



Harness Your Talent

CAREER DEVELOPMENT WORKSHOPS

"Linear careers are fast vanishing. Careers take place within a complex systems environment, so talented people need to manage their self-development and their "career-mindfulness" in ways that engage with and take advantage of dynamic change around them" (David Clutterbuck).

Research for Prof David Clutterbuck's book, *The Talent Wave* explored the questions: If all the HR processes designed to identify, develop, promote and retain talent work, how come the wrong people so often get to the top? And why is it that we have made so little impact on gender, racial and other inequalities at senior levels in organisations?

The core conclusion was that most of the processes – from leadership competencies to nine box grids and annual performance appraisals – don't work, because they are based on the assumption that the relationship between employees and employer organisations is a simple, linear system, when it is in fact a complex, adaptive system.

A (complex, adaptive) systemic perspective:

- Focuses less on identifying talent, than on enabling it to emerge
- Recognises that people and job roles both evolve
- Offers developmental opportunities to all people, who are willing and able to make use of them
- Places more emphasis on continuous, insight-provoking and honest conversations than on processes and rules

It also firmly places responsibility and accountability for personal development and career management on the individual employee, rather than on their boss or on the organisation. The boss and the organisation are accountable and responsible for creating the environment, in which talented people can enhance and apply their talents, be recognised for doing so, and have the information they need to both access learning resources and adjust their career plans in line with the organisation's strategy and the opportunities that may arise out of change in the organisation's environment.

Four kinds of conversation underlie the systemic approach:



1. The employee has to have conversations with themselves, to raise self-awareness and awareness of the context, in which their career is taking place
2. The employee needs to have honest conversations with key stakeholders – and their boss, in particular -- about how to maintain the pace of learning and gathering of experience that will help them grow into new roles
3. The organisation can align its aspirations and those of talented employee by engaging them in regular, frequent dialogue aimed at helping them create more informed personal career strategies and the organisation identify new opportunities to use the energy of its talent wave in achieving competitive advantage
4. Distributed leadership is increasingly about people at many levels in an organisation coming together through dialogue using virtual media, to provide leadership on emerging business issues

We offer two workshops, developed in conjunction with Prof Clutterbuck, delivered over a ½ day, full day, or two days, by one of our consultants. Or we can provide materials and a facilitator's guide for internal facilitators.

Harness Your Talent – For Employees

This workshop helps employees to:

- Reflect upon their own careers so far
- Understand their motivations, strengths and potential
- Develop the skills to be more proactive and more effective in managing both their personal development and their career direction

Harness Your Talent – For People Managers

This workshop helps managers to have more effective conversations with their direct reports about developmental issues and opportunities. They will have:

- Raised awareness of the importance and potential of their role in leading developmental conversations with direct reports
- Focused energy and commitment for fulfilling this role – derived in part from having greater confidence in their ability to do so
- A clear sense of the structure of a developmental conversation
- A portfolio of tools to help them prepare for and manage effective developmental conversations



Features and Benefits

FEATURES

1. Flexible - a package of exercises, handouts, questionnaires, self-diagnostic tools and slides that can be used together to deliver a short ½ day workshop or a more intensive 1 or 2 day experience
2. Based on latest research by Prof David Clutterbuck
3. Can be delivered by our consultants or internal facilitators

BENEFITS

1. Empower your people to take charge of their careers
2. Design the workshop you want rather than take a pre-determined program
3. A cost-effective way to get world-class materials for internal facilitation
4. Whilst the line manager workshop is not specifically aimed at coaching skills, nor at performance management, both issues are touched upon and the learning participants take away will certainly have a positive impact on both of those activities.

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