

FILLING THE TALENT PIPELINE IS A LEADERSHIP IMPERATIVE

By Carol Bergeron



Over the past few months my newsletters, speaking engagements and Talent Talks™ have focused on succession management (SM) as a proactive way to address a very real business issue. The issue is the disruption in business operations resulting from critical jobs that are vacant for too long. (Note: June 14th Talent Talks™ 30 minute audio conference on this topic is now posted on my website.)

As an executive you are no doubt aware that: SM is no longer reserved for just C Suite jobs, it includes critical jobs across many levels in the organization. SM is not the exclusive domain of large companies since small companies encounter unwanted/unexpected job vacancies too. Filling the pipeline with folks prepared to take on greater responsibility when needs arise is the preferred approach and may be coupled with the more traditional job and people replacement approaches. SM usually results in filling jobs more quickly and cost effectively. SM should be focused on your future rather than your current talent needs. Failure to do SM can stall business owner plans to sell a business. Finally, SM is part of the broader issue of talent management. **Over 1,100 executives concur that talent management is a strategic business priority, second only to revenue growth** per several recently published studies.

While many executives know SM is the right thing to do and could certainly benefit from it, they seek to put a few building blocks in place that can be added to later. While SM can be as simple or complex as you want here is what I suggest.

Implement Development Plans

Development is at the heart of SM. Create and implement a process that includes setting development goals grounded in your future talent needs and business objectives, gaining know-how, providing on the job opportunities to practice and measuring progress. Gaining know-how may include training, coursework, reading, researching, coaching, mentoring and networking. While opportunities to develop mastery will take the form of special projects or task forces, opportunities to work with executives, job rotations and the like.

Hire the Right Leaders

Hire supervisors, managers and executives who enjoy and are good at developing others. You'll know them when you see them because they usually have an abundance of interesting employee development success stories. Also on your radar should be managers who encourage stretch assignments for the brightest folks even if it means losing talented people to other parts of the organization.

Recognize and Reward Accomplishments

Thoughtfully crafted recognition and rewards reinforce highly desirable behavior and accomplishments of both employees being developed and their managers.

Re-ignite Interest in Internal Job Postings

Re-ignite your internal job posting system so it creates excitement. If employees ready to take greater responsibility don't voluntarily apply then encourage managers to nudge them.

Feel free to call me with questions as SM continues to be a hot topic!

In This Issue

Article

"Filling the Talent Pipeline is a Leadership Imperative"

Talent Talks™

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Talent Tool Box

Why Implement Leadership Coaching?

TALENT TALKS™

Talent Talks™ are 30 minute audio recordings to transfer know-how between people on important human capital business issues. Access our library:

<http://www.bergeronassociates.com/talenttalks.HTM>

NEW: Get Started on Succession Planning and Management

Highlight: the business challenges that succession management addresses, benefits, decisions executives make, 3 different approaches, the process & measuring progress.

Assessments Galore, How to Weigh the Options

Assessments are used for recruiting, developing, coaching, succession management and more. Learn what type to use, how to get started and the benefits.

Behavior Based Interviewing to Reduce the Risk of Costly Hiring Mistakes

Get familiar with the 3 Ring Hiring Model and understand the principles behind behavior based interviewing. Couple the two approaches to reduce the risk of costly and painful hiring mistakes.

TALENT TOOL BOX

Do you expect some employees to go through **key leadership transitions**? Perhaps someone just joined the organization, an individual contributor is moving into a team leadership role or a manager's scope of responsibility just got larger. One-on-one coaching makes these transitions more successful. Further, neuroscience supports **coaching as a pathway to positive development and change**. Learn more:
<http://www.bergeronassociates.com/publications/Why%20leadership%20coaching.pdf>

CALENDAR & INTERESTING RESOURCES

Panelist/Facilitator, Making OD a Business Partner

Organizational Development Learning Group, July 18, 2007, 6:00pm

Resource for Workforce Effectiveness Information

Articles and electronic newsletters filled with practical tips on how to enhance the performance of people and organizations. Explore our publications:
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