

Management and Performance Associates: March – April 2018

Is it possible we're leaving money on the table?

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

The above quote is the opening line of *The Talent Masters*, a book written by Bill Conaty (former SVP of General Electric) and Ram Charam (consultant and author of *The Leadership Pipeline*).

The above statement raises the following questions:

1. Why should leadership pay more attention to talent development when year after year we are obtaining expressive results?

This is a recurring question in organizations that focus on the short term, but at the same time have a successful track record. The issue is not the drama which might be suggested by the opening statement from this newsletter, understanding that there is an inverse causal relationship between developing people and organizational failure. The key issue is how much results that are already considered good could be improved.

A well built professional pipeline is the one where all staff members—in a leadership position or individual contributors—are clear about their role and the contributions expected by the organization, and they are fully prepared to effectively fulfill their mission.

This clarity happens when senior leaders concentrate on strategic topics and create an organizational climate which favors innovation and team work, development and retention of talent. To accomplish this, they need to walk away from operational activities . . . activities which should not be in their hands . . . activities which long ago should have been delegated to others, but which are still in their hands due to the belief that no one can accomplish what they do, at the same time creating dependence as they are not helping the

team to grow, giving the staff all the answers and micromanaging them.

Imagine an organization where all leaders and all staff members are attuned to its mission. Like musicians in an orchestra. They understand how to interact in order to unblock individual and collective potential and transform it to performance.

2. What is the impact of people on generating wealth?

Professional strategists state that people are the only real restriction to growth. There are plenty of resources to finance businesses, there are markets all around the world, and there is technology to support new ventures. Leaders are restricting the acceleration of growth as they are not developing the pipeline of talent capable of dealing with complex and challenging demands.

Generating results is as relevant to any leader as creating conditions to attract, develop and retain talent. The quality of your professional staff makes all the difference, especially given the economy we live in, more and more based on innovation, collaboration and sharing.

3. What is the role of Human Resources and every layer of leadership in building a pipeline of talented staff?

Human resources supply and facilitate tools and content so that the organization is capable of attracting, developing and retaining talent. With this role, HR designs policies, creates processes, and offers training and development programs. Leaders in turn, are responsible for implementing and executing these directives. Each leader's day to day activities should include paying attention to their team's development opportunities, to generate an environment where staff feels motivated to perform at their best and they feel proud to belong to the organization.

MAPA Consulting can help you and your team to develop these competencies.

See you next time. As always, we welcome your feedback.