
The 7 Essential Steps of Talent Development

Key Takeaways from the RBL Talent Academy

7 Essential Steps of Talent Development

In today's tumultuous business world, your success depends on how well your leaders are able to develop and empower their people. RBL's research has shown that effective implementation of seven steps can make sure you have the human capability you need to be able to deliver on the promises you make to customers and investors:

Understand why development matters

Know who is responsible for development

Engage in performance/potential discussions

Provide a career roadmap: Career stages

Focus conversations on skills for the future

Understand the different avenues of talent development

Invest in development

1. Understand why development matters

Development and learning must respond to the external pace of change. Successful organizations, leaders, and individuals risk failure by getting stuck doing the wrong thing well if they fail to change as fast as their context. Those who learn adapt and prosper.

Which is the best cell to be in?

Which is the worst cell to be in?

	Right	Wrong
Well	1 ✓	2 ✗
Poorly	3	4

Environment



2. Know who is responsible for development

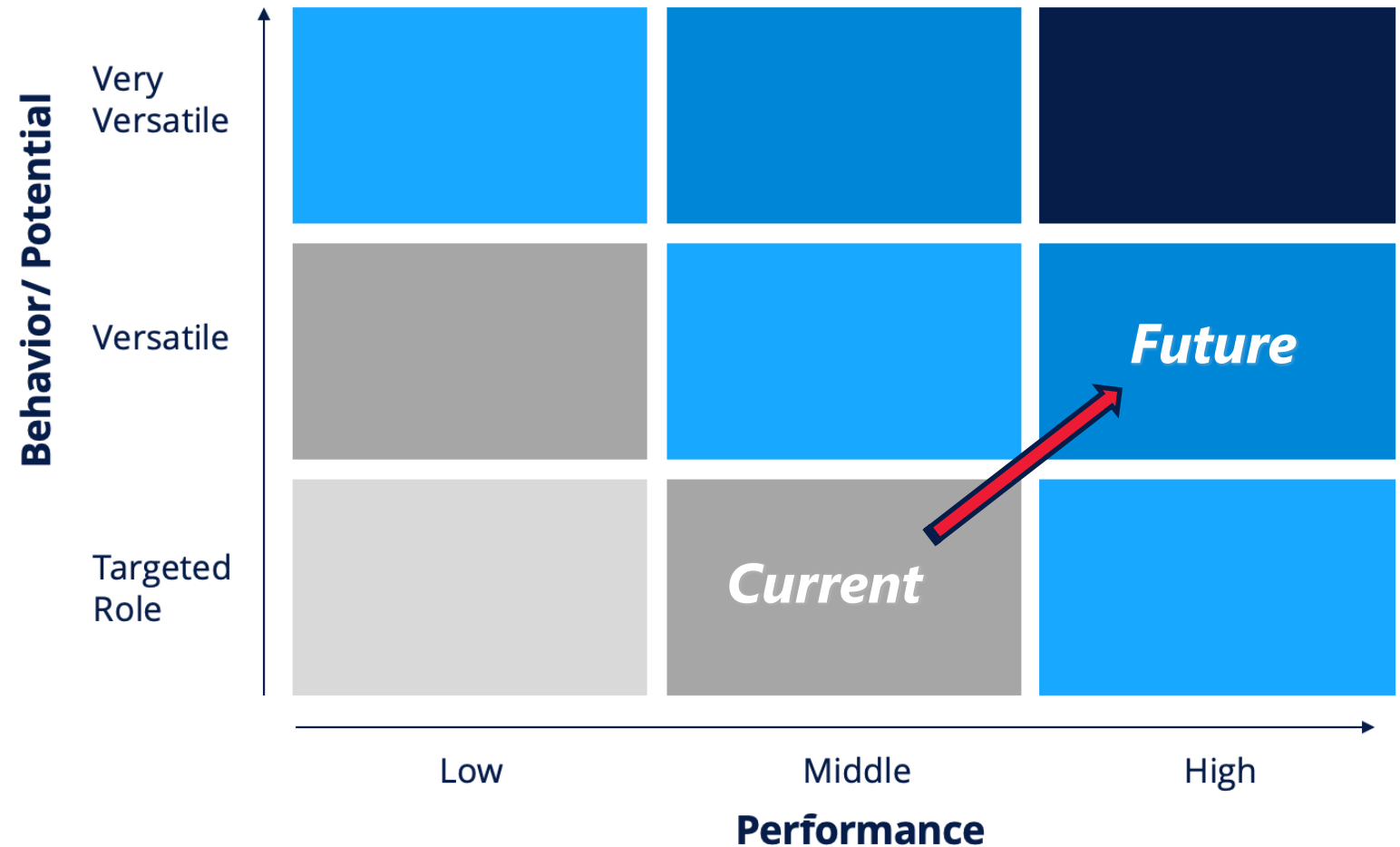
Organizations, leaders, and individuals need to build skills and learning for the future so that they continually do the *right* thing well. But who is responsible for that development? The table below outlines the development responsibilities for line managers, HR and learning professionals, and individual employees.

Line Managers as Builders	HR/Learning Professionals' Roles	Employees as Owners
<ul style="list-style-type: none"> • Fully engaged with talent throughout the organization • Have regular employee conversations • Make final decisions about development strategies for their team or organization • Accept accountability for building talent in their team / organization • Ensure follow up 	<ul style="list-style-type: none"> • Create frameworks, blueprints that connect talent development to strategic priorities • Coach leaders to invest their time and resources in helping their teams and organizations learn • Design and deliver learning solutions • Manage the process and systems for learning 	<ul style="list-style-type: none"> • Be personally accountable for my own growth • Define what personal career success is for me • Be willing to take risk and make personal commitment to learn • Learn and relearn

3. Engage in performance/potential discussions

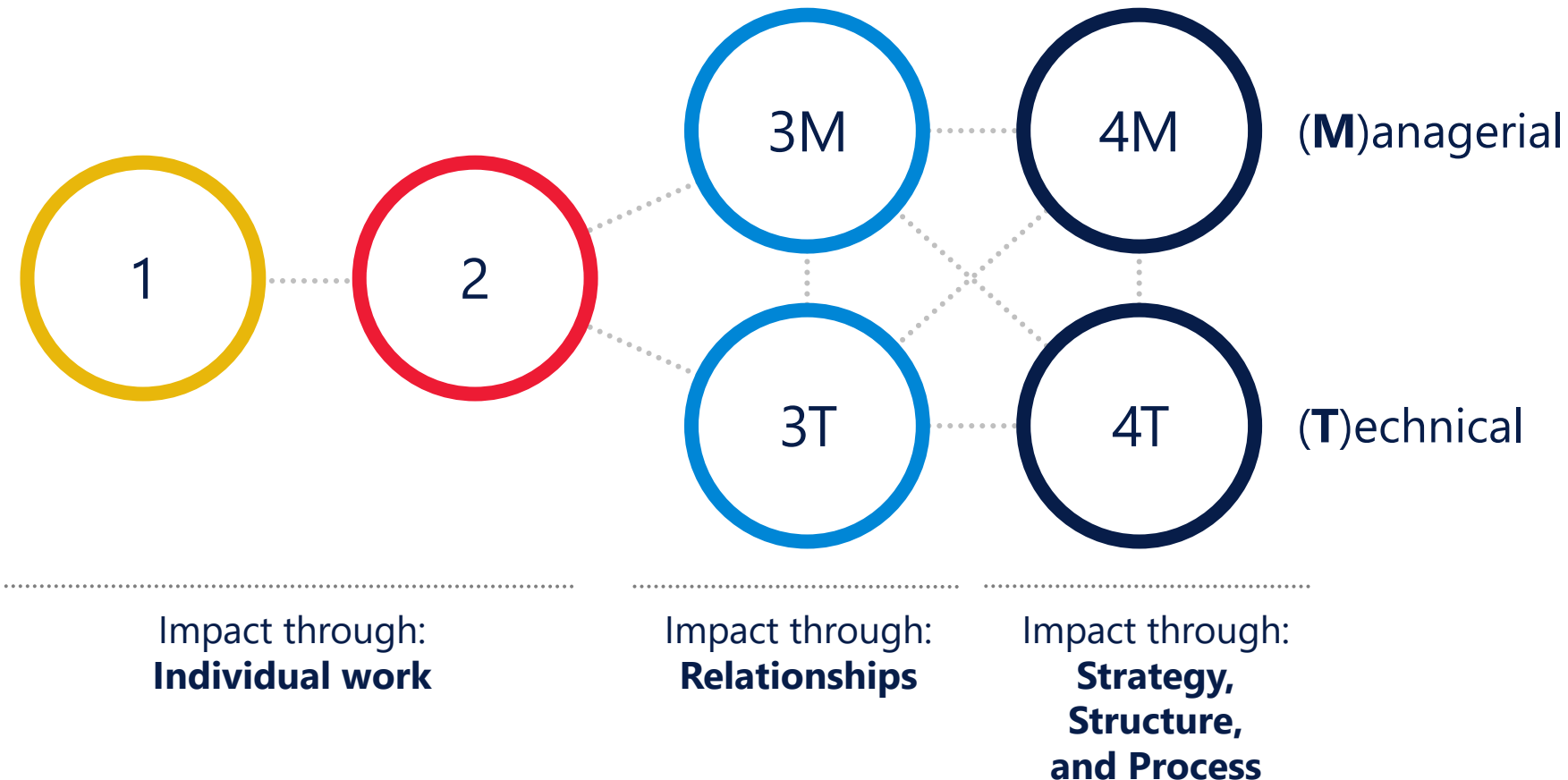
Knowing that individuals are the owners of their own development, how can leaders and HR/learning professionals help guide employees' learning?

An important step is engaging in a discussion that identifies where employees are at in their behavior and performance and what sort of development needs exist based on that.



4. Provide a career roadmap: Career stages

Another key conversation is helping employees understand how they can contribute regardless of their current role. Great talent managers help employees understand what career stage they are in, explore whether that aligns with where they ought to be given their role and where they want to be given their career goals, and coach them to find more meaningful ways to contribute.



Career stages: Identify requirements of each stage

1: Learn	2: Master	3M/3T: Manage/Mentor	4M/4T: Direct/Define
<ul style="list-style-type: none">• Work under close supervision• Willingly accept direction; acknowledge their lack of status and experience• Cooperate with others as part of a team• Earn the trust of colleagues by delivering on the basics	<ul style="list-style-type: none">• Work independently and produce significant results• Renegotiate their supervisory relationship from specific direction to broad guidance• Develop credibility: a reputation for getting things done• Demonstrate resourcefulness in solving problems or overcoming obstacles	<ul style="list-style-type: none">• Remain up-to-date technically• Broaden in perspective and skills, helping others see the “bigger picture”• Support others through ideas, knowledge, and insight• Develop junior colleagues as a formal manager, idea leader, project leader, or informal mentor	<ul style="list-style-type: none">• Provide strategic focus to the organization• Influence important organization decisions and actions• Lead improvement in how the organization operates — its systems, processes, and practices• Exercise power (formal and informal) responsibly for the benefit of the organization

5. Focus conversation on skills for the future

When you understand where employees are at regarding their behavior, performance, and career stage, great leaders work with their employees to identify personal development priorities that reflect where they are and what future growth needs to look like in order to build the cultural and technical skills that are needed for the future.

		Technical Skills Fit	
		Low	High
Cultural Skills Fit	High	<p>3</p> <p>Culturally aligned Relish culture fit; train technical</p>	<p>4</p> <p>High potential Target 5–15% of people; invest 5–15% of time</p>
	Low	<p>1</p> <p>Misfit Remove from organization</p>	<p>2</p> <p>Technically isolated Be wary; pay attention</p>

6. Understand the different avenues of talent development

You want to develop your people. You've helped them identify the gaps in their development and what skills they need to build capability for the future. So then what? Our research shows that a 50 : 30 : 20 ratio is a powerful way to build skills and capabilities .When Talent leaders invest their time and efforts in finding and supporting the right projects and job assignments that help employees grow, they ensure education is application-focused and ask employees to share learning experiences together, and they encourage and facilitate external experiences that help employees grow.

50%

On-the-job

- Job assignments
- Special projects
- Supported by one-on-one coaching and internal coaching/ mentoring

30%

Education

- Guest not tourist training
- Learning solutions more than action learning
- Attend as teams; solve problems
- Make training part of work

20%

Life Experience

- Business or industry leadership positions
- Community involvement
- External mentors
- Personal growth

7. Invest in development

Finally, it's time to intentionally plan development opportunities. The table and slides below provide sample development opportunities and a way to purposefully organize them.

Development activities	Year 1			
	Q1	Q2	Q3	Q4
<i>Attend a development workshop</i>	Yellow			
<i>Complete a 360° assessment</i>				Red
<i>Receive coaching</i>				Red
<i>Participate on a task force or special project on innovation</i>			Blue	
<i>Shadow a leader</i>	Yellow			
<i>Make presentation to senior team or board of directors</i>				Red
<i>Do site visit to key outside companies</i>		Green		
<i>Job assignment in a different culture or staff function (mobility)</i>		Green		
<i>Responsible for a P&L</i>		Green		
<i>Complete a psychometric assessment</i>			Blue	
<i>Participate in service or philanthropy</i>	Yellow			
<i>Join a social media network</i>	Yellow			
<i>Present at a conference or public an article</i>			Blue	

In Conclusion...

These seven steps can help you—and the leaders in your organization—build the skills that build talent for today and tomorrow:

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Sharpen the skills of your leaders
to build talent with the Talent Academy.

Email rblacademies@rbl.net to learn more and get started.