and making GE a source of the best jobs in the world. HR initiatives and outcomes had to be closely linked to the business. And the function itself had to develop world-class talent with both functional skills and business expertise, while continuing to advocate for employees.

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- Highlight Loc. 4343-44 | Added on Sunday, January 16, 2011, 11:43 AM  
specific set of characteristics the new HR leader would need:

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- Highlight Loc. 4348-49 | Added on Sunday, January 16, 2011, 11:44 AM  
feedback and coaching are hallmarks of talent masters and that feedback should be candid and specific.

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- Highlight Loc. 4351-52 | Added on Sunday, January 16, 2011, 11:46 AM  
Below are excerpts of letters Welch wrote to Bill Conaty following some of his reviews.

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- Highlight Loc. 4382-88 | Added on Sunday, January 16, 2011, 11:48 AM  
we have seen many things that keep otherwise talented leaders from rising further. The following are the most common; talent masters and individual leaders should watch for them. Misfiring on performance or values, overcommitting and underdelivering Being too internally oriented Resisting change, not embracing new ideas Being a problem identifier instead of a problem solver Winning over the CEO but not your business peer group Always being worried about your next career move instead of focusing on the present "Running for office"—which is totally transparent to everyone else Being self-important and rigid, with no sense of humor Lacking the courage to push back on the system Not developing your own succession plan Not growing, being complacent Not keeping up with the speed and character of external change

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- Highlight Loc. 4389-96 | Added on Sunday, January 16, 2011, 11:49 AM  
LESSONS LEARNED ON TALENT AND LEADERSHIP DEVELOPMENT Here is a summary of what we have learned about leadership and its development over the years: Company and personal values must be compatible. Attracting, developing, and retaining world-class talent is a never-ending task. Candor and trust in the system are musts. Think of shortcomings first as development needs rather than fatal flaws. Differentiation breeds meritocracy, but sameness breeds mediocrity. A performance culture has consequences—good or bad. Great leaders develop great succession plans. Dealing with adversity is developmental and illuminating. Large organizations

require simple, focused, consistent communications. Continuous learning is critical for success. Great leaders balance passion with

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- Note Loc. 4389 | Added on Sunday, January 16, 2011, 11:49 AM

excelente resumen de todo el libro...

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- Highlight Loc. 4406-7 | Added on Sunday, January 16, 2011, 11:51 AM

he'd also quickly come to see that if he left, it would be all over—the rest of his team just wouldn't have the staying power.

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- Highlight Loc. 4410-12 | Added on Sunday, January 16, 2011, 11:51 AM

talent masters recognize that only intimacy among leaders will engender the candor, mutual trust, and confidence that is essential to building organizational capability.