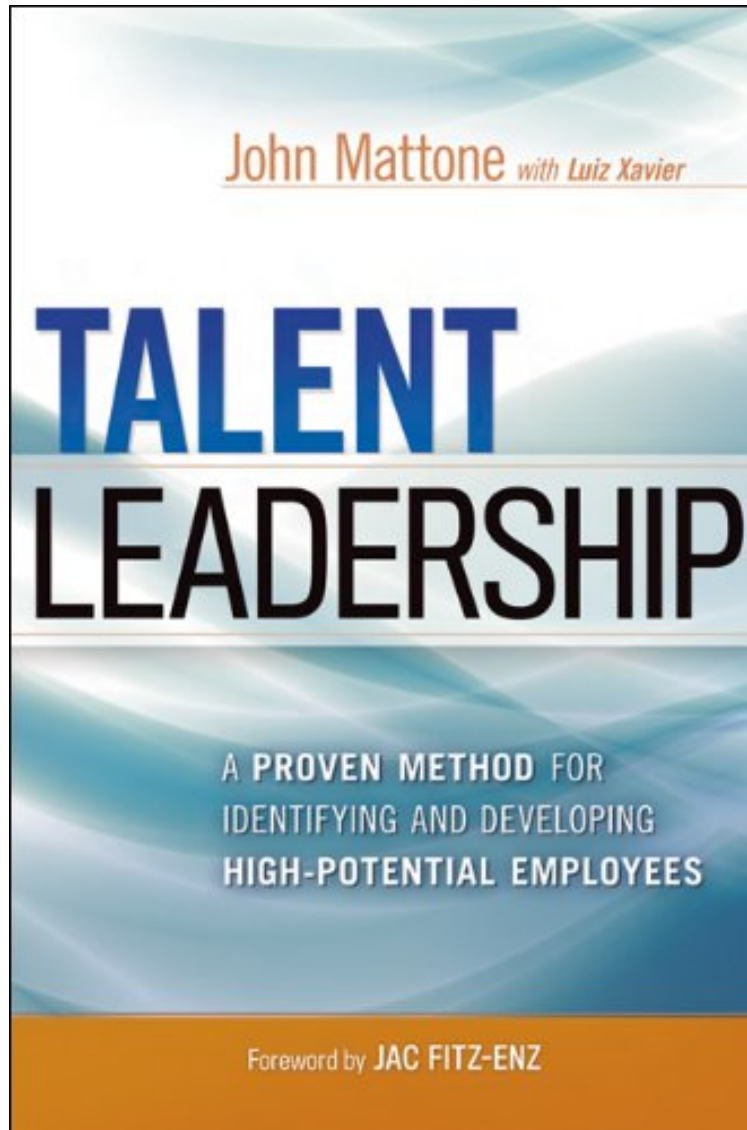


(Free) Talent Leadership: A Proven Method for Identifying and Developing High-Potential Employees

Talent Leadership: A Proven Method for Identifying and Developing High-Potential Employees

John Mattone

**Download PDF | ePub | DOC | audiobook | ebooks*



[Download](#)

[Read Online](#)

#505156 in eBooks 2012-10-17 2012-10-27File Name: B009ED2OYY | File size: 44.Mb

John Mattone : Talent Leadership: A Proven Method for Identifying and Developing High-Potential Employees before purchasing it in order to gage whether or not it would be worth my time, and all praised Talent Leadership: A Proven Method for Identifying and Developing High-Potential Employees:

0 of 1 people found the following review helpful. Highly recommendedBy Katrina McKayTo develop your future leaders, you must be able to identify who they are, and coach them to success. But how do we do this exactly? John Mattone has the answers and delivers them in an easily readable style within the pages of this book. This isn't just

another book full of academic theories... the methodologies in this book are based on real-world experience. Great case studies and compelling research, too. Highly recommended. 1 of 3 people found the following review helpful. Talent Leadership - A Real Disappointment For My Needs By Lesli Shops Again Written in too complex of a way - it isn't reader friendly. I had high hopes and they did not meet any of them. 1 of 1 people found the following review helpful. How a culture of capability, commitment, and alignment can help sustain effective talent leadership development By Robert Morris However different their respective circumstances may be, business leaders agree that identifying, recruiting, hiring, onboarding, and then retaining the talented people they need are among the greatest challenges they and their organizations face. This is especially true of high-potential leaders. All organizations need effective leadership at all levels and in all areas. Sometimes they can hire that talent but, more often than not, they must develop it. Throughout history, great leaders seem to have a "green thumb" for "growing" people. In Talent Leadership, a book written with Luiz Xavier, John Mattone offers "a proven method for identifying and developing high-potential employees." More specifically, he explains how and why organizations that excel in leadership assessment and development create and then sustain "a culture in which current and future leaders continuously develop capability (the competencies and skills to achieve high-impact results, "can do"), commitment (passion, drive, and motivation to do so, "will do"), and alignment (a leader's "connectedness" to the given strategic vision of her or his organization, "must do"). How important is all this? Mattone notes that, within the next five years, 40-70% of all executives in most organizations will become eligible for retirement. "Yet high-potentials and emerging leaders -- those most likely to rise and fill those highest positions -- account for less than 8 to 10 percent of the talent pool. That's [only] in the United States." Throughout his lively and eloquent narrative, Mattone makes skillful use of reader-friendly devices that include dozens of boxed insights and suggestions (e.g. "Developmental Suggestions You Can Give to Artists," Pages 161-162), checklists of key points or stages of a process, Exhibits (e.g. "JMP Succession Management Map" (tm), Page 110), and bullet point clusters (e.g. "Defining the Scope of Coaching Intervention (Awareness, Analysis, Action, and Achievement, Pages 208-211). These devices can facilitate, indeed accelerate frequent review of key material later. In Chapters 7-10, Mattone introduces a psychodynamic model of executive maturity, the "Enneagram"; identifies and discusses three predominant leadership styles: Heart Leaders (Helpers, Entertainers, and Artists), Head Leaders (Thinkers, Disciples, and Activists), and Gut Leaders (Drivers, Arbitrators), and Perfectionists); and then in Chapter 11, explains how to integrate assessment results and executive coaching to accelerate and continuously improve leadership development. These are among the dozens of passages that caught my eye, also listed to indicate the scope of the material that Mattone examines:

- o The Essence of Talent Leadership (Pages xvii-xix)
- o External and Internal Challenges (5-8)
- o Suggestions on How to Use Competency Models (20-28)
- o The Outer-Core Leadership Competencies (37-52)
- o Coaching from the Inside Out (67-72)
- o The Ten Elements of Positive Performance Management (77-79)
- o Employees' Roles and Responsibilities in Preparation (93-97)
- o Major Steps in Coaching as a Leader (102-105)
- o Assessment: Calibrating Performance, Potential, and Readiness (120-126)
- o Breaking Down the Enneagram (130-139)
- o Typical Executive Coaching Applications (206-211)
- o Transitioning to Individual Development Planning (219-231)
- o Nine-Box Placement and Executive Coaching (231-234)
- o Final Thoughts (239-241)

Before concluding this book, John Mattone provides three appendices within which the material can help his reader to diagnose the health of her or his human capital/talent management practice and diagnose, also, the health of their succession management program. Then he includes in Appendix C "The Mattone Leadership Enneagram Index" (MLEI) that enables his reader to identify predominant leadership styles as well as levels of executive maturity in those who are now being or will soon be coached. No brief commentary such as mine possibly do full justice to the quality and value of the material in this volume. However, I hope that I have at least suggested why I think so highly of it. Also, I hope that those who read my commentary will be better prepared to determine whether or not to obtain and read this book. In that event, I hope what it offers will help you and your organization to identify, recruit, hire, onboard, and then retain the talented people needed now and/or in months and years to come. The key to the success of those efforts will largely depend on the quality of those centrally involved in the process, and, on whether or not your organization has a culture ("garden") within which personal growth and professional development thrive.

Great leaders drive the bottom line, which is why organizations pour money into leadership development. But most companies have no real way to gauge whether their endeavors are paying off; much less where they are falling short. Talent Leadership shows how to set up a world-class leadership-development program; and have the metrics to prove it! Packed with research findings, best practices, case studies, proprietary assessments, and more, this innovative book explains how to:

- Employ assessments to benchmark current and future executive talent
- Use the resulting data to identify leaders with potential based on their capabilities, commitment, and alignment with organizational goals
- Leverage analysis to target training and coaching where they will have the greatest impact on individual performance and overall operating success

By measuring, calibrating, and recalibrating the leading indicators that directly predict organizational health and the ability of leaders to meet those needs, HR and OD professionals will bring a much-needed numbers focus to their crucial talent development efforts. This book is for

leaders of HR, Talent Management, OD/MD professionals, and the vast population of operating managers who are charged with identifying, managing and developing high-potential and emerging leaders.

John Mattone included in Leadership Excellence magazine's 2012 Best in Leadership Development Ranking. From the Inside Flap McKinsey's seminal "War for Talent" research painted a grim picture of human capital practices: Only 19 percent of companies were viewed as attracting talented people, and 8 percent of retaining them. Equally discouraging, a miniscule 16 percent demarcated employees as A, B, or C players. Sadly, the picture has barely improved. Becoming a "best in class" talent management organization requires, in part, correctly identifying, developing, and promoting leaders and future leaders who possess the capability to excel in higher-level roles. While that sounds simple enough, the fact is: When it comes to selecting and promoting the "best of the best," most organizations make far too many mistakes. Most organizations rely too heavily on subjectivity and management opinion when making promotion and high-potential decisions. For an organization to excel operationally now and into the future, they must select and promote leaders and future leaders who demonstrate they have the capability (can do), commitment (will do), and alignment (must do) required to help drive the organization to succeed. These three elements are the "leading indicators" that predict both leader and organization success. Organizations that focus on passionately and diligently assessing, measuring, and calibrating these leading indicators, will achieve breakthrough operating results! Talent guru John Mattone's groundbreaking Talent Leadership shows you how to use metrics for benchmarking current and future talent, for turning assessment data into targeted coaching and development, and for linking the strength of your leadership development practices with organizational health, as measured by EBITA, sales, revenue, and other key financial data. Drawing on more than 30 years of research and experience, including coaching work with over 200 executives and consulting work with more than 250 organizations, Mattone's simple, yet profound approach to leader identification and development will open your eyes to the qualitative and quantitative value HR can bring to organizations and equip you, the HR or operating executive, with the tools for achieving success, including: The 4Ds of robust talent management systems: deployment (selecting and promoting talent), diagnosis (continually assessing leader, individual, and team capability), development (continuously developing that capability), and demarcation (rewarding performance). The Stealth Fighter Model: a diagnostic tool that links each element of your talent management practices, including assessing the strength of your 4Ds; measuring the leading indicators of leadership potential; weighing individual, team, and organizational performance; and determining if your leadership practices are contributing to or detracting from operational excellence. The Wheel of Success: a universal target of leadership success consisting of an outer core of nine strategic skills and an inner core of seven intrapersonal and interpersonal elements that strongly affect a leader's ability to grow and develop his or her outer core—plus much more. The best predictor of a leader's future behavior is more than just his or her past behavior; it also requires the deliberate assessment, alignment, and development of those skills, motivation factors, and personality elements required for success in future leadership positions. Talent Leadership will help you make the most effective strategic human resources decisions so that you can propel your leaders and future leaders to higher levels of success while driving stellar operating results—with the metrics to prove it. John Mattone is the president of JohnMattonePartners, Inc., a global leadership consulting firm. He is a sought after keynote speaker and coach to many of America's leading corporations. He also teaches in the executive MBA program at Florida Atlantic University and, in 2011, was named to the "guru radar" by the prestigious Thinkers50. He lives in Orlando, Florida. John can be reached at johnmattonepartners@gmail.com. Luiz Xavier is a doctoral candidate in the Industrial/Organizational Psychology program at the University of Central Florida. From the Back Cover Great leaders drive the bottom line, which is why organizations pour money into leadership development. But most companies have no real way to gauge whether their efforts are paying off—much less where they are falling short. Talent Leadership unlocks the secret of building a world-class leadership identification and development program by using assessment and calibration as foundational tools. Unlike most leadership development efforts that look at "lagging indicators" such as cost per hire or turnover, this book identifies far more important metrics that actually predict operating results: the "leading indicators" of capability, commitment, and alignment with organizational goals. Packed with research findings, best practices, case studies, proprietary assessments, and more, the book explains the key components of exceptional leadership development practices employed by great organizations, including how to: Employ assessments to benchmark current and future executive talent; Use the resulting data to identify leaders with potential based on their capabilities, commitment, and alignment with organizational goals; Leverage your analysis to target training and coaching where they will have the greatest impact on individual performance and overall operating success Talent Leadership helps you push past the myopic practices of hiring and promoting technically proficient people who lack the motivation and vision to successfully lead. This book is for leaders of HR, talent management, OD/MD professionals, and the vast population of operating managers who are charged with identifying, managing, and developing high-potential and emerging leaders. Advance Praise for Talent Leadership: "Through countless interviews, extensive global travel, and years of consulting and coaching hundreds of organizations and leaders, John

Mattone has developed a fool-proof method for identifying and developing leaders and prospective leaders. In his new book, John shares knowledge that took him three decades to amass. How fortunate that we can benefit from his wisdom simply by reading Talent Leadership. — Marshall Goldsmith, million-selling author of the New York Times bestsellers MOJO and What Got You Here Won't Get You There "This is a must-read for every CEO, senior leader, and HR executive, if they want to drive breakthrough operating results." — Dan Hoeyer, CEO, Business Educators, Inc. "John Matton's Talent Leadership book and personal coaching and consulting have proven instrumental in developing our talent management strategies. We are now very adept at aligning our people capabilities with our business strategy, and as a result we are driving sustained bottom-line performance." — Richard Swanson, President CEO, Nebraska Machinery