

# **Maximizing Employee Potential**

---

William J. Rothwell

# Table of Contents

---

<b>Introduction</b> .....	<b>1</b>
What Do You as a Manager Do on a Daily Basis to Support Talent Management?.....	1
<b>Chapter 1 – The Importance of Talent Management</b> .....	<b>5</b>
Learning Objectives.....	5
Introduction.....	5
Defining Talent Management and Other Relevant Terms.....	5
How to Manage Talent.....	6
Why the Manager’s Daily Involvement is Critically Important in Talent Management.....	8
The Manager’s Daily Responsibilities in Managing Personal Expectations....	10
The Pygmalion Effect .....	11
The Galatea Effect .....	11
What Do These Principles Mean?.....	12
How Do These Principles Relate to What You Should Do in Setting Expectations Every Day?.....	13
Application Questions.....	14
Review Questions .....	15
Review Answers.....	16
<b>Chapter 2 – Identifying and Grooming a Replacement</b> .....	<b>18</b>
Learning Objectives.....	18
Introduction.....	18
Replacement Planning Defined.....	18
The Importance of Replacement Planning.....	19
Identifying Back-Ups for the Short Term and Long Term.....	19
How Should You Manage Communication About.....	20
Replacements?.....	20
How Can You Act on the Information You Obtain from.....	22
Replacement Charting?.....	22
Grooming a Replacement.....	22
Avoiding Common Mistakes in Identifying and Grooming a.....	26
Replacement.....	26
Mistake 1: The “Like-Me” Fallacy .....	26
Mistake 2: The “Like-Us” Fallacy.....	27
Mistake 3: Recency Bias .....	27
Mistake 4: The Halo Effect.....	28
Mistake 5: The Horn Effect—Sometimes Called “Pigeon Holing“.....	28
The Manager’s Daily Role in Modeling Values and Ethics.....	29
Values Defined.....	29
Ethics Defined.....	30
Why Are Values and Ethics Important?.....	30
What Do Values and Ethics Have to Do with Talent Management?.....	31
Assessing Values and Ethics.....	32
What You Should Do to Model Values and Ethics.....	32
Application Questions.....	33

Review Questions .....	34
Review Answers.....	36
<b>Chapter 3 – Assessing Individual Potential .....</b>	<b>39</b>
Learning Objectives.....	39
Introduction.....	39
What Not To Do When Assessing Potential.....	39
Some Thoughts on What to Do to Assess Potential for Promotion.....	40
Assessing Potential on a Daily Basis.....	41
Grooming Approach 1: A “Stretch” Project Challenge .....	41
Grooming Approach 2: An Action Learning Project.....	41
Grooming Approach 3: Delegate Your Responsibilities .....	42
Grooming Approach 4: A Rotational Challenge.....	43
Grooming Approach 5: Challenge Workers with a Charity or Community Group.....	43
Grooming Approach 6: Visibility with Higher Level Management .....	43
Grooming Approach 7: Visibility with Customers, Suppliers, and Distributors.....	44
Grooming Approach 8: A Short-Term Tryout .....	44
Grooming Approach 9: A Long-Term Tryout.....	45
Grooming Approach 10: Combine One or More of Grooming Approaches 1-9.....	45
Application Questions.....	47
Review Questions .....	48
Review Answers.....	49
<b>Chapter 4 – Recruiting and Selecting Talented People.....</b>	<b>51</b>
Learning Objectives.....	51
Introduction .....	51
The Recruiting and Selection Process.....	51
Steps in the Process.....	53
Step 1: Compare the Staffing of the Organization to the Organization’s Strategic Objectives.....	53
Step 2: Review and Update Job Descriptions and Establish Competency Models .....	53
Step 3: Clarify Priorities .....	55
Step 4: Prepare a List of Criteria to Assess Applicants Consistently .....	55
Step 5: Check Existing External and Internal Lists or Databases for Possible Applicants.....	56
Step 6: Post the Opening Through Internal Job Posting.....	58
Step 7: List the Opening Through External Recruiting Channels .....	59
Step 8: Develop an Expanded List of Internal and/or External Applicants .....	60
Step 9: Ask All Applicants to Complete Applications to Organize the Material About All the Candidates So That Comparable Information Is Available .....	60
Step 10: Compare Applications to the List of Criteria .....	61
Step 11: Narrow Down the List of Applicants to the Most Qualified.....	61
Step 12: Check Finalists’ Backgrounds and Credentials.....	61
Step 13: Brief/Train Interviewers .....	61
Step 14: Perform First-Round Employment Interviews with the Finalists... ..	62
Step 15: Administer Job Performance-Related Employment Tests to Finalists.....	62

Step 16: Rank the Finalists .....	62
Step 17: Perform Second-Round Employment Interviews with the Remaining Finalists .....	62
Step 18: Debrief Candidates After Each Interview .....	63
Step 19: Debrief the Manager After the Interviews .....	63
Step 20: Consider What Should Be in an Employment Offer .....	63
Step 21: Make the Employment Offer, Contingent on Successful Passing of Any Necessary Test(s).....	63
Step 22: Administer Test(s) .....	63
Step 23: Reconcile Any Differences in the Employment Offer with the Applicant and Arrange Start Date .....	64
Step 24: If the Offer Is Rejected, Move to the Next Successful Applicant Until the Employment Offer Is Accepted by a Well-Qualified Applicant ..	64
Step 25: Once the Offer Is Accepted, Contact Unsuccessful Applicants to Make Them Aware of the Decision .....	64
Step 26: Manage the Onboarding Process of New Hires to Ensure They Know the Organization, Division, Department, and Work Requirements and Are Made to Feel Welcome in the Organization.....	64
What Should The HR Department Do To Recruit and Select Talented People for the Organization? .....	70
What Should Managers Do In Recruiting and Selecting Talented People for the Organization?.....	71
Application Questions.....	72
Review Questions .....	73
Review Answers.....	74
<b>Chapter 5 – Training and Developing Talented People.....</b>	<b>76</b>
Learning Objectives.....	76
Introduction .....	76
What the HR Department Should Do To Train and Develop Talented People for the Organization .....	77
What Managers Should Do To Train and Develop Talented People for the Organization.....	77
How Managers Should Train and Develop Workers .....	78
Training .....	78
Developing.....	79
Application Questions.....	88
Review Questions .....	90
Review Answers.....	92
<b>Chapter 6 – Encouraging Career Planning and Offering Career Counseling.....</b>	<b>95</b>
Learning Objectives.....	95
Introduction .....	95
What the HR Department Should Do to Encourage Individuals to Take Charge of Their Careers.....	96
How Managers Can Encourage Individuals to Plan Their Careers.....	96
How the HR Department Can Help with Career Counseling .....	98
How Managers Can Help Individuals with Career Counseling .....	98
Application Questions.....	100

Review Questions .....	102
Review Answers.....	103
<b>Chapter 7 – Performance and Development Coaching.....</b>	<b>105</b>
Learning Objectives.....	105
Introduction .....	105
What Is Coaching, and Why Is Coaching Important for Managers in Managing Talent? .....	105
Defining Performance Coaching and Development Coaching.....	106
A Step-By-Step Model to Guide Daily Coaching .....	107
Application Questions.....	110
Review Questions .....	112
Review Answers.....	113
<b>Chapter 8 – Appraising Workers and Providing Daily Feedback.....</b>	<b>115</b>
Learning Objectives.....	115
Introduction .....	115
Performance Management.....	115
Defining Performance Appraisal and Performance Management.....	116
Reasons for Performance Appraisals and Performance Management....	116
How are Performance Appraisals and Performance Management Related to Talent Management?.....	116
How Is Performance Appraisal Carried Out on a Daily Basis?.....	117
How Is Performance Management or Appraisal Carried Out More Formally on an Annual Basis? .....	118
What Is Meant By “Providing Daily Feedback?” .....	121
What Step-By-Step Model Can Guide the Daily Process of Providing Feedback?.....	121
Application Questions.....	124
Review Questions .....	126
Review Answers.....	127
<b>Chapter 9 – Managing High Potentials, High Performers, and High Professionals.....</b>	<b>129</b>
Learning Objectives.....	129
Introduction .....	129
What Is a High Potential (HiPo), and Why Are High Potentials Important to Talent Management Programs?.....	129
What Is a High Performer (HiPer), and Why Are High Performers Important to Talent Management Programs? .....	130
What Is a High Professional (HiPro), and Why Are High Professionals Important to Talent Management Programs? .....	131
What Managers Should Do on a Daily Basis in Managing High Potentials, High Performers, and High Professionals.....	132
Application Questions.....	141
Review Questions .....	142
Review Answers.....	143
<b>Chapter 10 – Transferring Knowledge and Professional Contacts.....</b>	<b>145</b>
Learning Objectives.....	145
Introduction .....	145

Knowledge Transfer Defined.....	145
Tips to Guide Informal Knowledge Transfer.....	146
Twelve Practical Strategies Can Be Used To Transfer.....	147
Knowledge.....	147
Strategy 1: Job-Shadowing Programs.....	147
Strategy 2: Communities of Practice.....	147
Strategy 3: Process Documentation.....	147
Strategy 4: Critical Incident Interviews or Questionnaires.....	148
Strategy 5: Expert Systems.....	148
Strategy 6: Electronic Performance Support Systems (EPSS).....	148
Strategy 7: Job Aids.....	149
Strategy 8: Storyboards.....	149
Strategy 9: Mentoring Programs.....	150
Strategy 10: Storytelling.....	150
Strategy 11: Information Exchanges.....	150
Strategy 12: Best Practice Studies or Meetings.....	150
Other Approaches.....	150
A Step-By-Step Model to Guide Knowledge Transfer.....	151
Identifying and Overcoming Barriers to Knowledge Transfer.....	153
Defining Social Relationship Transfer.....	154
Step 1: Make the Commitment.....	157
Step 2: Clarify Which Social Relationships are Most Important.....	157
Step 3: Clarify Who Is at Risk of Leaving.....	158
Step 4: Establish Mentoring Relationships Between Those with Social Contacts and Those Who Need to Be Introduced.....	158
Step 5: Manage a Process of Social Introductions and Relationship Building.....	158
Step 6: Evaluate the Results Periodically and Make Midcourse Corrections as Necessary.....	159
Methods to Preserve Social Contacts as Workers Prepare to Retire.....	159
Application Questions.....	160
Review Questions.....	162
Review Answers.....	163
<b>Chapter 11 – Retaining Talent.....</b>	<b>166</b>
Learning Objectives.....	166
Introduction.....	166
Defining Retention and Turnover.....	166
How to Hold Down the Turnover of Talented People.....	167
What Managers Should Do To Encourage Retention.....	169
Application Questions.....	171
Review Questions.....	172
Review Answers.....	173
<b>Chapter 12 – Working with Diverse People.....</b>	<b>174</b>
Learning Objectives.....	174
Introduction.....	174
The Importance of Diversity.....	174
How Managers Should Work with Diverse People.....	175

How Can Managers Effectively Bring Out the Best in People, Leveraging Their Strengths While Also Building Their Competencies for the Future?.....	176
Application Questions.....	177
Review Questions .....	178
Review Answers.....	179
<b>Chapter 13 – Corrective Action and Decruiting .....</b>	<b>180</b>
Learning Objectives.....	180
Introduction .....	180
Defining Corrective Action and Decruitment.....	181
Typical Reasons for Corrective Action and Decruitment.....	181
How Corrective Action Should Be Carried Out.....	183
How Decruitment Should Be Handled .....	187
Terminating an Employee for Cause .....	187
Laying Off a Worker or Group of Workers.....	188
Application Questions.....	191
Review Questions .....	193
Review Answers.....	194
<b>Chapter 14 – Self-Development.....</b>	<b>195</b>
Learning Objectives.....	195
Introduction .....	195
Defining Self-Development .....	195
The Importance of Self-Development .....	196
How to Carry Out Self-Development.....	197
Presenting a Role Model for Self-Development on a .....	200
Daily Basis .....	200
Application Questions.....	200
Review Questions .....	201
Review Answers.....	202
<b>Appendix I – Frequently Asked Questions About Talent Management.....</b>	<b>203</b>
<b>Appendix II – A Daily Calendar for the Manager in Talent Management.....</b>	<b>213</b>
<b>About the Author .....</b>	<b>232</b>
<b>Glossary.....</b>	<b>233</b>
<b>Index .....</b>	<b>237</b>