



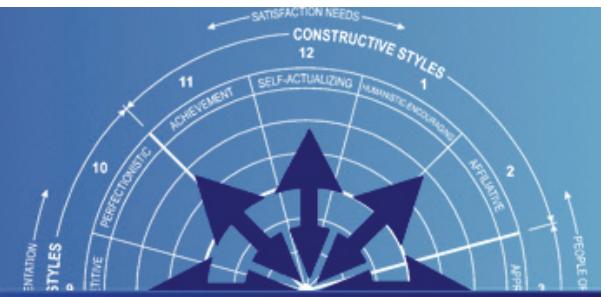
Sustaining Top Talent through Positive Culture and Leadership

Presented by Dr. Linda Sharkey

Distinguished Fellow at the Global Leadership Development Center,
Marshall Goldsmith School of Business



Talent Management



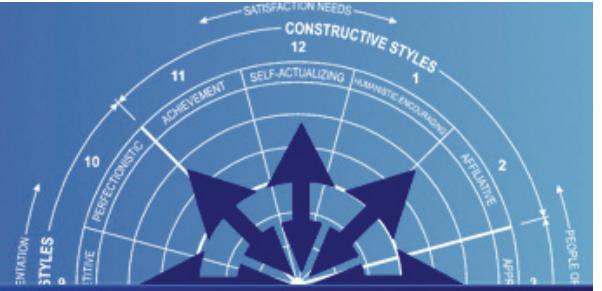
Talent Management Strategic Framework and Diagnostic Model



Measure, Communicate & Continually Improve

Research by Dr. Linda Sharkey and Dr. Paul Eccher

Talent Management Diagnostic Survey



Relationship between TM levers and results:

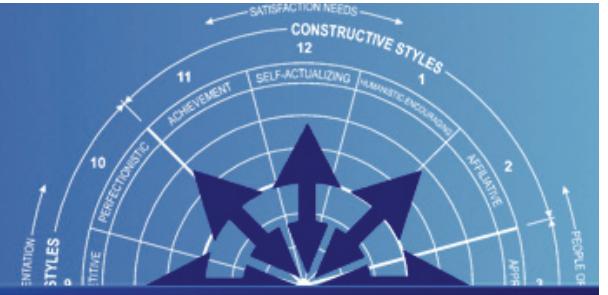
Ranked High to Low

1. Supportive Culture
2. Strategic Alignment
3. Learning & Development
4. Senior Leadership Engagement and Sponsorship
5. Talent Assessment
6. Human Resources Capabilities
7. Data Storage and Analytics
8. Performance Management Processes and Systems

Less than half of those surveyed feel they have a supportive culture.

Research by Dr. Linda Sharkey and Dr. Paul Eccher

Human Resource Executive, April 2010

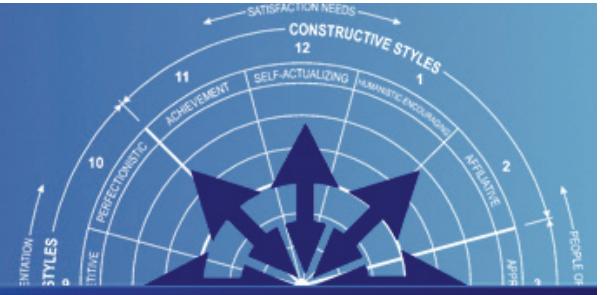


**“It all comes down to this:
Does HR—or, more specifically in our case, the
talent-management team—really understand
the business culture and develop and
implement tools and resources aligned to that
culture?”**



Michele Golden, vice president of talent management and diversity for
Atlanta-based Turner Broadcasting System Inc.

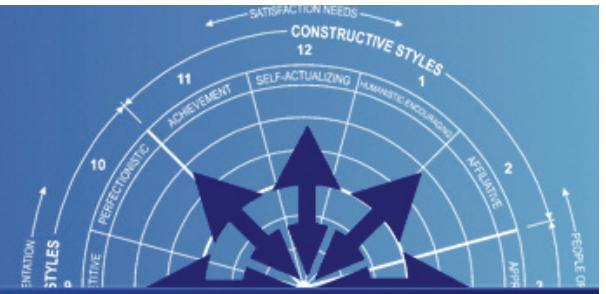
What is Organizational Culture?



Culture is the shared values, norms, and expectations that underscore how:

- ❖ Decisions are made
- ❖ Leaders behave
- ❖ People approach their work
- ❖ Colleagues interact

Quantifying Culture— The Circumplex



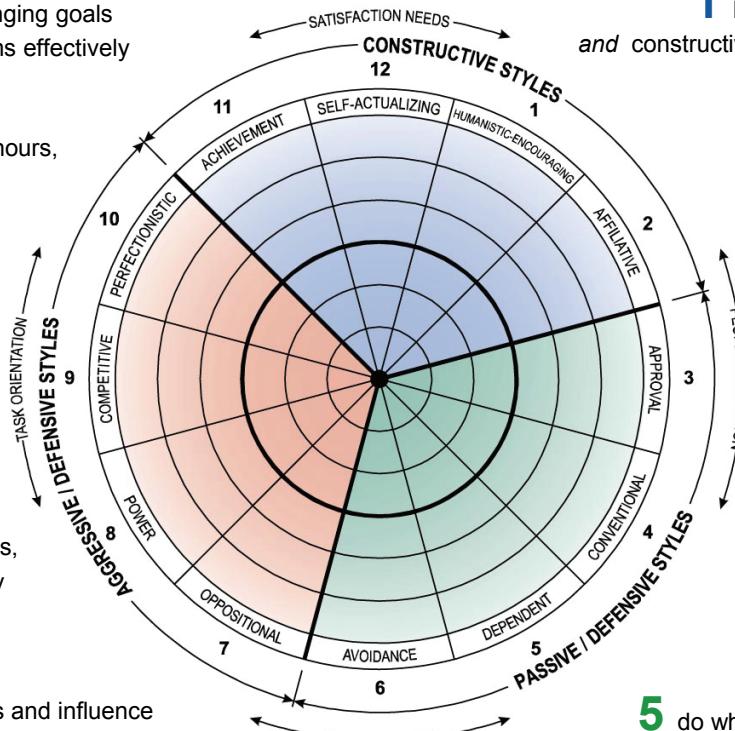
Members are expected to...

- 11** set challenging goals
and solve problems effectively
- 10** avoid making mistakes, work long hours,
and keep “on top” of everything

- 9** operate in a “win-lose” framework
and work against peers to be noticed

- 8** take charge and “control” others,
and make decisions autocratically

- 7** gain status and influence
by being critical and constantly
challenging one another



- 12** enjoy their work

and produce high-quality products/services

- 1** be supportive
and constructive in dealing with others

- 2** be open & friendly
and sensitive to the satisfaction
of the work group

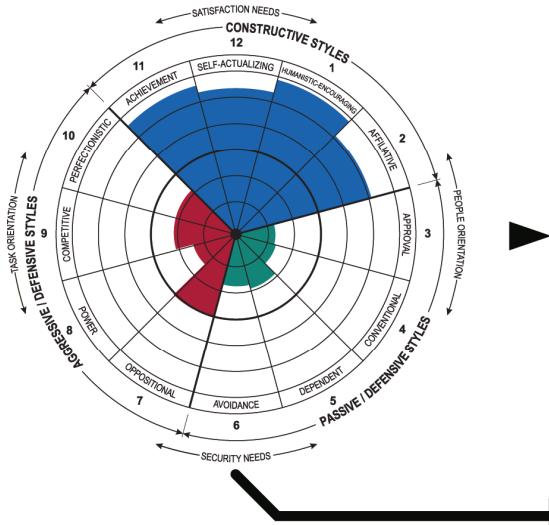
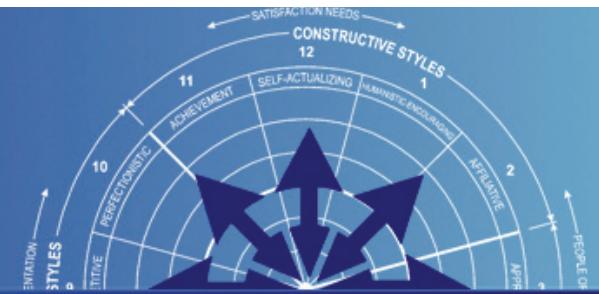
- 3** agree with, gain the approval of,
and be liked by others

- 4** conform, follow the rules,
and make a good impression

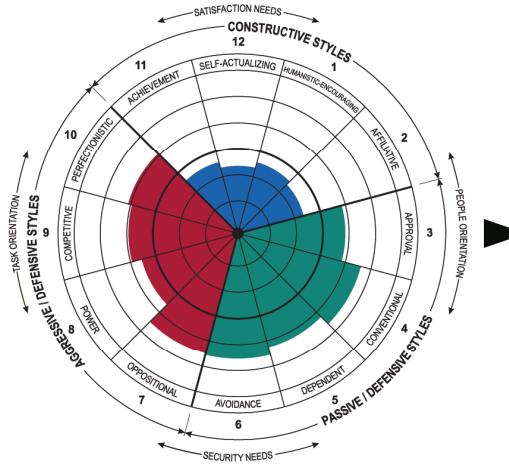
- 5** do what they are told
and clear
all decisions with supervisors

- 6** shift responsibilities to others
and avoid being blamed for mistakes

How Culture Works



Leadership
Learning and Development
Performance Management
Job Architecture
Rewards and Recognition



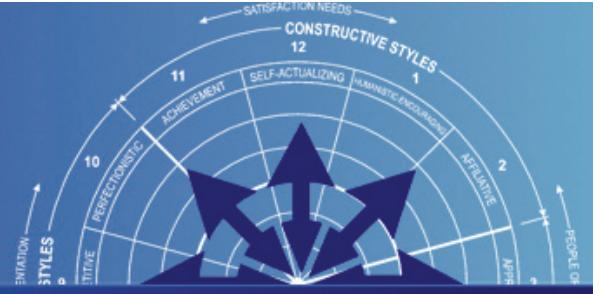
Engagement
Retention
Customer Satisfaction
Innovation

Culture Disconnect

Research on over 1,000 organizations shows these scales (and more) are correlated and measured by Human Synergistics' surveys.

Cooke, R. A., & Szumal, J. L. (2000). Using the Organizational Culture Inventory to understand the operating cultures of organizations. In Ashkanasy, N. M., Wilderom, C. P. M., & Peterson, M. F. (Eds.), *Handbook of organizational culture and climate*. Thousand Oaks, CA: Sage.

Poll Question



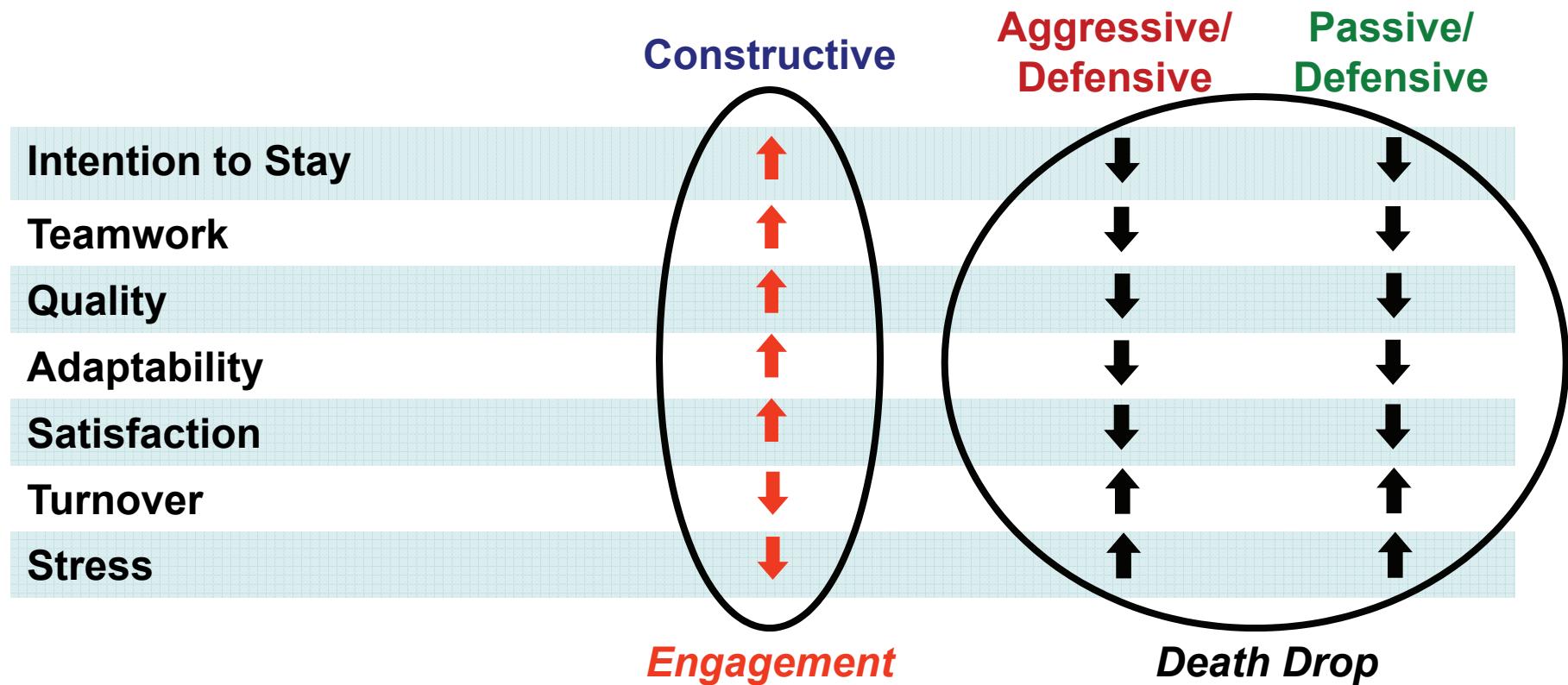
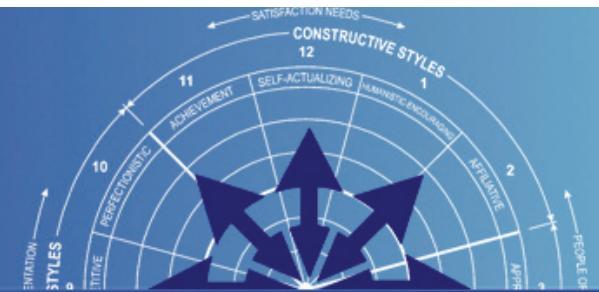
❖ Do you know what your **current culture** looks like?

- a) Yes
- b) No

❖ If **Yes**, how do you know?

- a) internal survey (developed in-house)
- b) validated survey (tested, reliable, and used across many organizations)
- c) observations, focus groups, or other qualitative methods

Why Constructive Culture Matters



Correlations from Szumal, J.L. (2001). Reliability and Validity of the OEI Arlington Heights, IL: Human Synergistics/Center for Applied Research.

Wholly Kal Family Hospital

Mission and Values



Our mission is to provide high quality care to our patients and health services to the community at a reasonable cost

Achievement

and to do so by

Encouraging creativity, innovation, and integrity within the hospital

Self-Actualizing

Empowering our associates and providing mutual support for professional development and individual growth and

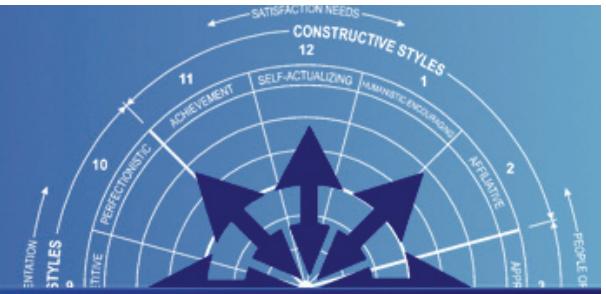
Humanistic

Promoting communication, cooperation, and teamwork among physicians, nurses, support staff, and administrators

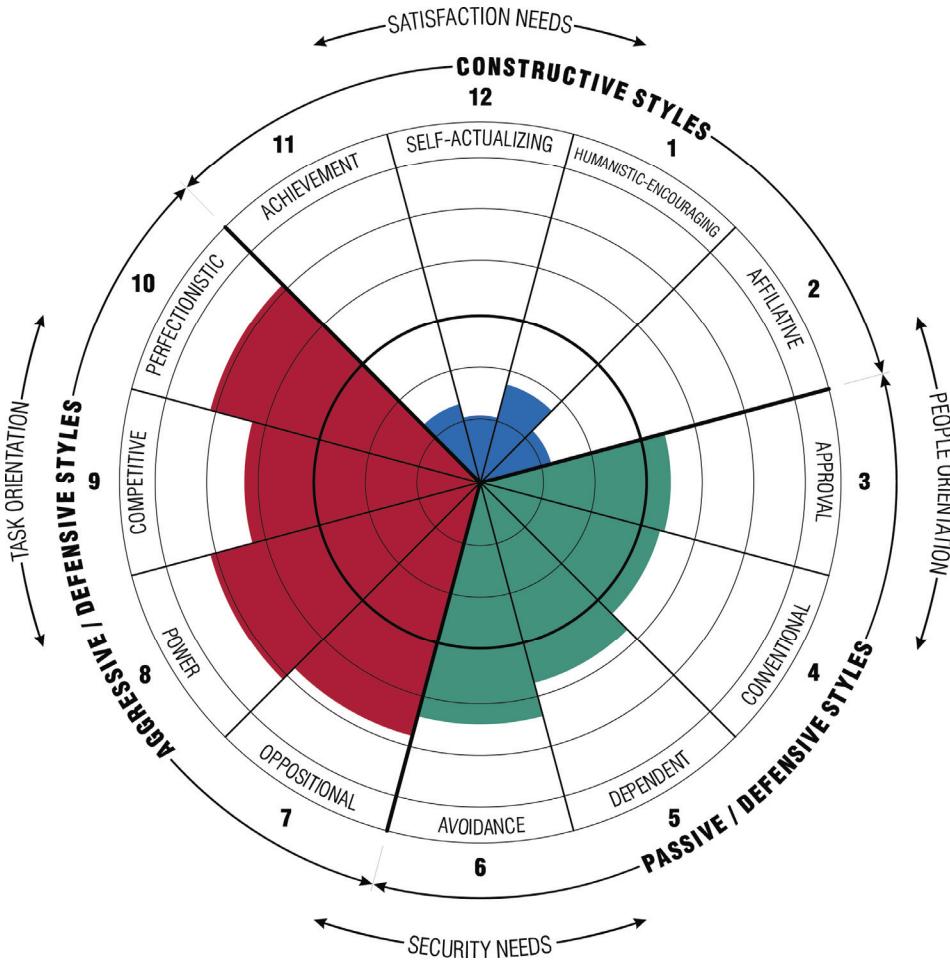
Affiliative

Wholly Kal Family Hospital

Current Culture

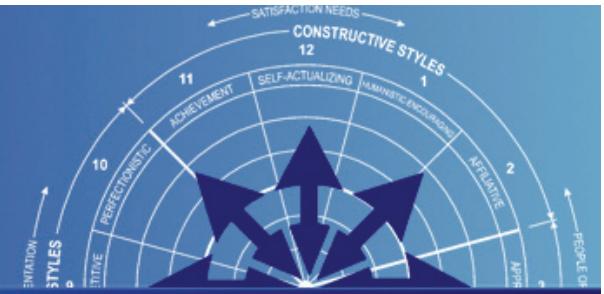


All Respondents
(n=315)

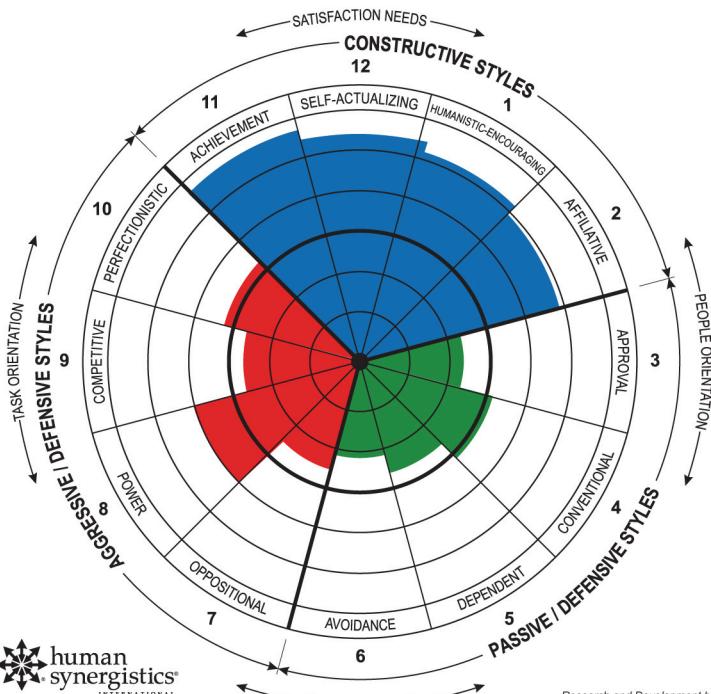


Actual Impact Varies

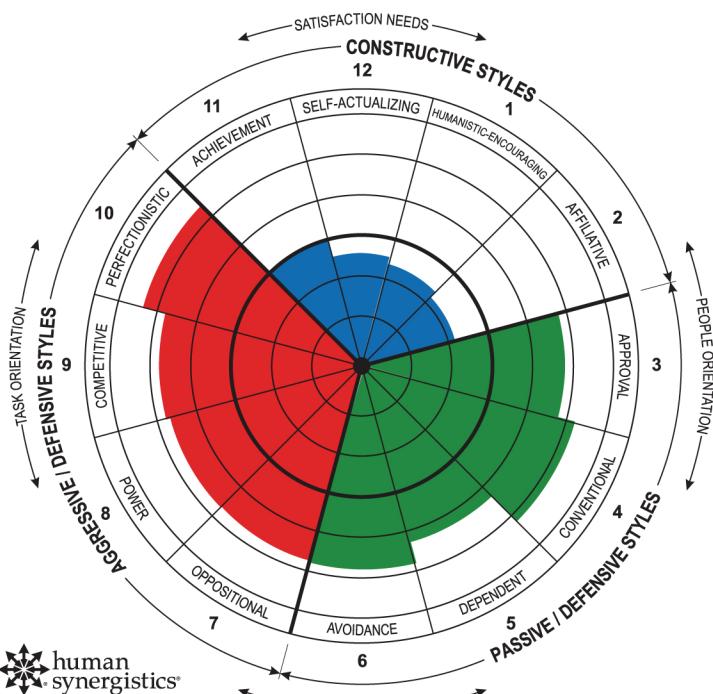
Top 10% vs Bottom 10% within a major corporation



Impact of the Most Effective and Successful Leaders



Impact of the Least Effective and Successful Leaders



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synergistics®
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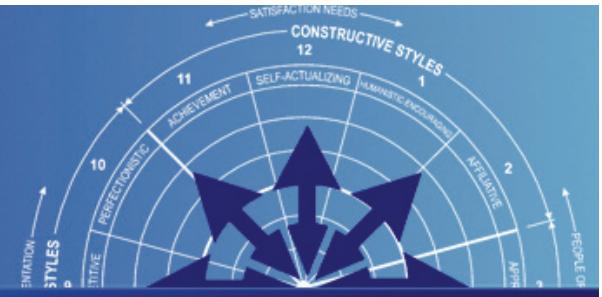
Research and Development by
Robert A. Cooke, Ph.D.
J. Clayton Lefferty, Ph.D.

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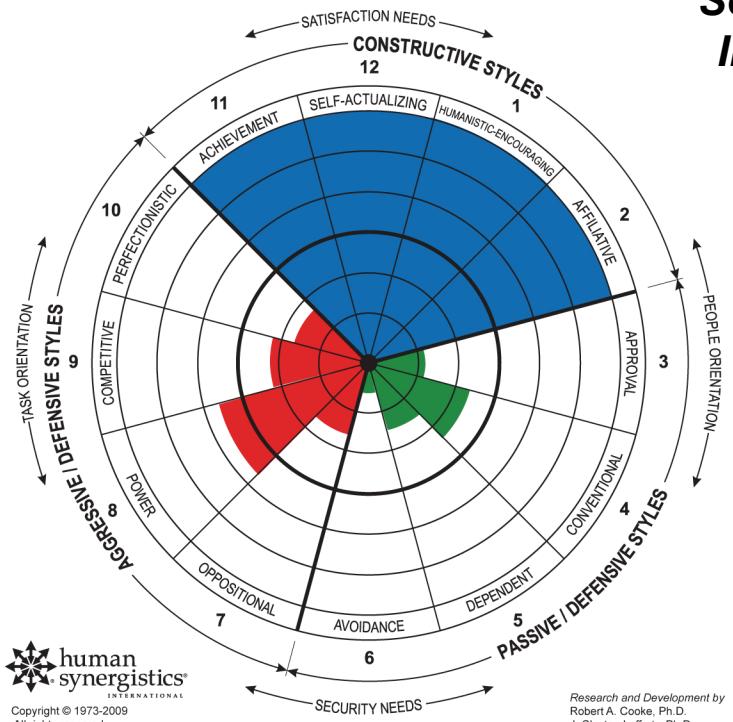
Research and Development by
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J. Clayton Lefferty, Ph.D.

Effectiveness based on ratings by superiors, peers and direct reports;
success based on performance-based salary increases over time

But All Leaders Want to Have a Constructive Impact

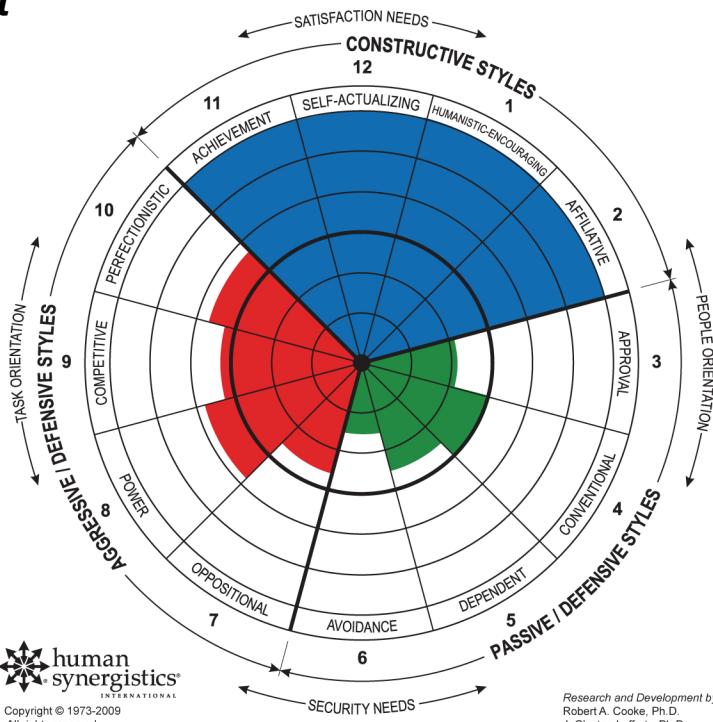


Prescriptive
(Top 10%)

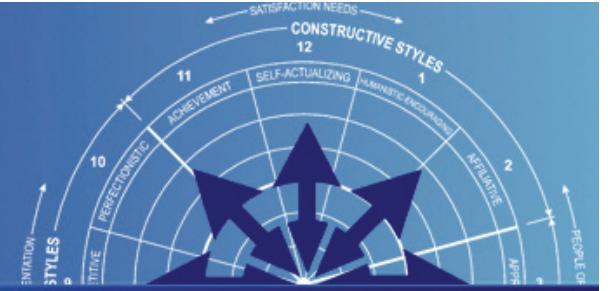


**Ideal Impact as measured by
Leadership/Impact[®]
Self-Report Inventory**

Restrictive
(Top 10%)



Poll Question



To what extent are your leaders creating a **constructive culture**—one that is consistent with your organization's values?

- a) Not At All
- b) A Slight Extent
- c) A Moderate Extent
- d) A Great Extent
- e) A Very Great Extent
- f) Don't Know

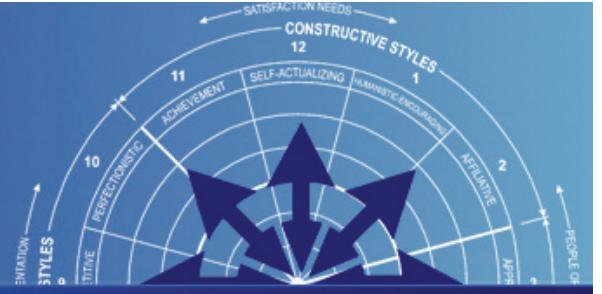
Human Synergistics and Towers-Perrin Research on Culture and Profitability



Type of Culture	Profitability (Over 3 Years)
Constructive	Higher earnings
Passive/Defensive	<i>No Statistically Significant Correlation</i>
Aggressive/Defensive	Greater volatility

Profitability data provided by Towers-Perrin: Profitability measured by earnings/sales ratios based on averages for the three-year period; volatility scores based on standard deviations. Culture types measured by the OCI.

Talent Management Diagnostic Survey



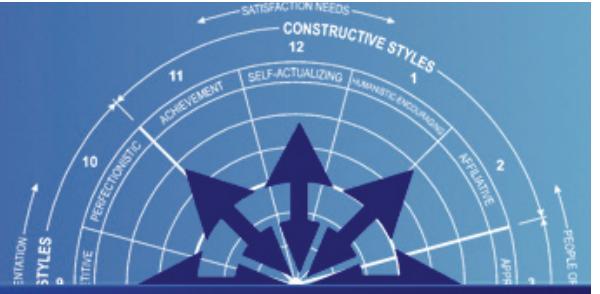
Top and Bottom Quartile: A look at relationship with longitudinal stock price

	2008 Average Stock Price	January 2010 Average Stock Price	Percent of Change
Top Quartile TM Results	\$61.30/share	\$49.90/share	-18%
Bottom Quartile TM Results	\$89.40/share	\$45.20/share	-49%

✿ Nearly 3X greater decline in stock for companies reporting weak TM strategies, processes and results

Research by Dr. Linda Sharkey and Dr. Paul Eccher

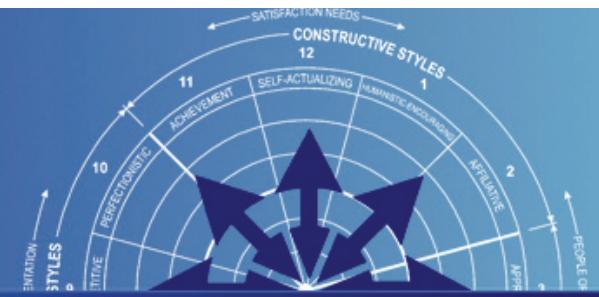
Poll Question



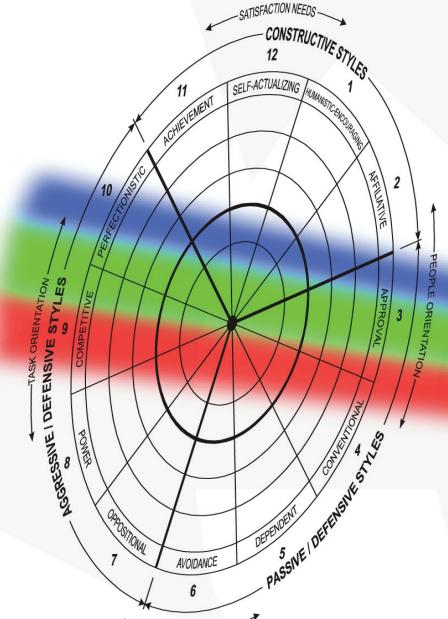
✿ Is your culture **helping** or **hindering** your organization's performance?

- a) helping
- b) hindering
- c) don't know

Measure and Develop Culture



ORGANIZATIONS

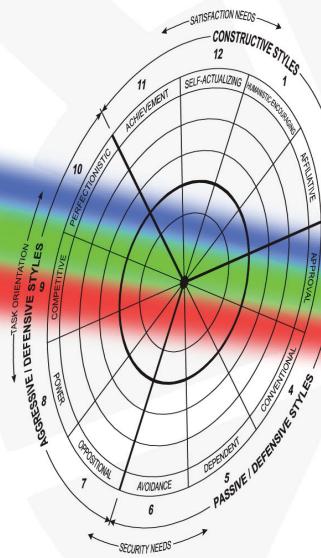


Organizational
Culture
Inventory® (OCI)

Culture for Diversity
Inventory™ (CDI)

Customer
ServiceStyle™ (CSS)

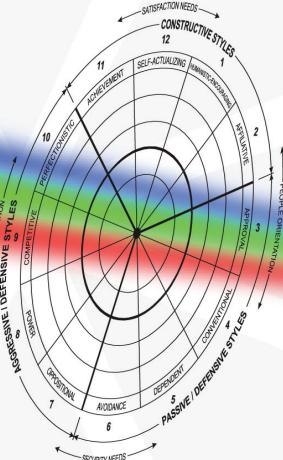
LEADERSHIP



Leadership/Impact® (L/I)

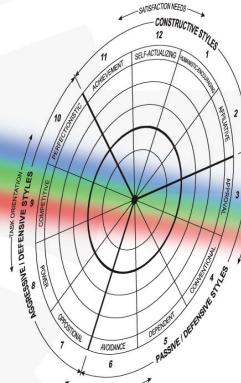
Acumen Leadership
WorkStyles™ (LWS)

MANAGEMENT



Management/Impact™

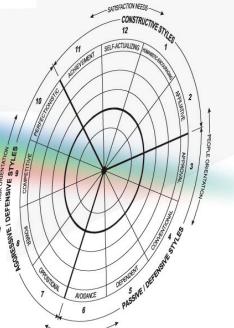
TEAMS



Group Styles
Inventory™ (GSI)

Survival and Business
Simulation Series

INDIVIDUALS



Life Styles
Inventory™ (LSI)

LSI Conflict™

Stress Processing
Report™ (SPR)

Research and development by:

Janet A. Szumal Ph.D.

Robert A. Cooke Ph. D.

Sustaining Top Talent through Positive Culture and Leadership



Email Questions to HS:
info@humansynergistics.com

Upcoming HS Events:

HS Presentation at ASTD—May 17 (Chicago)

HS-UK Conference—June 29 (London)

HS Presentation at OD Network—October 17-20 (New Orleans)

HS Workshops:

June 14-17 (Chicago & London)

July 27-30 (Chicago)

Sept 21-24 (San Francisco)

Oct 26-29 (Detroit)

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