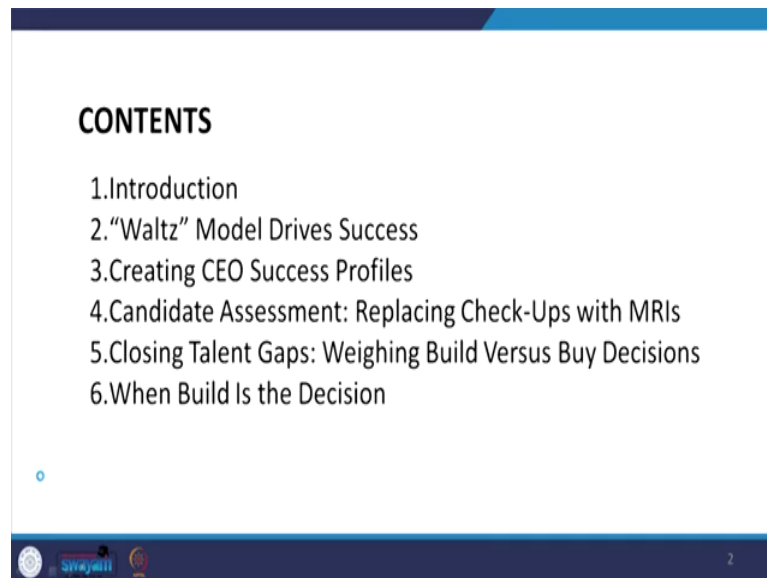


Talent Acquisition and Management
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Lecture - 46
Talent Success Drivers

It is a very, very interesting topic is there when we are talking about the Talent Management. So, we also find out that is the odds of success in picking the right CEO and how to do that right. So, in one paper, I always mentioned it is how to identify the CEOs in the class right. So, here also, we will just talk about how to identify the CEOs.

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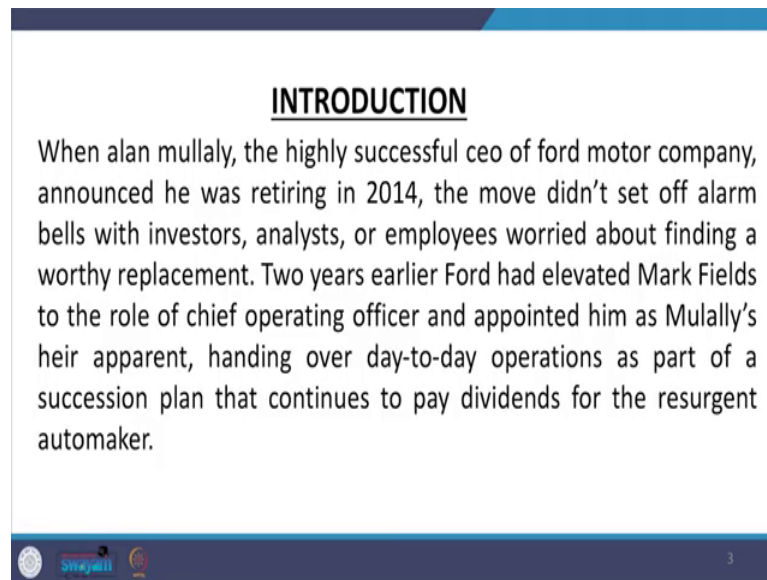


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The contents are the introduction, Waltz model the driving success, creating CEO success profiles, candidate assessment replacing the check-ups with the MRIs, closing talent gaps weighing build versus the buy decisions and when build is the decision.

So, when Alan Mulally, the highest successful CEO of the Ford Motor Company, announced he was retiring in 2014. The move did not set off alarm bells with the investor's right, analyst, or the employees worried about finding a worthy replacement.

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Two years earlier, Ford had elevated Mark Fields to the role of chief operating officer and appointed him as Mulally's heir apparent, handing over to day-to-day operations is a part of a succession plan that continues to pay dividends for the resurgent automaker. So, whenever we are talking about succession planning in talent management to we also discussed that is how to make succession planning because after the acquisition and deployment, then we have to also develop the talent.

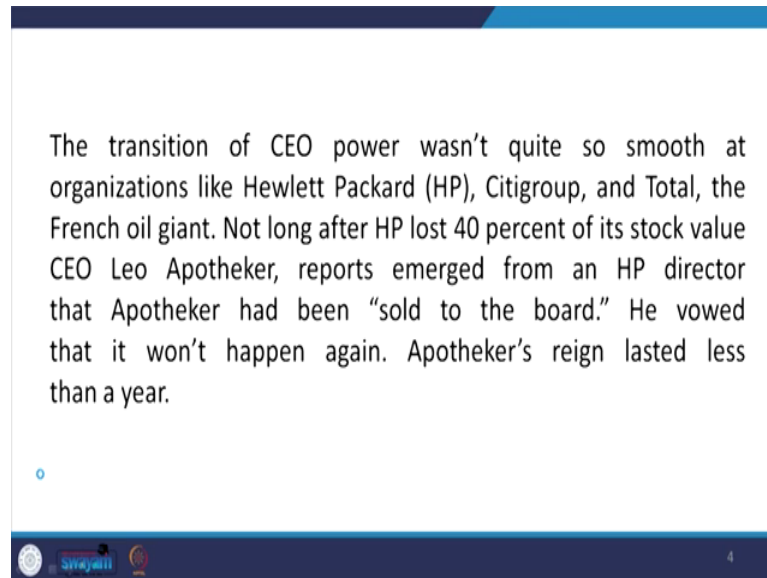
So, the talent development is the for this type of the situations, when you have to select the CEOs or any higher positions. When the person will either promoted internally transferred right and then in that case the other another person has to take the chair that important chair. And in this case, it is the in the Ford Motor company right.

So it is very clear that is when he is going into 2014 then he has ensured two years earlier that is called the succession planning, that is the how that role of the chief operating officer. So, because what is required for that? That we will see in the further slides, but one thing is very sure that is the decision making and running the business is a further.

So, the particular concept that ownership, ownership, and relationships that are becoming a very, very important aspect and the for that purpose what is required the succession plan, that continues to pay dividends for the resurgent automaker.

If you are successfully doing any succession plan, then definitely is nothing dividend like this because the organization is in the safe hands, and your 1000s of employees and their families members are safe. This chief operating officer position that has to be taken as a highly responsible head of the family as we say in the Hindu act that is the Karta right. So, therefore it is just like a Karta that is the head of the family.

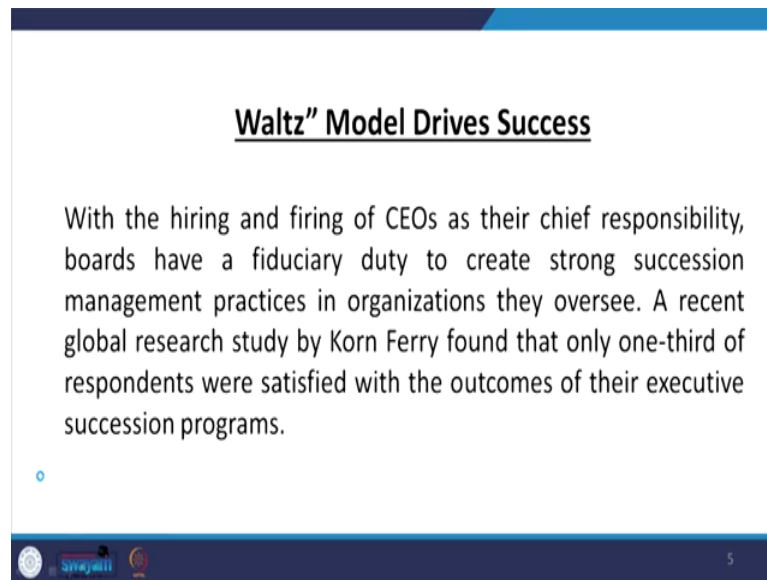
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The transition of CEO power was not quite so smooth at organizations like Hewlett-Packard HP, Citigroup, and Total, the French oil giant. So, there that is always it is not so smooth the transition of the CEOs right, the examples have been given for HP, Citigroup, and Total, the French oil giant is there, and always this is becoming a big issue.

Not long after HP lost 40 percent of its stock value, 40 percent of its stock will CEO Leo Apotheker reports emerge from an HP director that the Apotheker had been sold to the board. And therefore, if these types of these issues arise then definitely the rest of the employees of the organization rest of employees, they are getting the trembled. He vowed that it would not happen again. So, Apotheker's reign lasted less than a year.

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So, the Waltz model drives success: With the hiring and firing of the CEOs as their chief responsibility, boards have a fiduciary duty to create strong succession management practices. Because when we are talking about the hiring and firing means they are coming having the tenure, and then they are leaving right. So, it becomes very, very important in the responsibility of the board members because the leadership will be incomplete.

If the board is not alert and it is not a short win if the board is alert, then it will be a long win the impact will be seen after decades and whatever the decisions have been taken earlier, whatever the leadership style has been adopted, whatever the team is created right. And that team creation that decision making process, their performance right that will affect after a long time after a long time and for a long time both.

So, in that case, strong success management practices in organizations they oversee. A recent global research study for Korn Ferry founded only one-third of the respondents were satisfied with the outcomes of their executive succession programs. One-third only they were successful that is they were satisfied that is the how they are the succession training program is going on. So, it means that there is a two-thirds right that has not been formed satisfactory or successful.

So, there it is a very, very alarming situation. Now, when we are talking about talent management, why we are making talent development, talent is developed to hold the

responsibility in future. We are nurturing the talent we are coaching them; we are making them equipped with the knowledge skill attitude and habit K.A.S.H. model. So, therefore, in that case, it becomes very, very important that is how they are executive succession programs that have to be made successful.

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These steps are:

- (1) identifying with laser like precision the diverse requirements of a future CEO. 2050 - 2020
- (2) evaluating CEO candidates using a multifaceted assessment process that employs validated science to deliver highly predictive results.
- (3) efficiently closing gaps between the CEO talent required by effectively developing internal leaders or through external search.

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So, these steps are identifying with the laser-like precision the diverse requirements of a future CEO. Now here we have to also understand two aspects future and CEO. So, when we are talking out the requirement of a future. So, when I say like 2050, so from 2020 to 2050, what type of the future is?

What are the requirements and therefore, you will find them at different forums like the economic world forum and all, and they keep on talking about the future scenario and therefore the person who is going to be the leading the organization. So, maybe for five years or maybe for ten years, right, so that may be for the 25, 30, 35. So, then in that case, what is, what are the future requirements that are to be very, very clear.

If we are clear with the future requirements, then only we can match the CEO. So, we can match the CEO only when we are clear that is what is here, if it is known or unknown or how far it is from reality. Because of course this future, future is many times most of the times you can say that is unpredictable and uncertain, but still, with this management processes we try the trend analysis we try to identify the future we predict the future.

And whatever the prediction is there, that matching of the CEO in the future and CEO that is very, very important. Now, here when we are talking about evaluating CEO candidates using a multifaceted assessment process, that employees validated science to deliver highly predictive results. So, therefore, we apply our brain, and we try to judge; we try to measure that performance and potential.

If you remember the performance appraisal and the potential analytics of the talented people, so therefore that employees validated these science that logic. So, you apply different test and then you scientifically you identify the talent. To deliver the highly predictive results, it is yes, this is a person [FL].

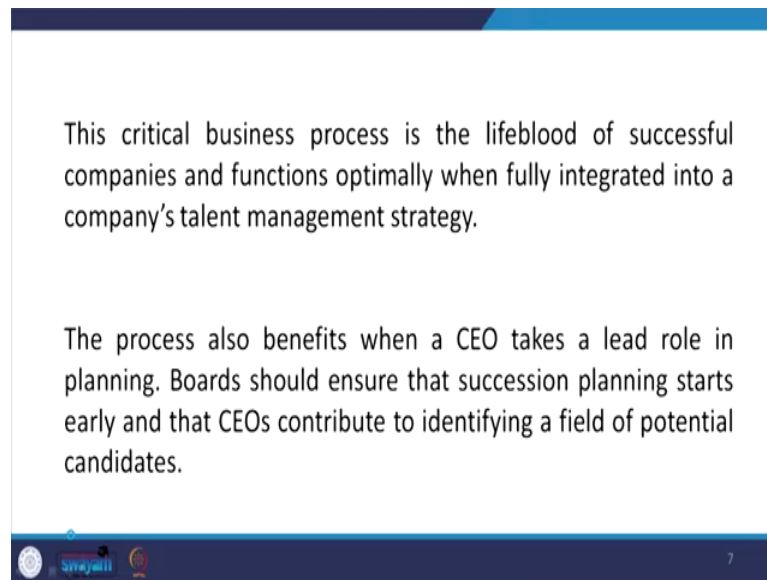
So, therefore, in that case, there are employees validated science to deliver the highly predictive results, efficiently closing gaps between the CEO that is whatever the gaps are there, and that is closing the gaps between these CEOs talent required by effectively developing internal leaders are through external search.

It is a very big issue and therefore, in that case talking about the developing the internal leaders, then who are the internal leaders those who have been working in that organization since long, and they have given their blood and sweat for the development of the organization and then now they are looking for the leadership position.

And about decides that there will be more politics in the organization, so it is better to go for the external search it itself will become a challenge. Even the person from the external search comes here, then he is required to lead these internal leaders also, and most of the time, he will ignore these internal leaders because of the threat, and then the organization will not be a successful organization.

So, here it is very important like we have to find out with laser-like precision the diverse requirement of a future CEO and on the basis of that using a multifaceted assessment process and then based on the science and predicting the highly predictive results and then efficiently closing this gap and a require understanding the requirement whether we want from the internal search or from the external search.

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This critical business process is the lifeblood of successful companies and where the if this business process is successful and functions optimally when fully integrated into a company's talent management strategy. Here is the challenge of the whole concept of your talent management strategy.

We may keep on saying at junior front line managers, administrative management levels up to this certain top-level executive that we are going for the talent management we are going mentoring, we are going by the reverse mentoring, we are learning, we are developing.

But when you are talking about the top-level leadership, CEO leadership, and there you are nurturing the talent, and now the question arises to talent has to deliver. And that is becoming very, very fully integrated and functions optimally for the talent management strategy. What is your strategy, and what are your results rights?

The process also benefits when a CEO takes a lead role in planning right. So, therefore, the previous CEO, like in the case of the Ford Motor company example, is given. So, therefore, in that case, it is the previous CEO, our current CEO, who is going to be retired. So, then takes a lead role in planning the board members should ensure that succession planning starts early and that is CEOs contribute to identifying a field of potential candidates.

So, in this case, it was a two years you know you will ask the question, sir when it is to be started? So, naturally, the suggested from the literature is it is a two years, two years before of these the end of the CEO ship of the current CEO. He should start to look in the consultation with the board members to develop a new CEO and the way the organization develops.

And therefore, you identify the competence that we will see how it is to be done—identifying a field of the potential candidate, who will be the next CEO? So, the talent management strategy that is the answer, and that will create this CEO success profiles that will make the CEO successful.

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Creating CEO Success Profiles

The first step in the waltz features creation of a CEO success profile that details four key dimensions needed for success—experiences, competencies, traits, and drivers—but also ensures that each of these dimensions is defined and examined within the context of specific business strategies needed to outperform the competition. Strategic mind set, decision quality, and global perspective are examples of competencies that likely will be required. Experiences could include a focus on functional track records, international assignments, or—if required by business strategy—directing organizational turnarounds.

The slide contains several handwritten red annotations: a circle around 'experiences', a circle around 'competencies', a circle around 'traits', a circle around 'drivers', a circle around 'specific business strategies', and a line under 'defined and examined within the context of'.

At the bottom of the slide, there is a logo on the left, the word 'Srijati' in the center, and the number '8' on the right.

The first step in the waltz features the creation of a CEO success profile that details four key dimensions needed for the success it is; I hope you will appreciate these inputs. 1st is the experiences, 2nd is competencies, 3rd is traits, and 4th is the drivers. Now the CEOs position what is required? Experience, but what type of experience we will take one by one.

Within the context of the specific and examine, these dimensions have been examining within the context of the specific business strategies. Now, here one question arises, and the question is that is many times we see the cross-functional CEOs are becoming successful leaders, but when we talk about the expertise and then that expertise job

knowledge is becoming very, very important and therefore this experience right and in the specific business strategies.

That is preferred. I will use the word preferred because practically in India also we have seen that is the experiences are there but not necessarily in the specific business strategies, but they have become the successful leaders are there. Many times that is the even the army officers are becoming the directors of the academic institutes. The IAS officers are becoming the chairman of certain societies, and then they are leading that out those organizations and making them successful.

So, in general, what we talk in the talk about the business in general experiences with the specific business strategies that will help. Now, the second one is the competencies, and these competencies are related to outperform the competition in relevant needed to outperform the competition. So, they required experience in business strategies, and their competencies should be able to need to perform outperform the competition in the market.

And if it is so, then definitely the CEOs the talent identification and then the succession planning that will be successful, strategic mindset and decision quality this is very, very important. What is a decision? The decision is always a choice. Why a person makes a particular choice and then either he becomes successful and happy, or he regrets and says for that whatever the decision he has taken.

If maturity is playing a role, then definitely the decision that has to be the successful decision, but if there is immaturity, then it will be becoming very difficult; that is how decisions are to be taken. So, these strategic decision mindsets and the decision quality that is the how he is taking the decision is important, the strategic mindsets are there, and those strategic mindsets are that is about how you are taking the particular right decision.

And if the person is used to go by the long-term policies, strategies and then taking the decision naturally, the decision quality will be high. Now in this global perspective are examples of competencies that likely will be required.

So, when we are talking about the Vasudev Kutumbam, and then we are talking about the Vasudev Kutumbam, we are talking about the global leadership, and we are talking

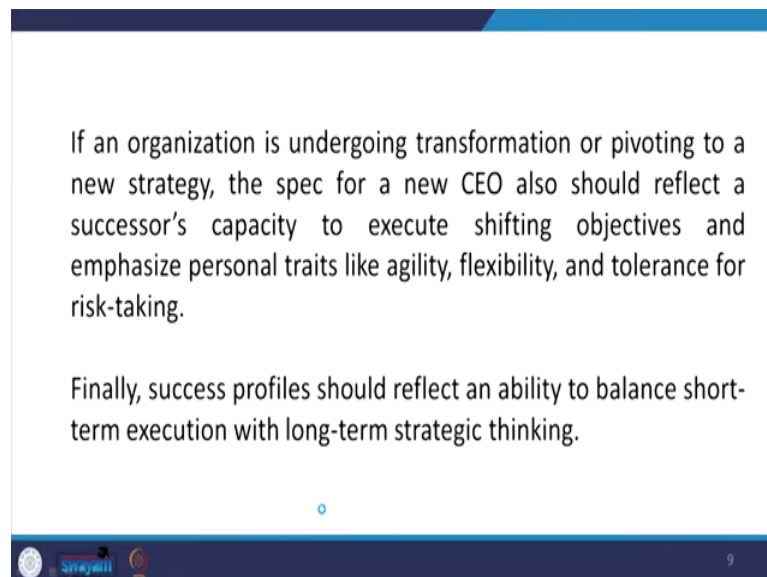
about the Glocal that is the competition at the global level and supported by the local level.

So, that glocal their glocal leadership style that is becoming is very important. So, you have the global perspective, but making your activities actions and decision making understanding the local conditions. So, therefore, in that case, that will be required. Experiences could include a focus on functional track records. So, therefore the experience will talk about that is how he has performed and how what he has done.

International assignments because with the experience competencies traits and drivers. So, international assignments are given, and then he has had the international exposure or, if required, by the business strategy. Whatever the business strategy is, there directing organizational turnaround, and it is done right.

So, therefore, in the case of this step of the international assignments, if required by the business strategies directing organizational turnarounds are there because there is a global perspective, strategic mindset is there, and decision quality is mentioned. If an organization is undergoing transformation, it is pivoting to a new strategy right.

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So, therefore, that type of these transformations is there right, changing the whole organization's transformational leadership. So, in the era of technology, when you are

adopting the technology, so your organization is going into a totally different path, and that is becoming the transformation of this leadership transformational leadership.

However, it can go through these step-wise phases, so there is a transactional, and the space for a new CEO also should reflect a successors' capacity to execute shifting objectives. That is, it is this his capacity, and it is the what objectives were framed and now what objectives are to be designed articulated. So, that to execute the shifting objectives and emphasize personal traits like in the previous slide, we talk about the experience competencies and traits.

So, those personal traits like agility, flexibility, and tolerance further are checking that is becoming very, very important. So, here it is required that whatever these personality traits are there with those experiences and global exposure and global competencies right. Keeping in mind the local requirements that I mention glocal and the person himself is flexible.

That is why I can bring the change and that change and flexibility that will be creating the tolerance. And the tolerance for risk-taking is becoming very, very important finally, and success profiles should reflect an ability to balance short term execution with long term strategic thinking.

So, that particular successful profile should reflect it, that is the what type of the there is short term execution, and there is a long term strategic thinking is there. So, therefore, we can say that is it is important for the making CEOs, that he can help the execution, which may be for a short period of time. But these steps of execution are integrating with the strategic thinking long term strategic thinking is there.

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Candidate Assessment: Replacing Check-Ups with MRIs

- In this second step of the succession waltz, organizations should create a four-dimensional, "whole person" view of candidates that assigns as much weight to less tangible but critical factors like traits and drivers as it does key experiences and competencies.

- Candidate assessment in many organizations remains akin to having a 15-minute diagnostic discussion with a physician about a medical problem. A whole-person, science-based assessment, on the other hand, is tantamount to putting candidates through a magnetic resonance imaging (MRI) test.

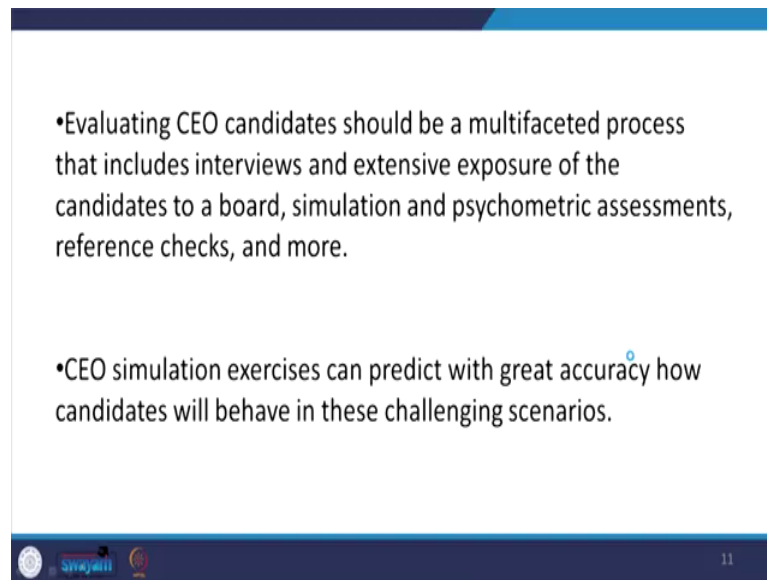
Now, whenever we are talking about the candidate assessment replacing check-ups with check-up MRIs. So, in the second step of the succession organization should create a four-dimensional whole-person view of candidates that assigns as much weight to the less tangible.

But critical factors like traits and drivers as it does key experiences and competencies. It is out of those four experiences, competencies, traits, and drivers, and then it becomes very, very important that is the assigns as many weights to the less tangible.

But critical factors that are the what are those? As it does take the experience and competencies, that individuals, that capability for the traits and drivers. Candidate assessment in many organizations remains akin to having a 15-minute diagnostic discussion with a physician about a medical problem. So, there it is becoming a very, very interesting that is there is a physician about a medical problem.

A whole person science-based assessment, on the other hand, is tantamount to putting the candidate through a magnetic resonance imaging that is an MRI test. So, whenever he is having the type of interaction, so that is the; that is the MRI scanning. Evaluating CEO candidates should be multi-faceted processes that include interviews after these phases of the eligibility, criteria now the screening criteria.

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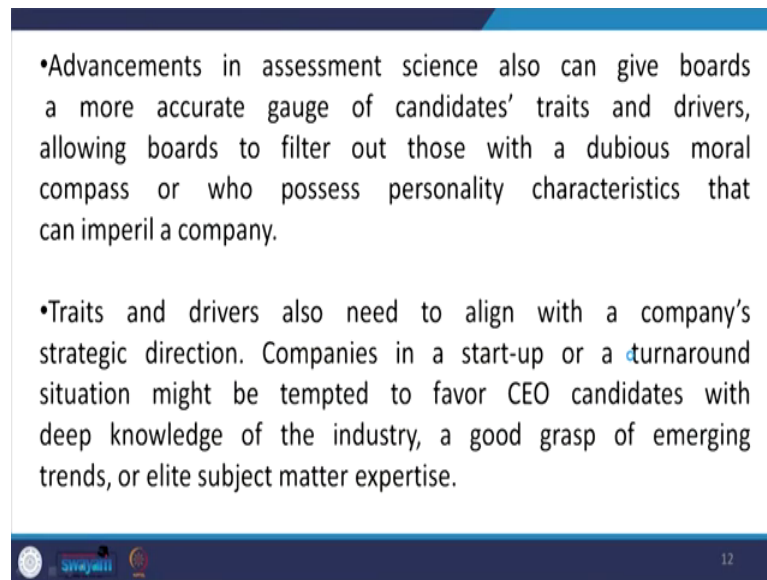


And the interviews and extensive exposure of the candidate to a board simulation and psychometric assessments reference checks and more are there, which are the common practices are there. So, if it is an external candidate base right, otherwise reference checks for the internal candidate are not required. But if it is a candidate is coming from the outside into the organization appearing for the interviews, then definitely the psychometric assessments and reference checks are more required.

CEO simulation exercises can predict with great accuracy right that is what type of simulation is required and how candidates will behave in these challenging scenarios. If they are going for this in these challenging scenarios, then they are it will be possible that they will be having great accuracy is there. That is why when on the basis of these experience, competencies, traits, and drivers and then the interview, extensive exposure of the interview and multi-faceted process right.

Then definitely, in that case, we can find out that is the chances of great accuracy is there that we have in this challenging scenario you can predict. So, you can predict that in a given situation how he will be behaving. Advancements in assessment science also can give the boards a more accurate case of the candidate traits and drivers assessment science assessment centers.

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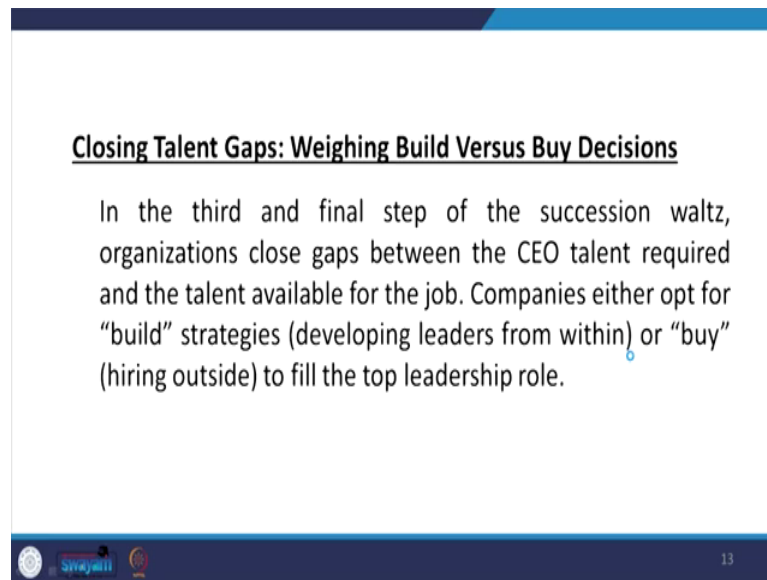
- Advancements in assessment science also can give boards a more accurate gauge of candidates' traits and drivers, allowing boards to filter out those with a dubious moral compass or who possess personality characteristics that can imperil a company.
- Traits and drivers also need to align with a company's strategic direction. Companies in a start-up or a turnaround situation might be tempted to favor CEO candidates with deep knowledge of the industry, a good grasp of emerging trends, or elite subject matter expertise.

Allowing boards to filter out those with a dubious moral compass or who possess personality characteristics that can help imperial a company. So, through the psychometric test, that can also be identified. Traits and drivers also need to align with a company's strategic direction; that is what type of this direction is there. Companies in a start-up or turnaround situation might be tempted to favor CEO candidates with the deep knowledge of the industry, a good grasp of the emerging trends are the elite subject matter expertise is there.

So, it will also depend on the organizations' life cycle, and the organization is what stage? Companies in a startup or a turnaround situation might be tempted to favor the that is the how if it is a startup is there then definitely what type of the leadership will be required that is more risk-taking will be required.

And a turnaround situation is required; it is his experience and his competencies those parameters that might be tempted. So, therefore, to favor CEO candidates with deep knowledge of the industry, a good grasp of the emerging trends or the elite subject matter expertise is there.

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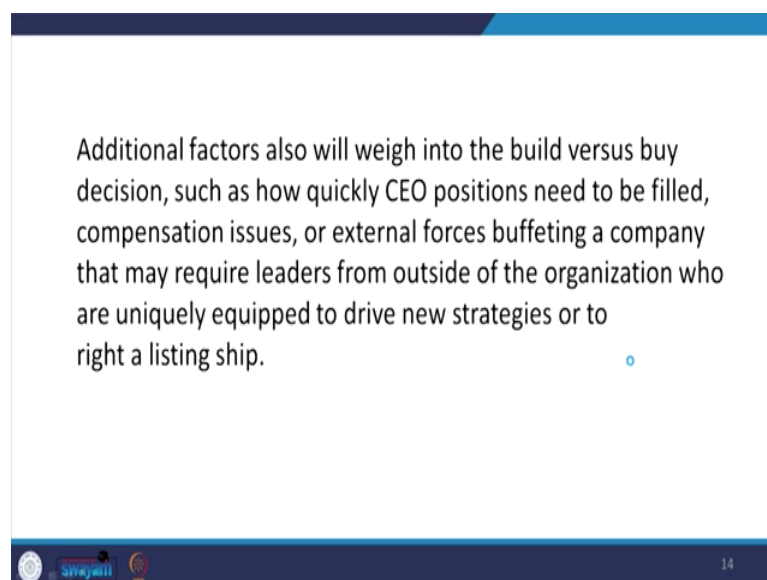
Closing Talent Gaps: Weighing Build Versus Buy Decisions

In the third and final step of the succession waltz, organizations close gaps between the CEO talent required and the talent available for the job. Companies either opt for “build” strategies (developing leaders from within) or “buy” (hiring outside) to fill the top leadership role.

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So, closing talent gaps weighing build versus the buy decisions in the third and final step of the succession Waltz, organizations close gaps between the CEO talent required and the talent available for the job. So, what is required and what is available? The company either opts for the build strategies developing leaders from within or the buy hiring outside to fill the top leadership roles are there.

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Additional factors also will weigh into the build versus buy decision, such as how quickly CEO positions need to be filled, compensation issues, or external forces buffeting a company that may require leaders from outside of the organization who are uniquely equipped to drive new strategies or to right a listing ship.

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And finally, we can say additional factors also will weigh into the build versus buy decision, such as how quickly CEO positions need to be filled compensation issues or the

external forces, buffeting a company that may require leaders from outside of the organization who are uniquely equipped to drive new strategies are to write a listing shape.

So, therefore, it will depend on the organization and board members that is what they are looking for. If they want to be a building leader, then, therefore, that to the succession planning they have given that particular training two years they are he has been trained he is already known for the culture, and then he will be making the right decisions.

Or when you are talking about the buying, then all the psychometric test is there identifying the global exposure he experience his personal traits and then understanding that this will be. So, then you are buying that particular leader. So, the organization who are that they have to identify what new strategies are to write a listing ship they want to be may require their leaders from outside.

If they are looking for the leader as a global exposure and there is no leader as a part of the build the leadership, then definitely it is better to buy by the leader. So, this is all about these models are the developing the talent or nurturing the talent to become the CEO.

Thank you.