

Levers Proven to Drive Constructive Cultures and Effective Talent Management

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Talent management

...refers to the skills of attracting highly skilled workers, of integrating new workers, and developing and retraining current workers to meet current and future business objectives.
(David Watkins, 1998)

...a conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs.
(Derek Stockley, 2005)

...a holistic approach to optimizing human capital, which enables an organization to drive short- and long-term results by building culture, engagement, capability, and capacity through integrated talent acquisition, development, and deployment processes that are aligned to business goals. (ASTD, 2009)

Culture is a system of shared values
and beliefs...

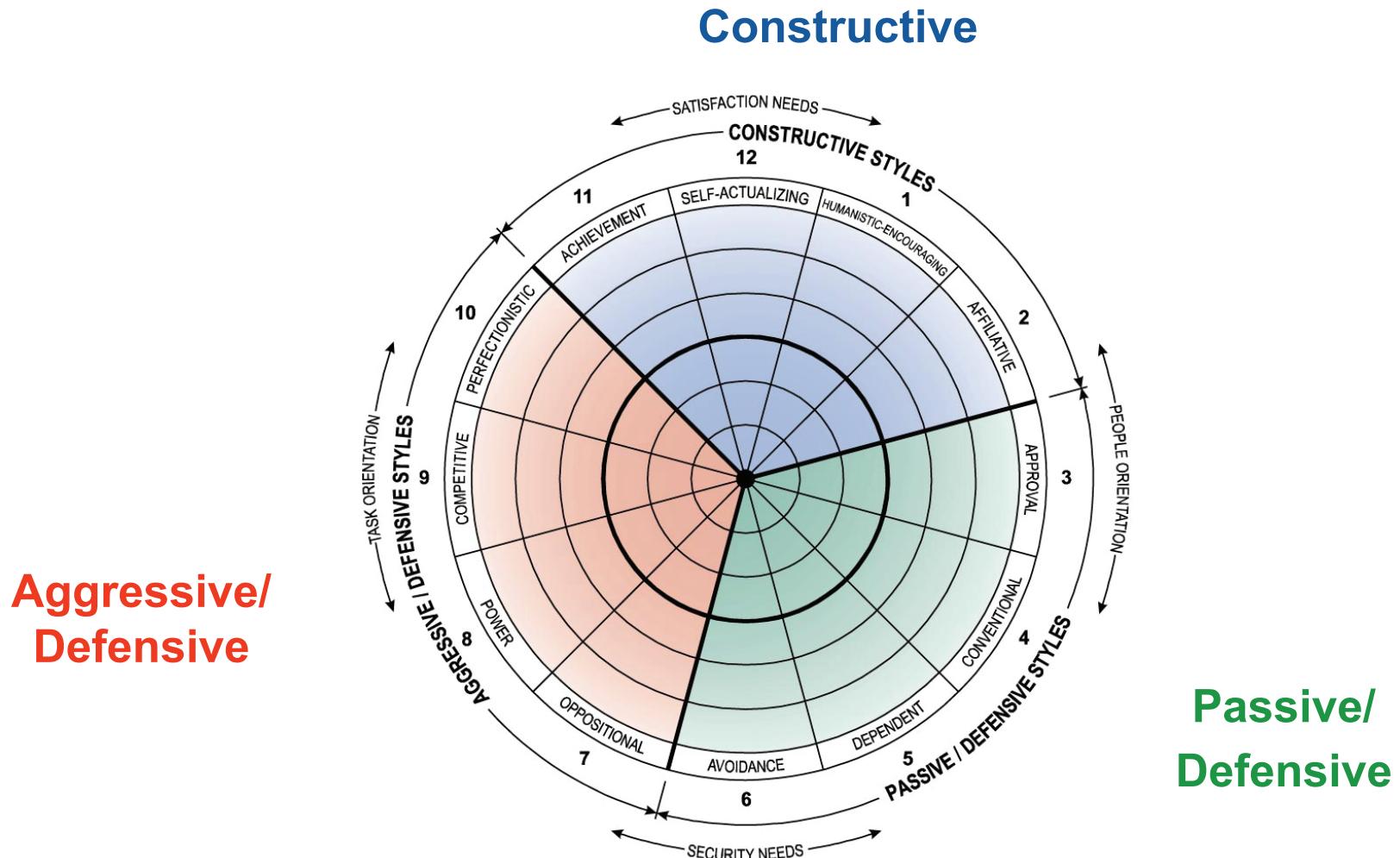
that lead to norms and expectations
that guide the way...

members of an organization approach
their work and interact with one
another. (Cooke & Szumal, 1993)

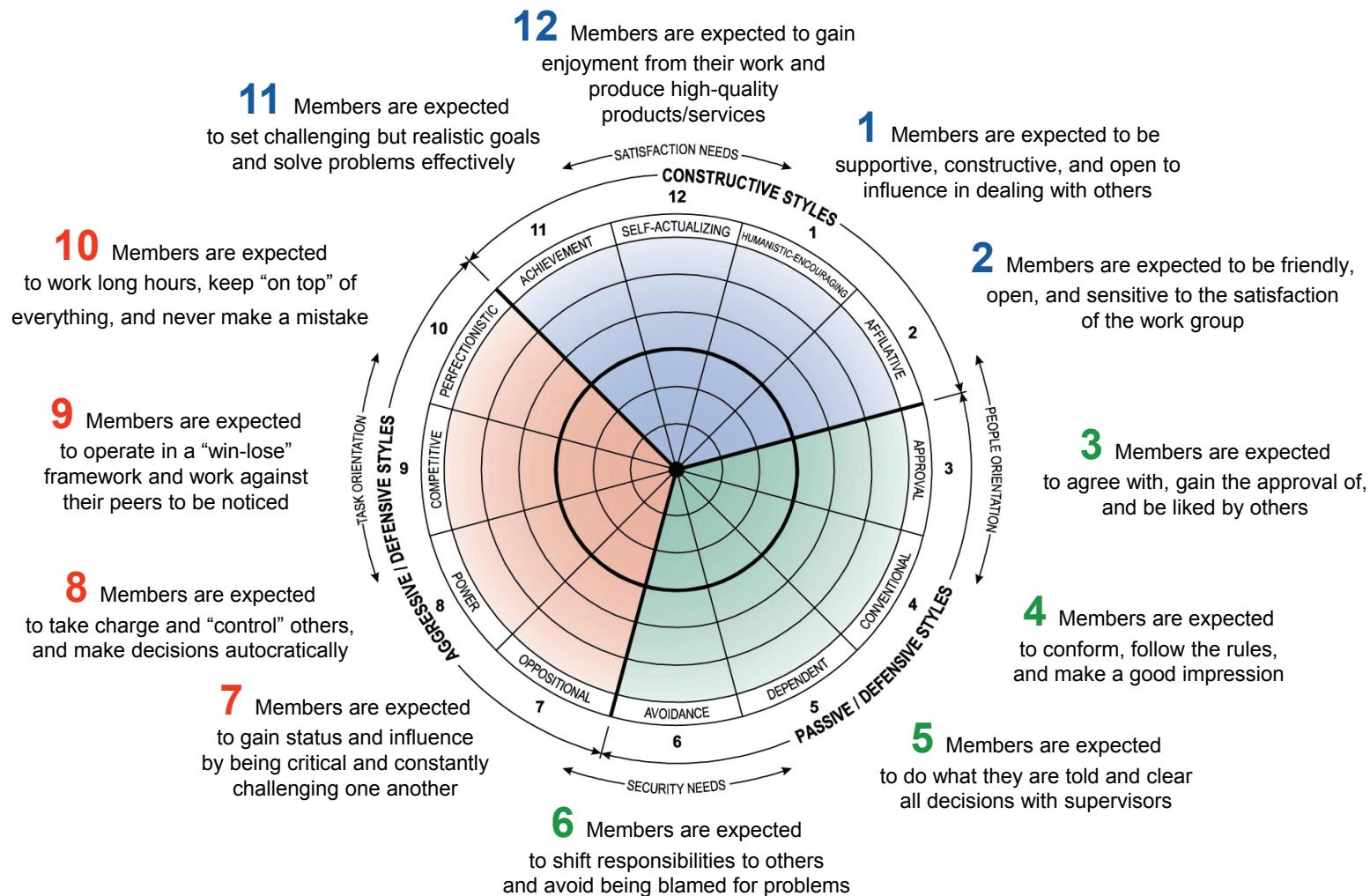
Talent management involves individual and organizational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people-oriented **culture**. (Derek Stockley, 2005)

It is a mindset that goes beyond the rhetoric towards a holistic and integrated approach to leveraging the greatest competitive advantage from people. **Talent management** is about those thoughts and actions that, consistently, over time, become **organisational culture**. (Rhea Duttagupta, 2005)

The assessment of an **organization's culture** is a must-do activity prior to launching a set of talent initiatives; a strong talent culture sets the foundation for improving **talent practices**. (Linda Sharkey, 2011)



Quantifying Culture— The Circumplex Styles



What type of culture do you think would be “ideal” for your organization?

a) Constructive

(Achievement, Self-Actualizing, Humanistic-Encouraging, Affiliative)

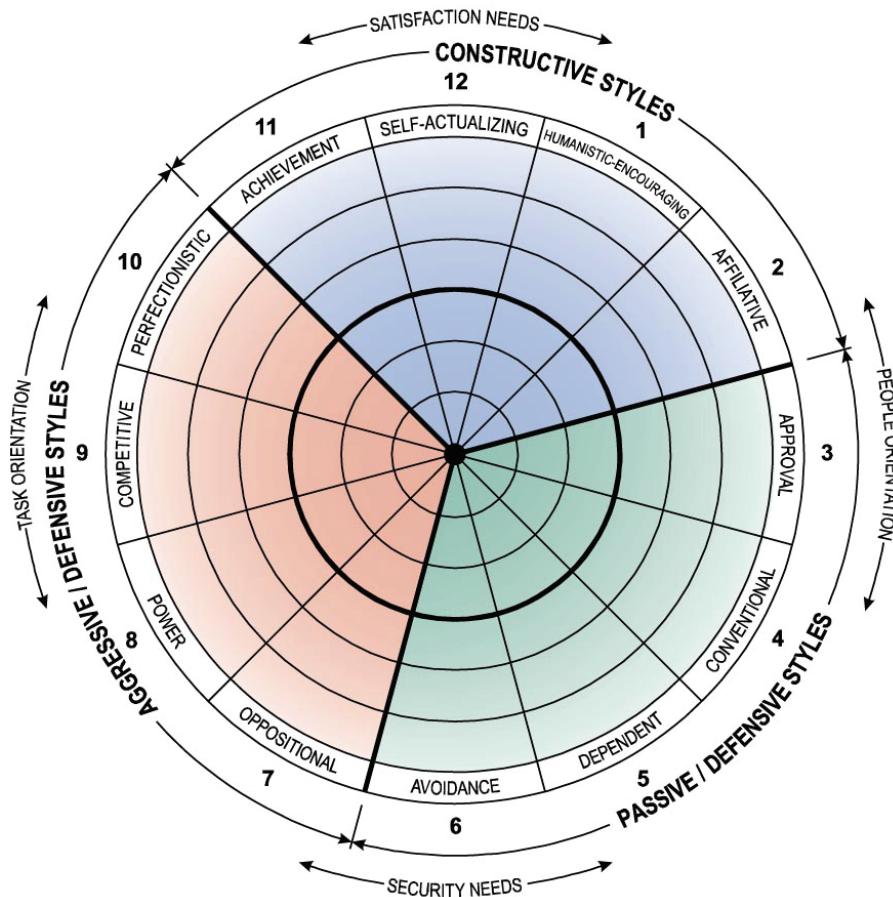
b) Passive/Defensive

(Approval, Conventional, Dependent, Avoidance)

c) Aggressive/Defensive

(Oppositional, Competitive, Power, Perfectionistic)

Sustainability



Volatility

Vulnerability

How would you best describe the current or “actual” culture of your organization?

a) Constructive

(Achievement, Self-Actualizing, Humanistic-Encouraging, Affiliative)

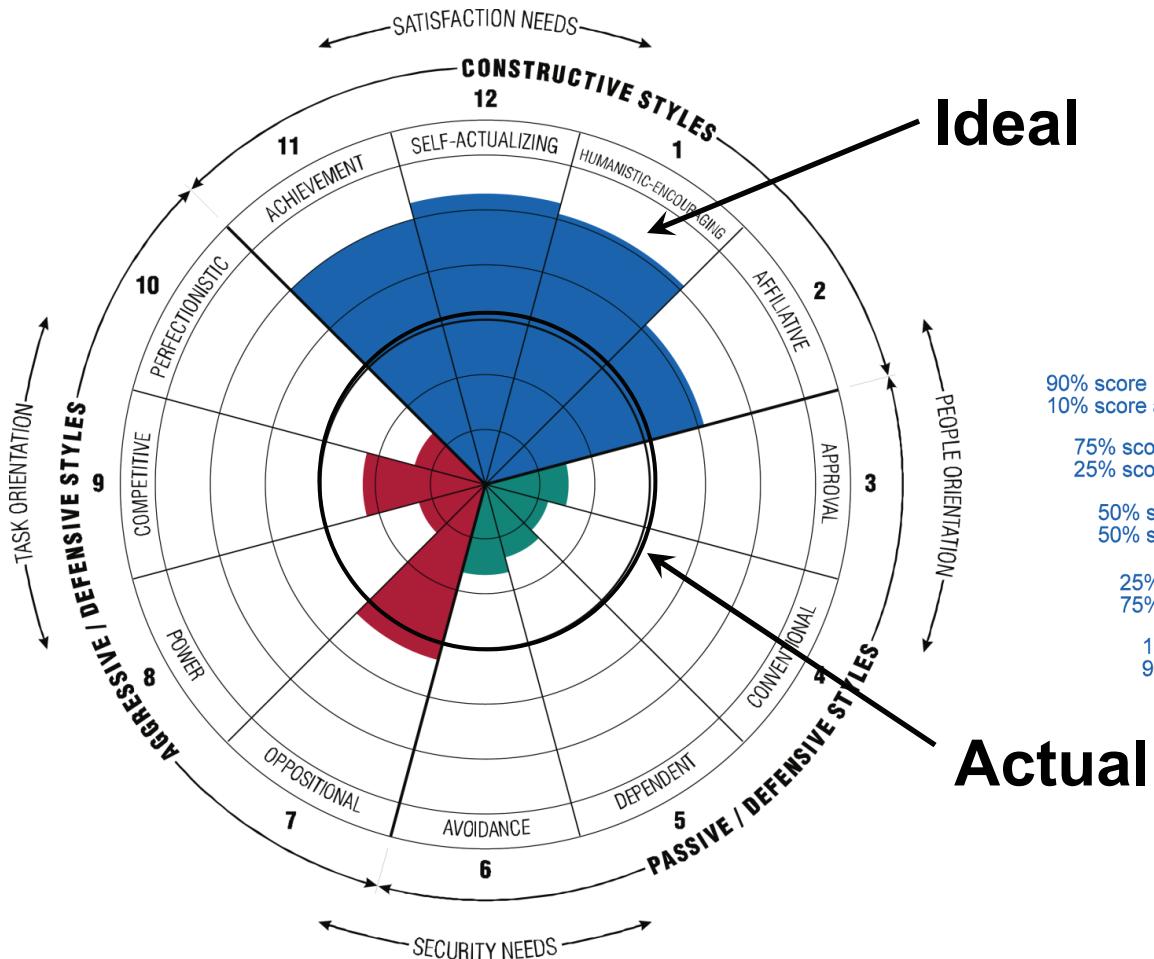
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Organizational Culture Composite Ideal and Actual Profiles



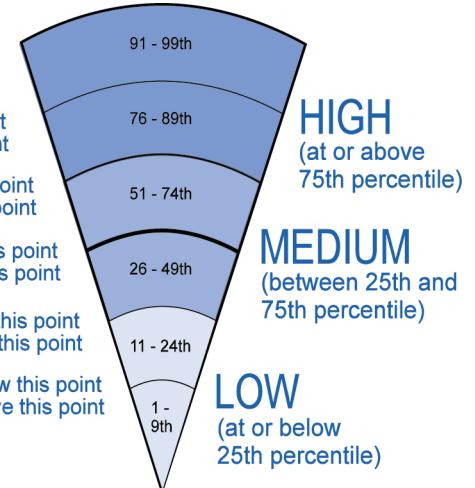
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75% score below this point
25% score above this point

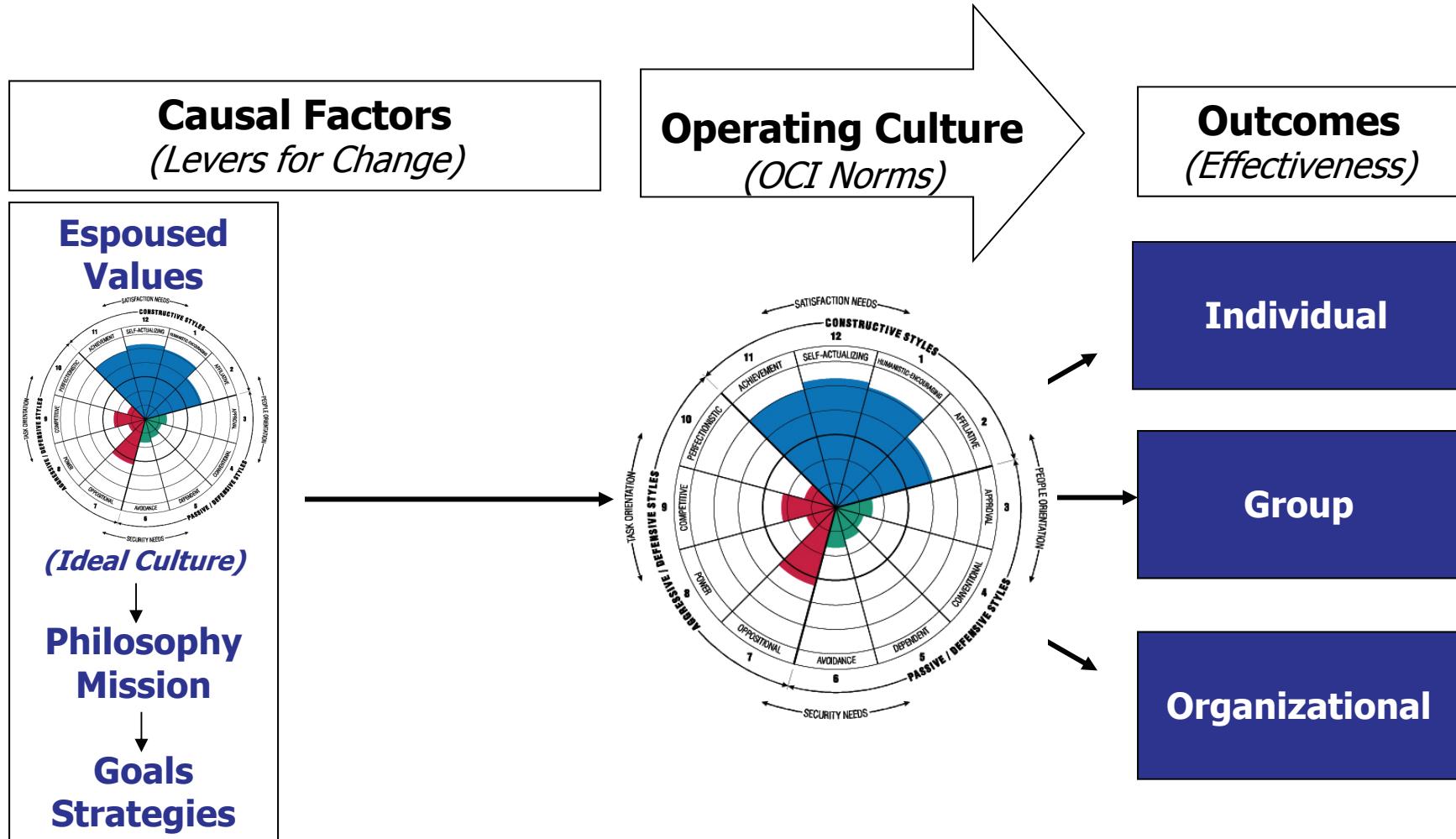
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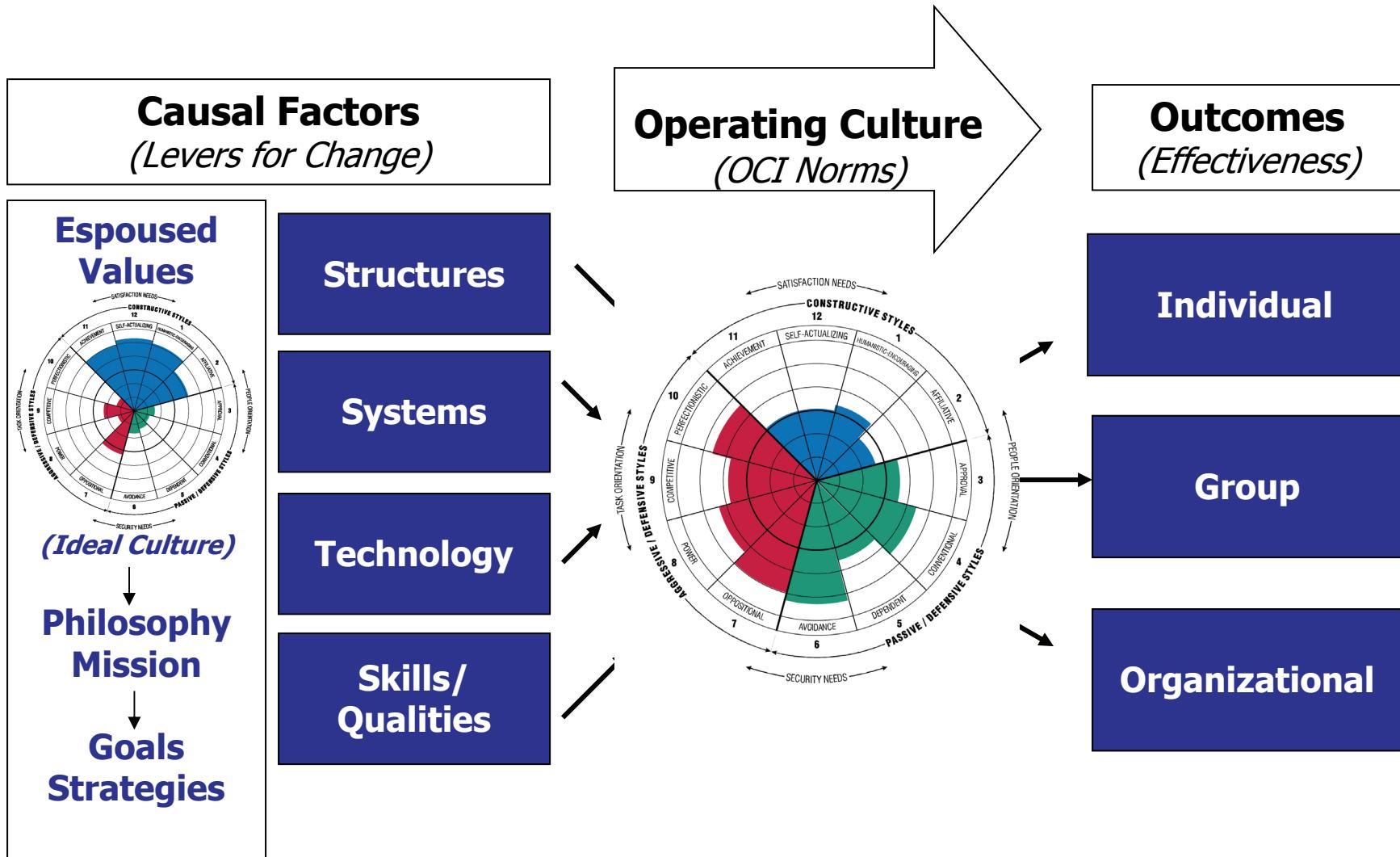
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How Culture is Supposed to Work



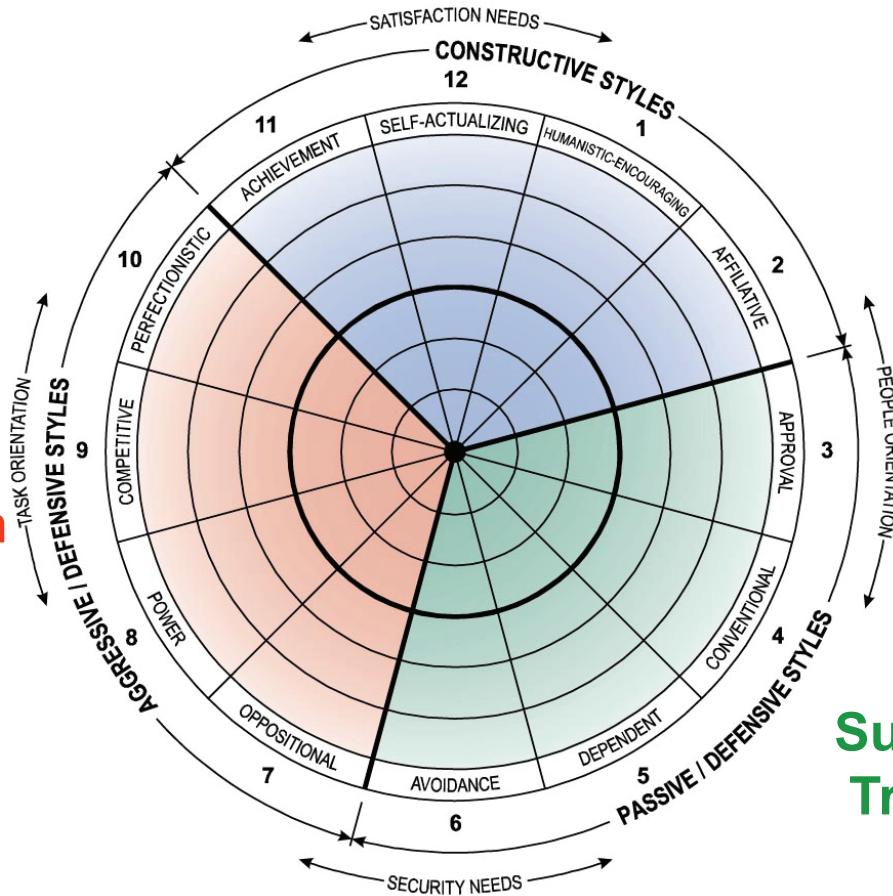
How Culture Really Works (The Culture Disconnect)



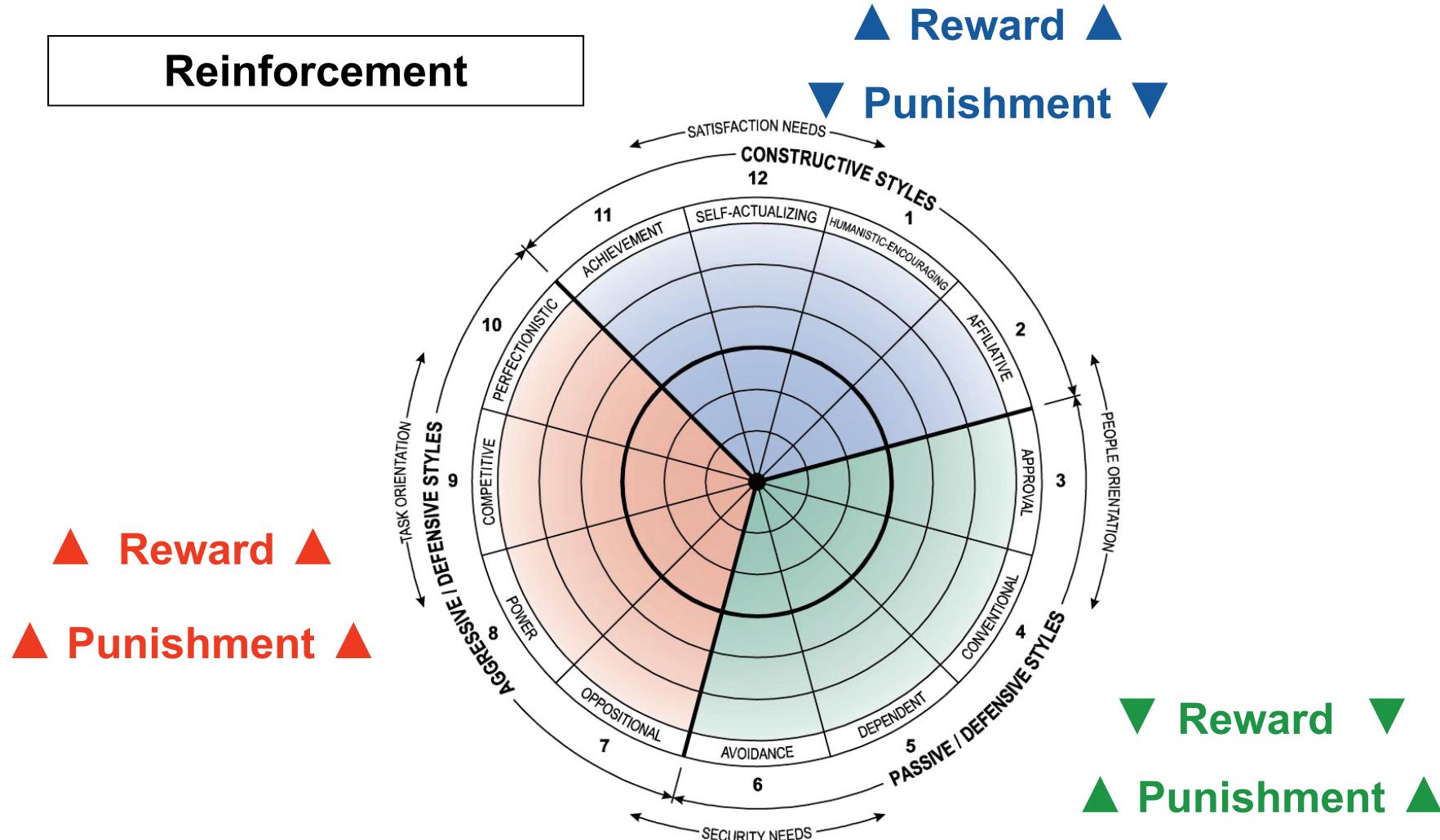
Performance Appraisal

Objective & Behavioral-Based

**Forced Distribution
& Short-Term
Outcome-Based**



**Subjective &
Trait-Based**



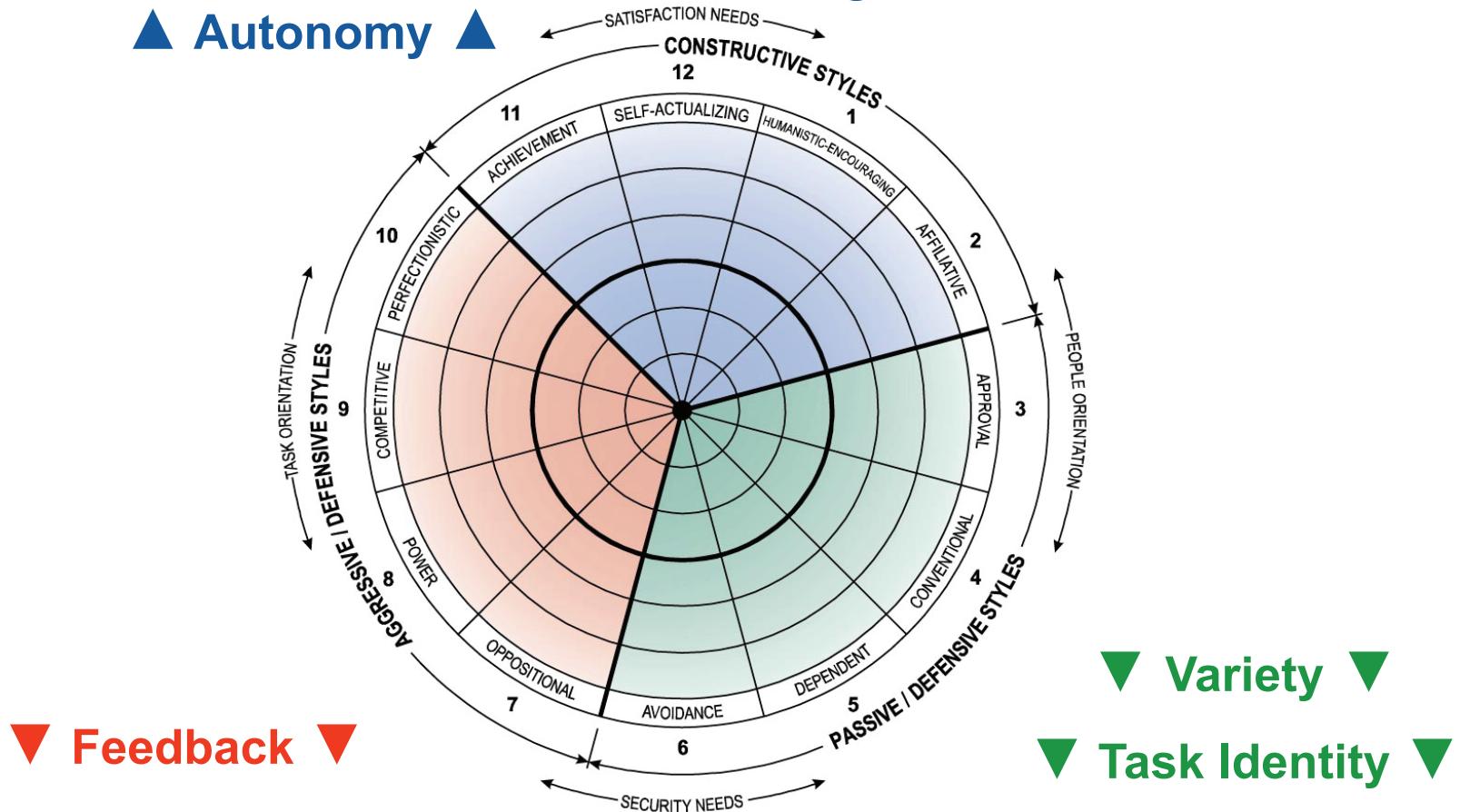
To what extent do your organization's
Talent Management practices
promote a Constructive Culture?

- a) Not At All
- b) A Slight Extent
- c) A Moderate Extent
- d) A Great Extent
- e) A Very Great Extent

Job Design

▲ Autonomy ▲

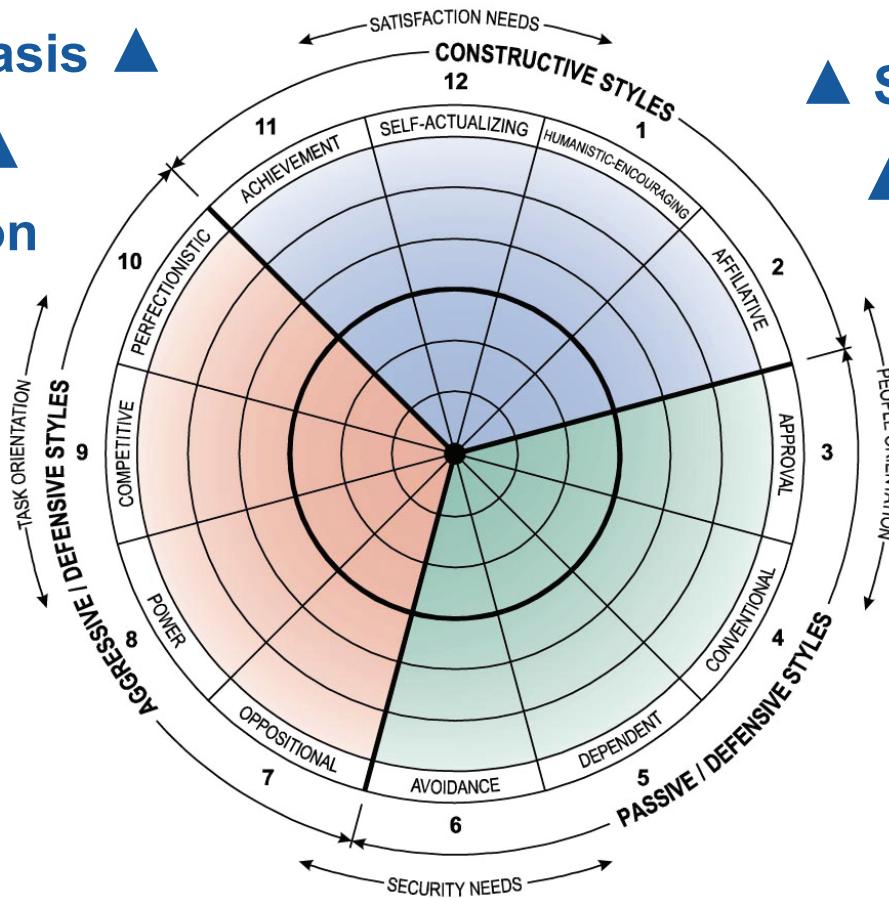
▲ Significance ▲



Managerial Styles

▲ Goal Emphasis ▲

▲ Task ▲
Facilitation



▲ Supportiveness ▲

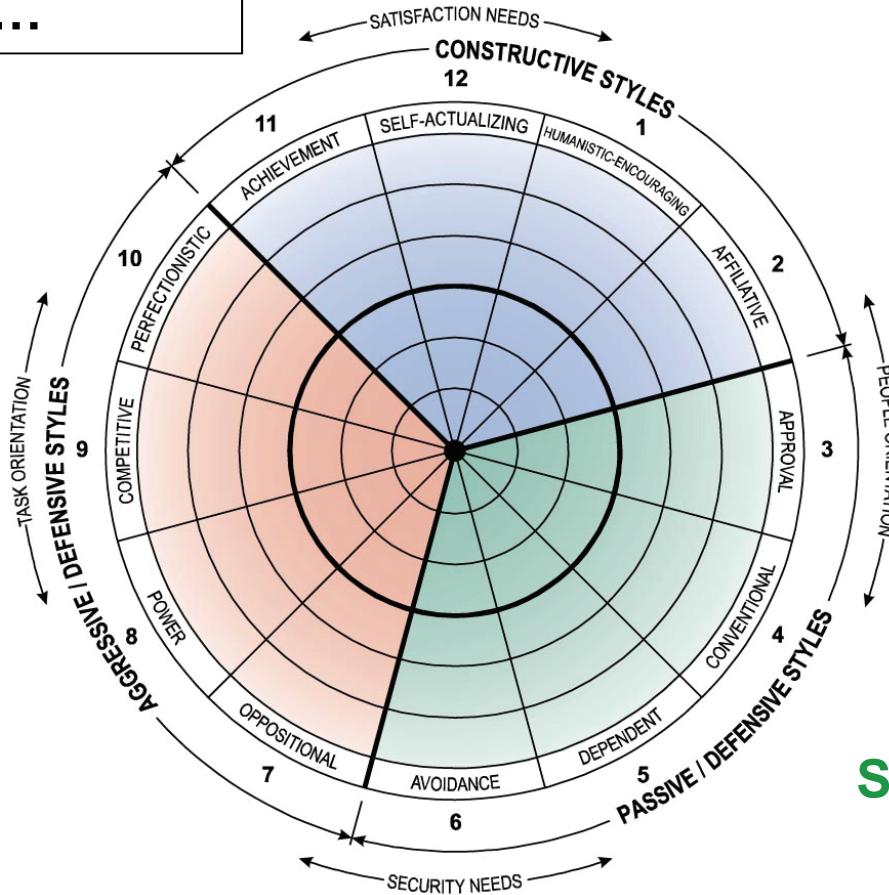
▲ Interaction ▲
Facilitation

When culture is extreme...

**Talent
Exploitation**

**Talent
Optimization**

**Talent
Subjugation**



- Talent Management programs can serve as “systems” levers for cultural change
- Other levers (e.g., technological) can be used to further promote cultural change
- Culture change in a Constructive direction optimizes Talent Management
- And both Culture & Talent Management promote organizational effectiveness