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KM Egypt Conference

Identifying & Maximizing Talented People

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Acknowledgements

Professor Peter Saville & Tom Hopton, Saville Consulting

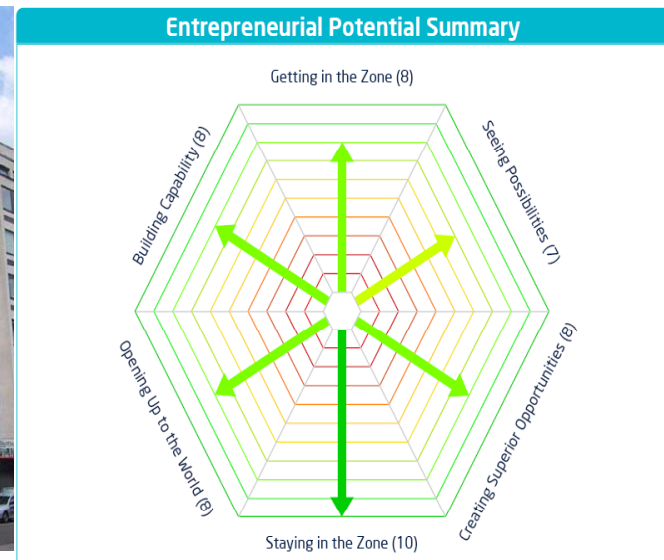
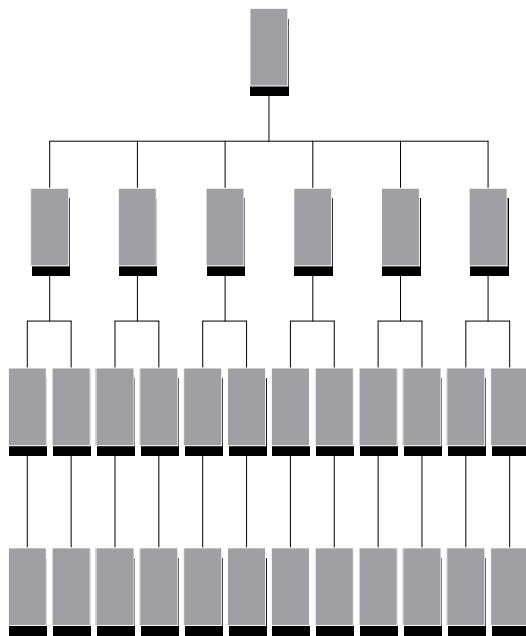
Bob Wilson, The Willow Foundation

Background



Manage Careers 'Politics'

Spot Opportunities or Resolve Crises



Processes
Predictability

Talent
Technology

Practices
Risks

Structure and aims



- A KM Perspective
- The Myth of 'the War for Talent'
- Learning from Talent in diverse fields
- Learning from a Public sector KM Project

About Knowledge Management



1. Work Centered

Helping the Knowledge Worker succeed

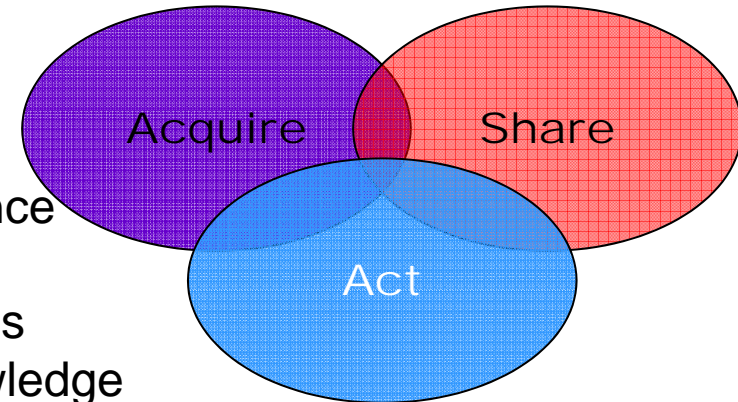
Collaborate with the right people

Trust and apply their own and others experience wherever they are based, whoever they are

Make life easier & contribute to better decisions

Support my Information diet as I hunt for Knowledge

.What's knowledge to you might be be useless information



2. Operations Led

Solve important organisation problems and priorities. It should help *'do the right things* & do things right not what you prefer to do or believe should be done

Not a character(s) looking for a play or Vendor looking for a script/backer

3. Technology Enabled

Accelerating what you can do, getting out of the way and fitting in with how you work rather than disrupting your day or creating desk rage

A Knowledge Worker at Work



From
CHAOS

Formulation of Purpose, Goals and Objectives



Prioritize Existing Information



Process Information

Non-Knowledge Workers Stop Here



Determine What is Connected to What



Formulate Ideas (Determine "What to Change")

Most Corporate Knowledge Workers Stop Here



Processing of Ideas

Seeing things differently



Determine What is Unexpectedly Connected to What

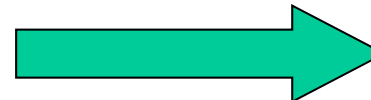


Refined Ideas that Add Value (What to Change to)



Processing

Refined Ideas



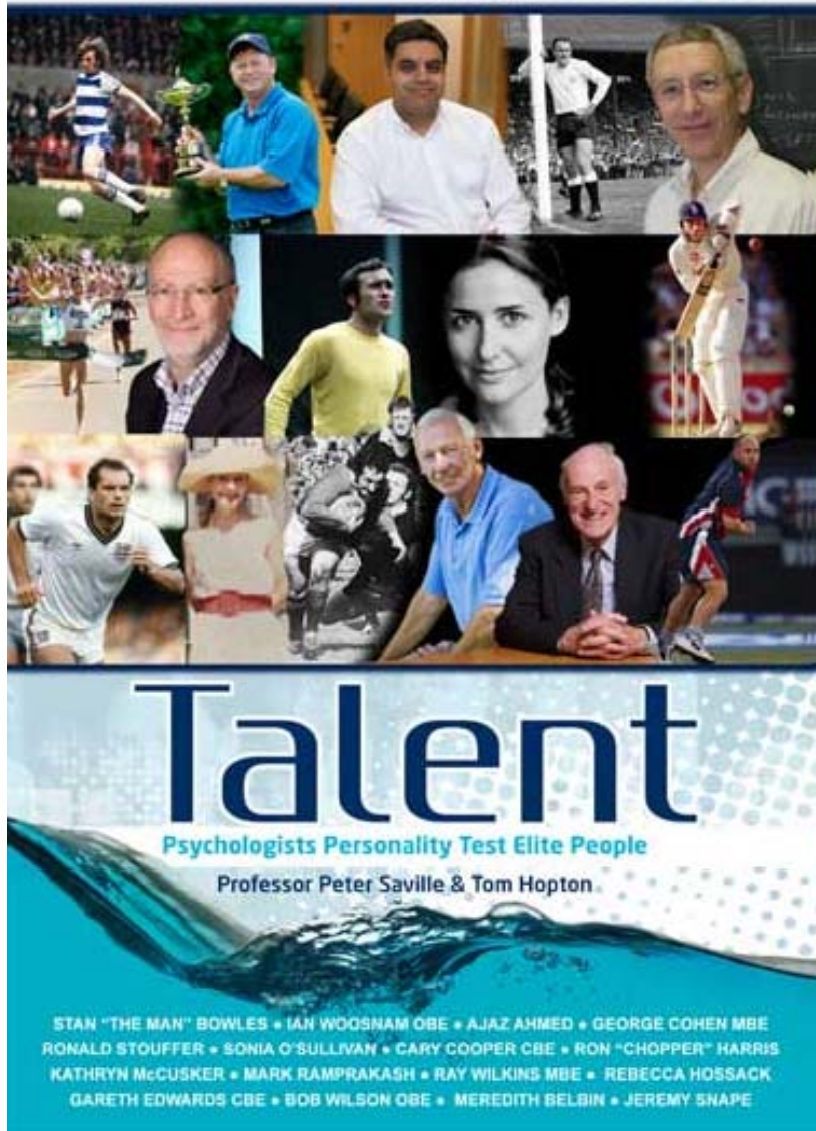
TO
How to cause
CHANGE
instead of
Chaos

Talent at Work



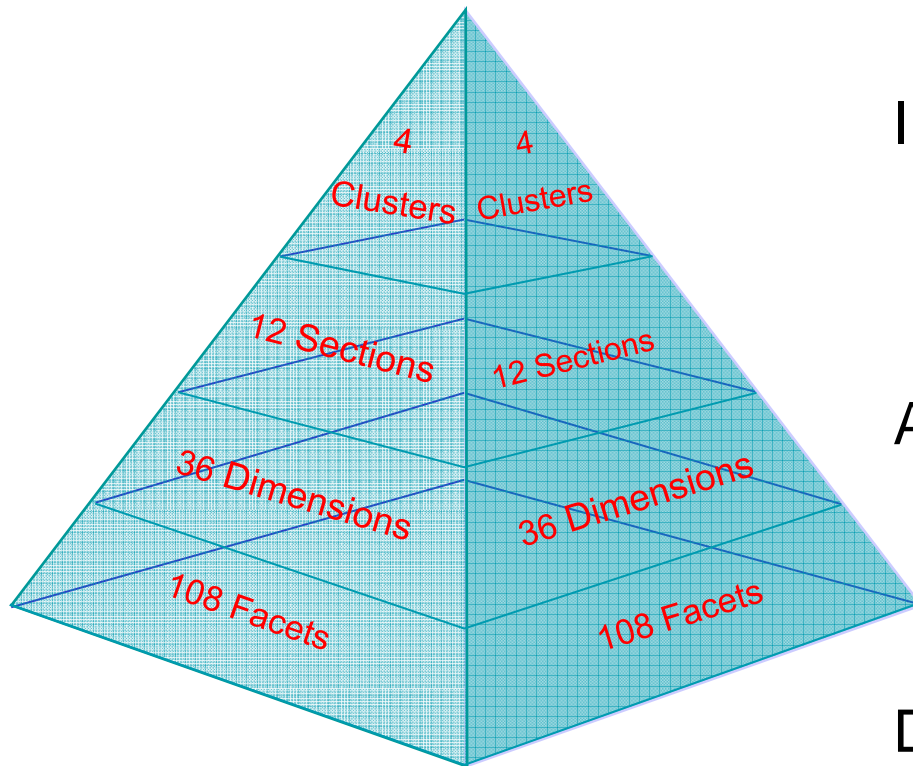
- A European KM Project in 2 Annual reports
- An initial setback, a comeback & a real but constructed crisis. we learned & moved on
- Talented team, *supremely* talented sponsor
- Mckinsey mantra 'War for Talent'
- Learning from 'the field of dreams'

Talent from sports to business



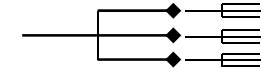
- Guest author on Talent – co – author on next volume
- 21st Century psychometric profile geared to the World of Work & internet age
- Entrepreneurial profile and leadership style
- Extended from Sports to Entrepreneurs, CEO's, military, media, arts, IT sales people, HR directors, & CIO's plus KM leaders

21st century Talents at Work

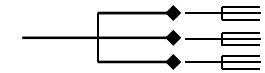


THOUGHT

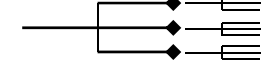
Imaginative



Judgement

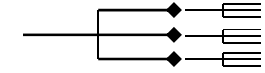


Evaluation

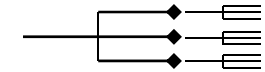


INFLUENCE

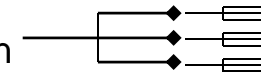
Leadership



Impact

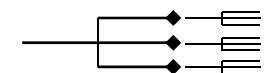


Communication

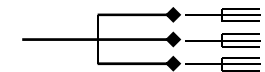


ADAPTABILITY

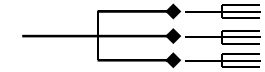
Support



Resilience

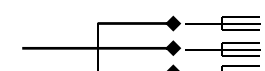


Flexibility



DELIVERY

Structure



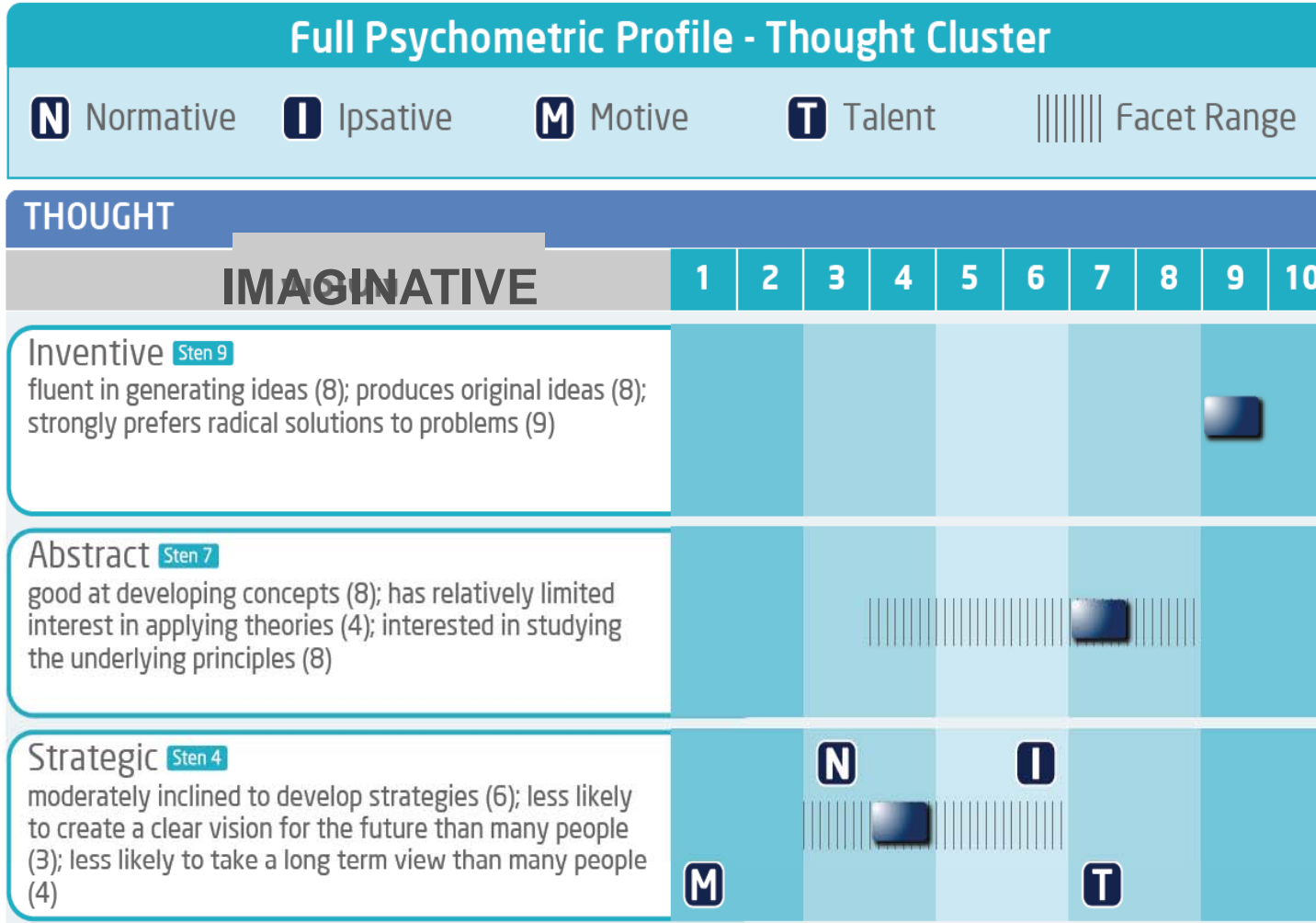
Drive



Implementation



A 'creative type' at work



The secret of those who create change



Getting in the Zone- the optimal state of mind to create success

Achievement Drive+Compelling Vision+Energy+Action Orientation

Seeing Possibilities - the unique ways in which entrepreneurs view the world, take in information and create insights

Big Picture+Options thinking+Savvy (relies on intuition& experience)

Creating Superior Opportunities- identifying client problems that need to be solved and leveraging solutions to transform business results

Problem Seeking+Synthesis +Problem Solving+ Delighting customers

Staying in the Zone prioritising, sequencing and focusing energy on a very specific target

Focus+Positive mindset+Self-determining+Persistence

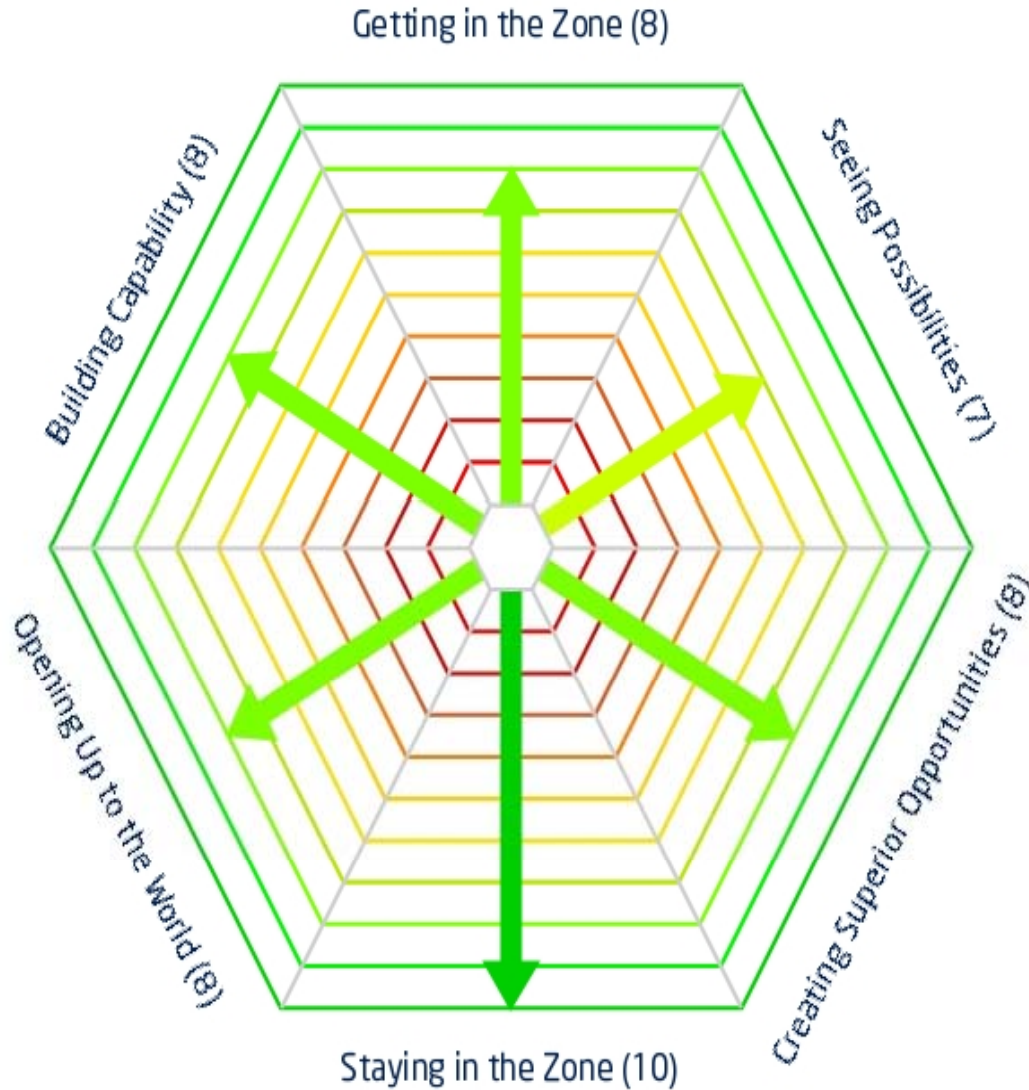
Opening Up to the World- building networks, and forming relationships to enable the business to develop

Expressing passion +Purposeful networking+Creating Partnerships

Building Capability- focusing efforts on building the capacity of the business

Building up the team+Experiential learning+Staying on track

The entrepreneurial Bob Wilson



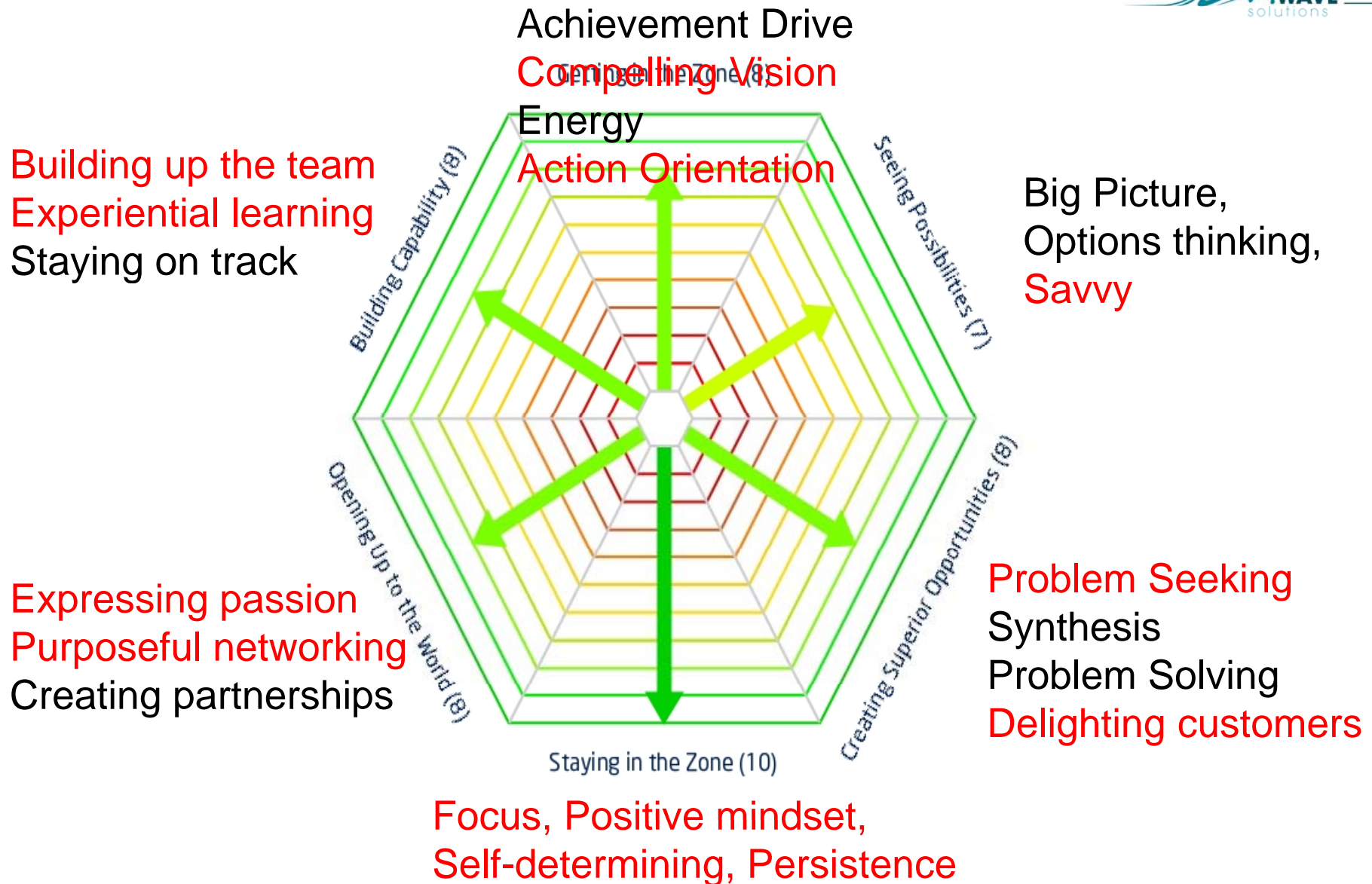
World Class
Arsenal
Goalkeeper

From Teacher to
TV Sports
Presenter

Via Arsenal
goalkeeper &
goalkeeping Coach

Founder of the
Willow Foundation

The Sporting edge



Beat him if you can!



STAYING IN THE ZONE

| | | |
|-------|--|--|
| Focus | | shows a single-minded focus on priorities, refusing to be distracted |
|-------|--|--|

| | | |
|------------------|--|--|
| Positive Mindset | | maintains an optimistic outlook, responding positively to new challenges |
|------------------|--|--|

| | | |
|------------------|--|---|
| Self-determining | | takes firm, unwavering control of shaping their own destiny |
|------------------|--|---|

| | | |
|-------------|--|--|
| Persistence | | shows strong persistence in seeing things through to the end despite difficulties, recovering very quickly from setbacks |
|-------------|--|--|

OPENING UP TO THE WORLD

| | | |
|--------------------|--|--|
| Expressing Passion | | expresses ideas and opinions in a highly persuasive and inspiring manner |
|--------------------|--|--|

| | | |
|-----------------------|--|---|
| Purposeful Networking | | builds and sustains appropriate networks to establish useful business relationships |
|-----------------------|--|---|

| | | |
|-----------------------|--|--|
| Creating Partnerships | | skilled at negotiating, generating sales and building strong commercial partnerships |
|-----------------------|--|--|

The six X factors






- Compelling Vision, combined with personal learning, & delivery focus
- Self Belief & identity; refined by hero's and mentors
- Passion, Principles & Drive
- Questioning disposition: attitude to rules & risks
- Networking Positioning & Power

- Entrepreneurial & Change Maker potential

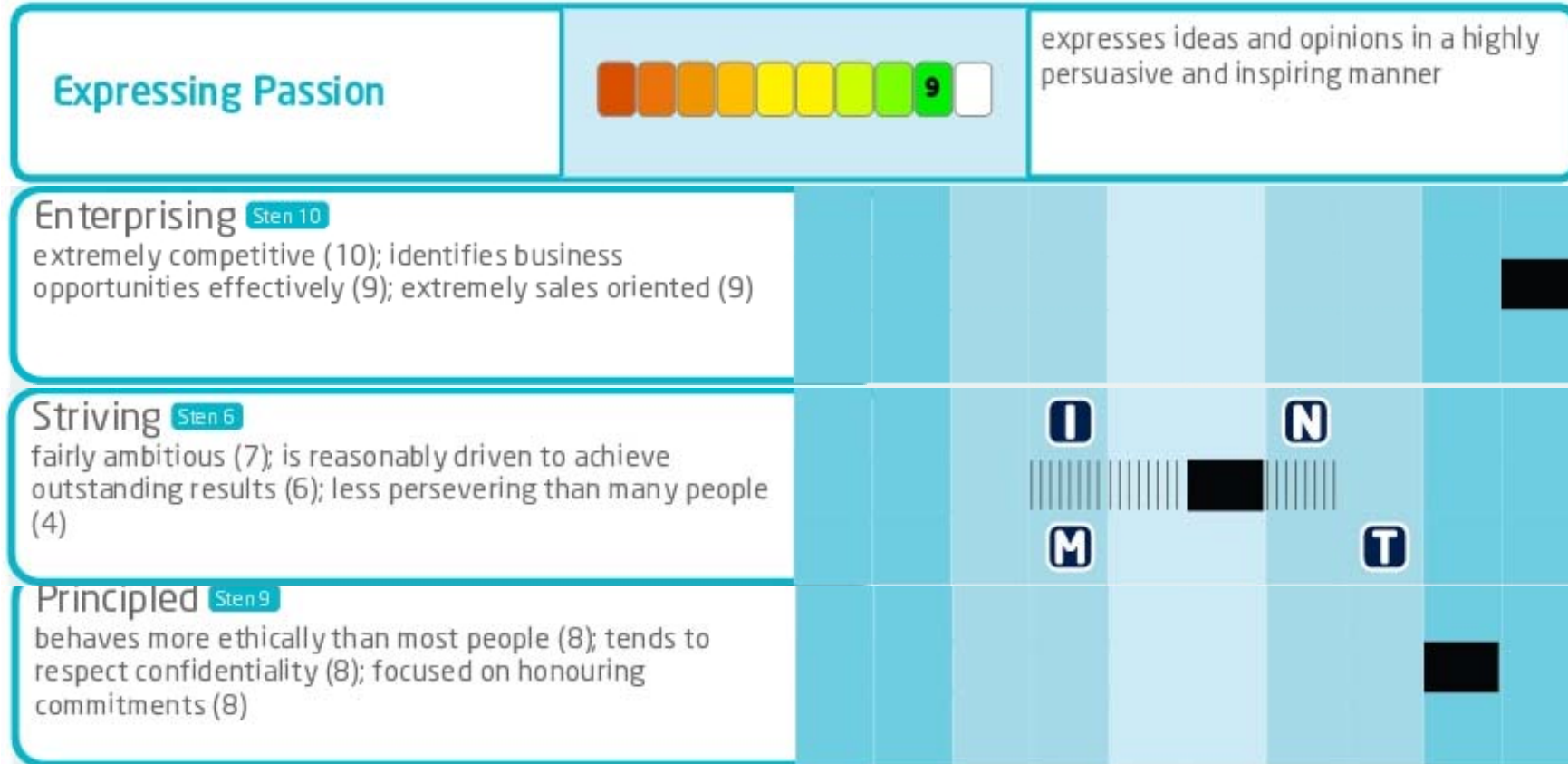
Vision into action



| | | |
|---|--|--|
| Compelling Vision |  | builds a compelling vision of what the endgame will look like |
| Experiential Learning |  | shows a strong preference for learning through pragmatic experimentation and drawing on experience |
| Reliable Step 7 conscientious about meeting deadlines (7); focused on finishing tasks (7); tends to be punctual (7)  | | |

- Compelling vision linked to improvement, personal learning also geared to understanding people & the action faction
- Obsessive compulsive 'goalkeeper crazy nature' varies according to stage of career & sport
- Oriented to achievement of potential not compensation for personal inadequacy

Passion.Principles & Drive



- Passion linked to drive consumes people with the desire to take the game to the next level. *'We must all make our passions our professions'* John Seely Brown
- A well developed value system 'the best that I can be'

Self Belief & Identity



| | | |
|------------------|--|---|
| Self-determining | A progress bar consisting of 10 colored squares (orange, yellow, green) with the number 10 at the end. | takes firm, unwavering control of shaping their own destiny |
| Positive Mindset | A progress bar consisting of 10 colored squares (orange, yellow, green) with the number 8 at the end. | maintains an optimistic outlook, responding positively to new challenges |
| Persistence | A progress bar consisting of 10 colored squares (orange, yellow, green) with the number 6 at the end. | reasonably persistent in seeing things through to the end, recovering from setbacks as quickly as most people |

- World Champions often overcame severe public setbacks in their careers.....they come back stronger
- ‘Nothing is quite as contagious as optimism’
- Self belief often complemented & turbocharged by inspirational mentors, coaches & ‘sponsors’
- Quality of sponsors, patrons & mentors are all indicators

The Questioning disposition

Insightful Sten 10

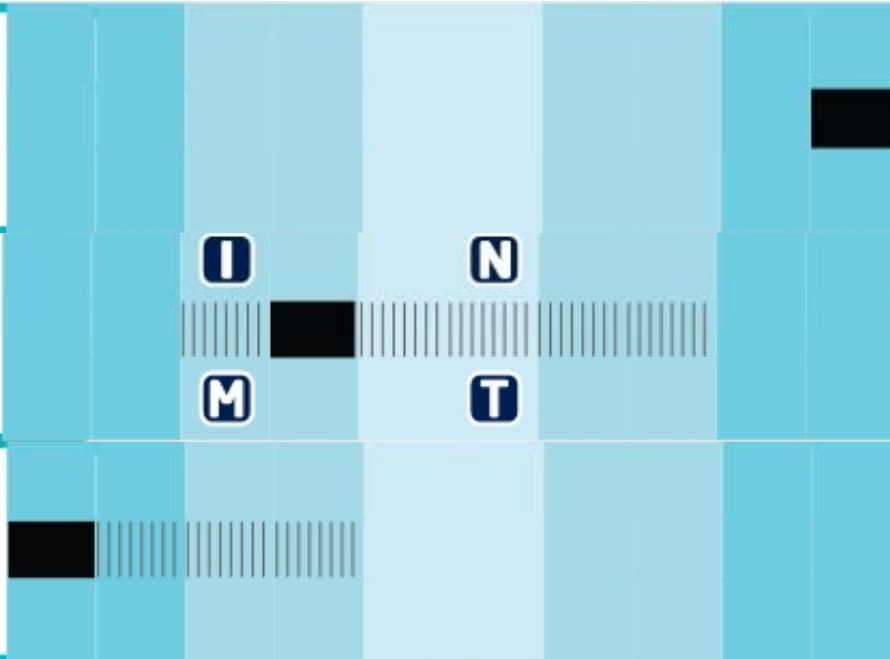
very quick to get to the core of a problem (10); is constantly identifying ways to improve things (9); trusts intuition to guide judgement (8)

Analytical Sten 4

moderately inclined to seek solutions to problems (5); has little interest in analysing information (3); frequently asks probing questions (8)

Compliant Sten 1

is much less inclined to follow rules (1); strongly dislikes following procedures (1); is sometimes prepared to take risks in decision making (4)



- Instinctive (coup d'oeuil') approach
- Brilliant at the basics; apprenticeship often served
- Probing Questions are deployed more than the norm
- Rules explored to the limit & challenged
- They take 'balanced risks'they mitigate risks

The rationale for probing questions



- We can be observing the world or experimenting, “but if I have no questions in my mind, I'm pretty unlikely to get any observations or insights or ‘ahas’ that I never saw or thought about,”
- ‘When I'm wandering the world, I try to construct a question for every conversation that might generate information that I never had before’
- Questions control: probing questions are the basis of persuasion & with observation the basis of problem seeking

“I am very curious. Directors always say that about me. They say ‘you’re like a child. You want to know everything. Through this questioning I am better able to understand the complexity of the character I am playing as well as perspective of the Director. When I work with people on a project, I need to know what the motivation is. It’s method acting, I suppose. It’s important for me to understand why I am doing something. I need to have a depth of understanding. I need to have a deep insight into the psychological complexities of the character. It helps me create a much more profound character”. Top Opera star

Networking Positioning & Power



Self-promoting Step 2

very modest about own achievements (2); uncomfortable being the centre of attention (3); has relatively little need for praise (3)

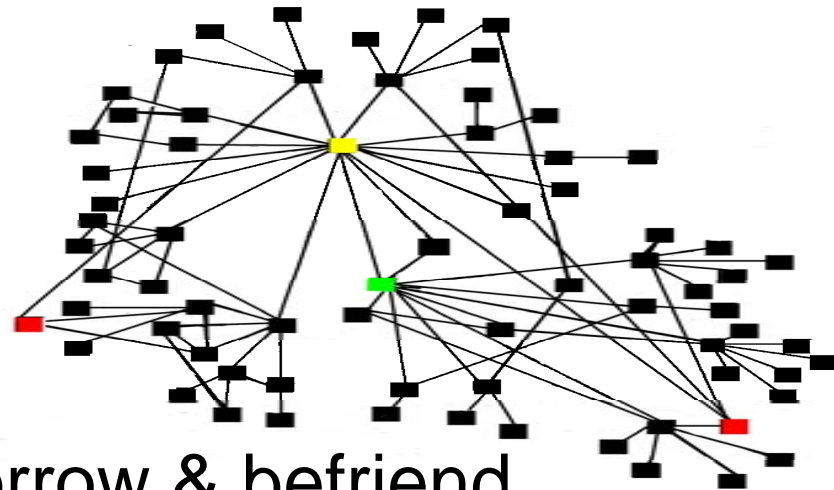


Interactive Step 5

networks very well (10); tends to say relatively little (3); fairly lively (5)



- Depth, diversity & richness
- Reputational value
- Nature via Nurture
- Learn to join
- Reciprocal
- Based on trust...beg , borrow & befriend
- Value not volume: purposeful network flowing



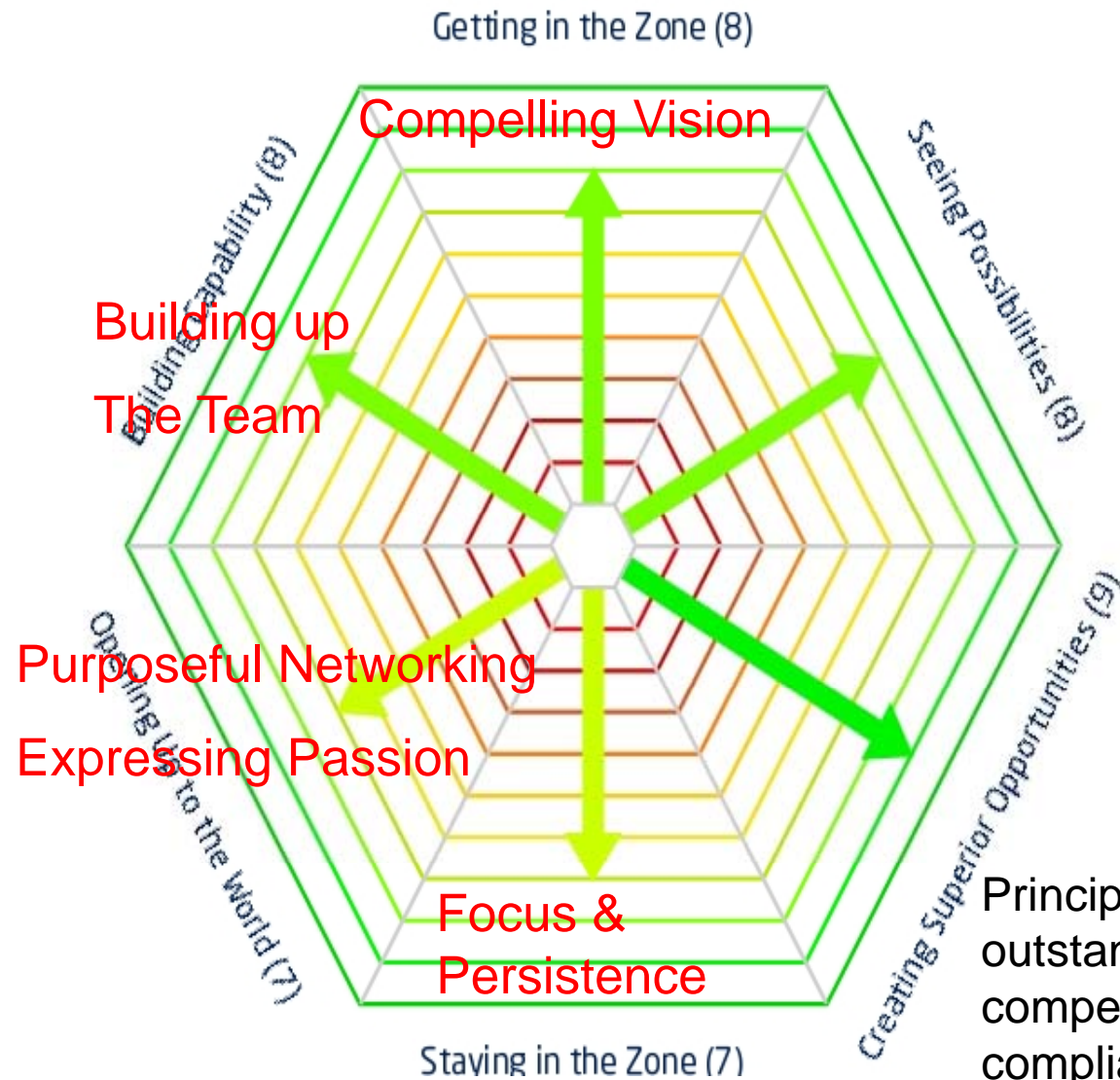
The six X factors



- Compelling Vision, combined with personal learning, & delivery focus
- Self Belief; turbocharged by hero's and mentors
- Passion, Principles & Drive
- Questioning disposition: attitude to rules & risks
- Networking Position & Power

- Entrepreneurial & Change Maker potential

First female UK CIO/CKO



Big Picture,
Options thinking
Savvy

Problem Seeking
*Put significant effort
into finding out which
problems customers
really want to address*

Synthesis
Problem Solving
Delighting customers

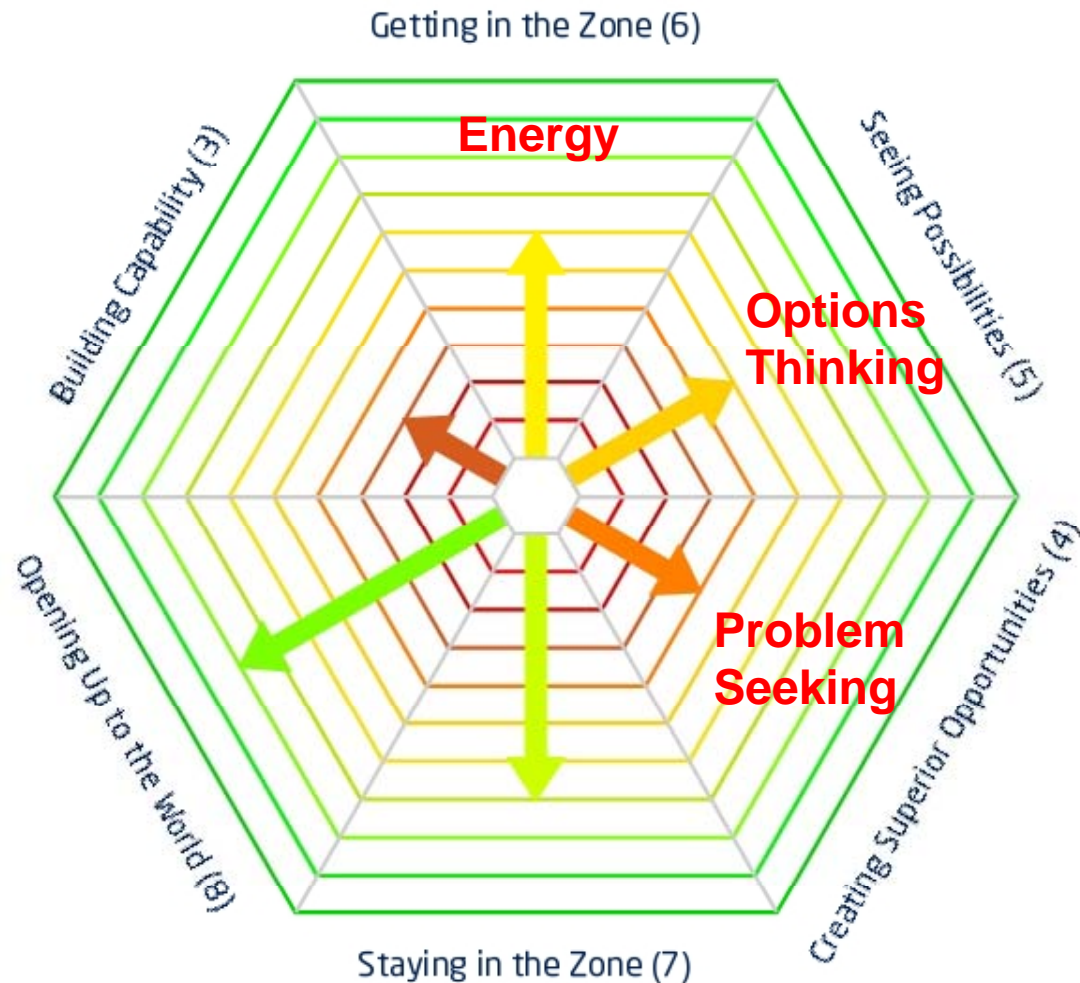
Principled, driven to achieve
outstanding results but not
competitive. Challenging not
compliant, learning oriented, reliable
& would take risks

It's strengths that count- top outsourcer



'My business partner is the entrepreneur, ideas man and discipline in the business. When we played sport he even upset our own team with his nervous energy & provocative attitude. Networking and creating partnerships is my forte. Everyone likes me!'

Expressing passion,
Purposeful networking
Creating partnerships



Engaging, frequently asks probing questions. Persevering Incredibly supportive. Self assured, highly intuitive, principled, receptive highly sales oriented but not strongly competitive

International relations 'diplomat'(82)



**Achievement Drive,
Compelling Vision,
Energy, Action Orientation**

Getting in the Zone (8)

Building up the team
*Experiential learning,
Staying on track*

Big Picture,
*Options thinking,
Savvy*



**Expressing passion,
Purposeful networking
Creating partnerships**

Problem Seeking,
Synthesis
Problem Solving
Delighting customers

Focus, **Positive mindset,**
Self-determining, **Persistence**

Staying in the Zone (7)

Reasonably likely to adopt radical solutions, highly involving & supportive, principled, composed, receptive, reliable, sometimes takes risks, low compliance, very persuasive, outstanding negotiator

So What ?



- ‘Everyone thinks of changing the world, but no one thinks of changing himself’Tolstoy
- Extraordinary people have ordinary talents & ordinary people have extraordinary talents
- What does it take to get noticed & promoted
- Who are the ‘usual suspects’? What do they do that is different? (make their boss look good, trusted to do a good job)
- How do your talents match up?
- What do you really want to do that you are passionate about? What are your 6X factor strengths & weaknesses

Improving Talent; do the **basics brilliantly**



- **Compelling Vision, combined with learning, & delivery focus**
What is your own personal vision? How do you learn to succeed & from whom?
- **Self Belief; usually turbocharged by mentors and hero's**
Assess the quality and composition of your mentors at & outside work. What have you learned from setbacks at work?
- **Passion, Principles & Drive**
How consistent is it with your job & the organisation values
- **Questioning: attitude to rules & risks**
Do you seek or give information? Can you take risks
- **Networking Positioning & Power**
- Map out and diagnose your own eco and ego system-your network. How effective is it? What does it take to gain a reputation that counts? What is your own reputation? What is the strength of your weak ties? Go for Broke(ers) Who are the energisers and de-energisers? Where are you on that spectrum?

Network Energiser



Sees opportunities and engage others in a joint compelling vision

connect with others as people

do what they say they will do

are trustworthy & they have integrity

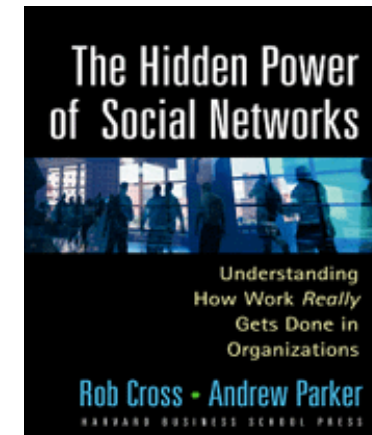
are flexible in thinking

Meetings are marked with progress and realism

When they disagree, they focus on the issue rather than devalue others

fully engaged in conversations, cognitively and physically

Get more from people around them (and are 4X likely to be promoted)



The De-energiser

They drain the **life** out of conversations

They just get **louder** when people don't listen

They don't show concern for those around them

They often don't come through on commitments

They don't create opportunities for others' to be valued

They use their role or expertise inappropriately

Meetings with them are marked with a sense of deja vu

Political perspectives creep into their decisions or interactions with others

They ALWAYS have criticisms and **reasons why things can't be done?**

Adapted from Cross R & Parker A

Network Diagnosis: amplify your talent



Cultivate your network

1. From What to Who you Know

1 How similar (based on proximity or profession) or insular is your virtual and physical network?

2. What do your contacts say about you and your reputation and status? Are you on the edge, peripheral or central?

3. Who can you rely on and trust?

4. What is 'valued knowledge & how does it flow?

5. What type of Knowledge flows well?

6. How stagnant is your Network?

7. Do you need to refresh your sponsors/mentors

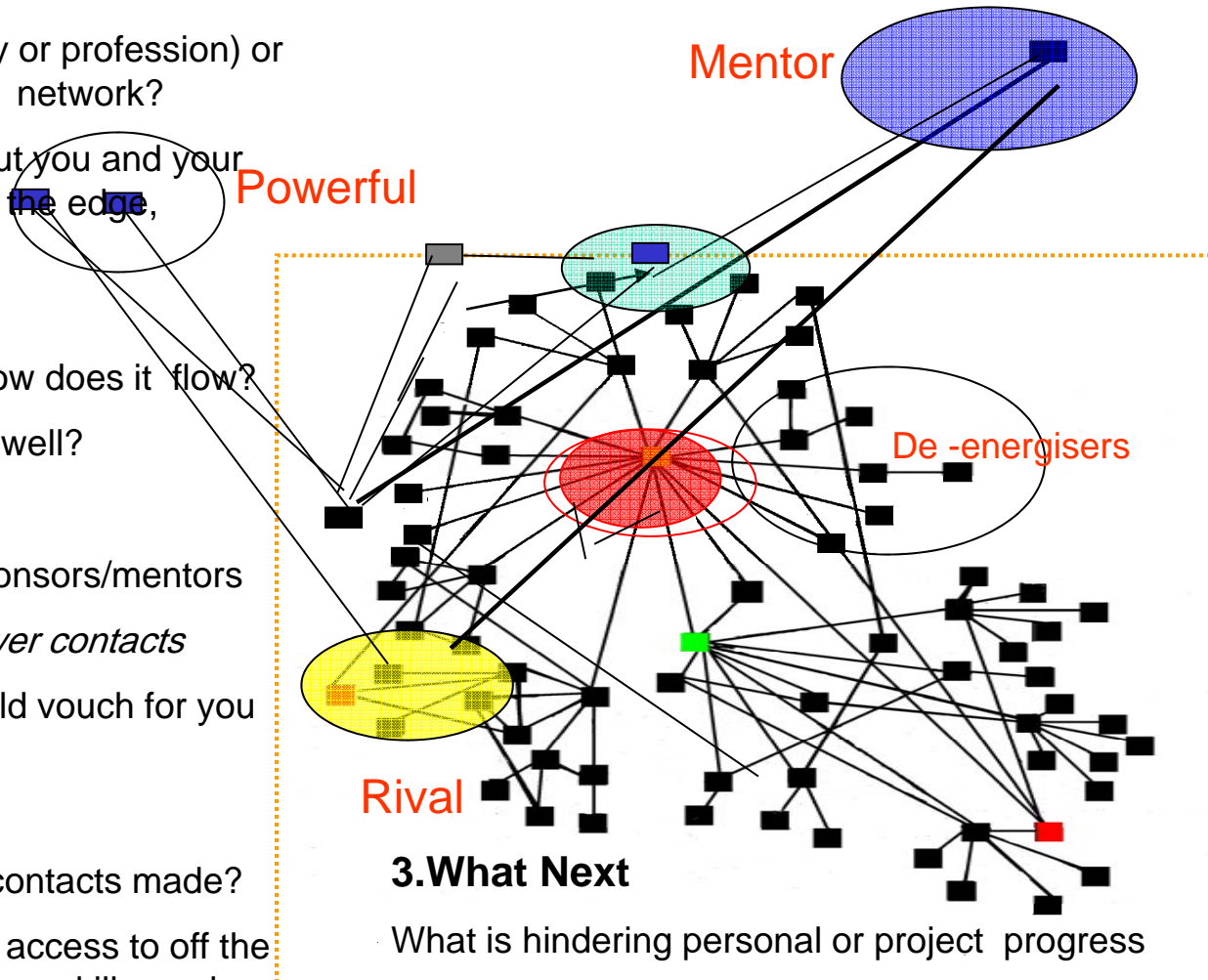
2. Who Whom *Note your key power contacts*

8. Who introduced you? Who would vouch for you and what is their standing?

9. Who did you introduce?

10. Where/ when were your best contacts made?

Rate your contacts in terms of off access to off the record information, access to diverse skills, and power. How does your network help you see the world differently? Assess emerging patterns and the evolution of your network stock & reserves



3. What Next

What is hindering personal or project progress

What new (value) connections do you need?

Lunch & learn from peers (ask questions) . Go for Broke(rs)

Talent at Work on KM

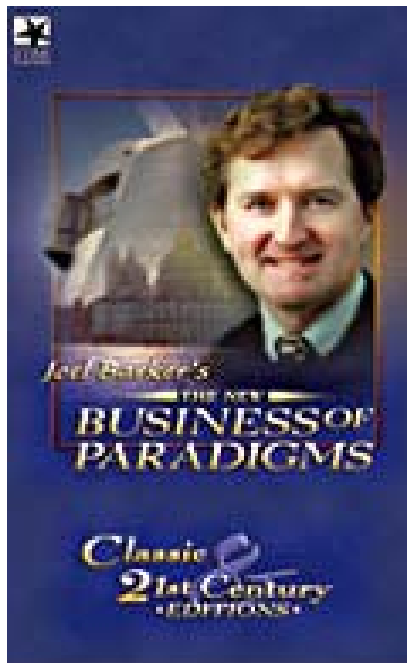


- Don't compromise on the project sponsor
- Is there a female CIO/CKO archetype in your midst?
- Problem seeking & developing a shared vision critical
The passion & energy needs focussing on a crisis & creating a superior opportunity
- The problem was stated & restated in the language of the hierarchy' we compromised, lobbied & played the system
- From beyond the fringe to the edge of change to the core

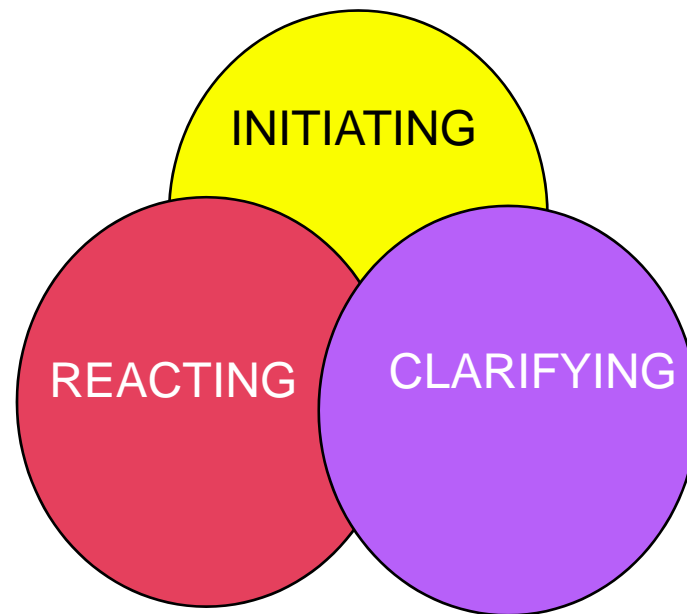
Do the basics brilliantly with a quickwin



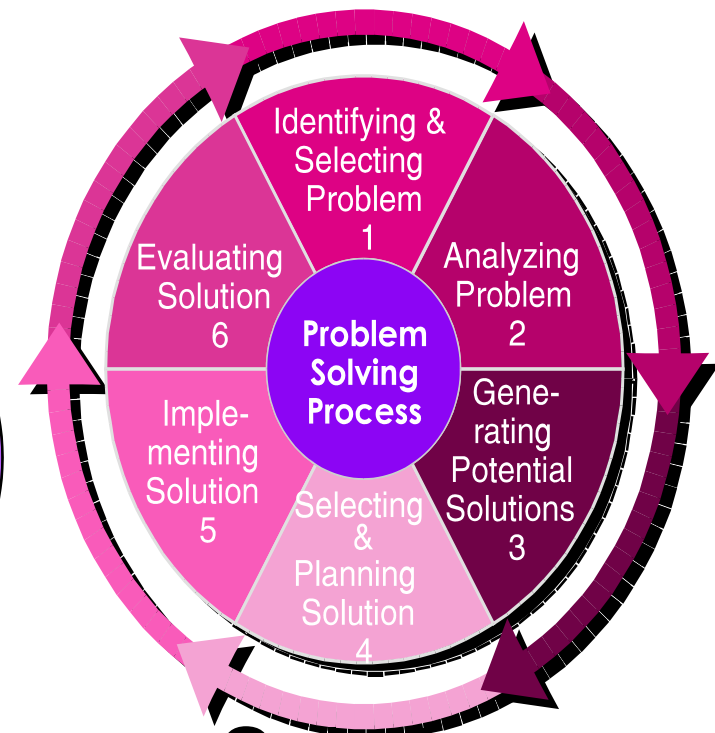
- Overcoming Inertia ‘ a slight setback’
- Comeback we leveraged a post Mortem IT implementation \$500k saving
- Some basic tools- a common language for problem solving & improvement



Feelings



Facts



Solutions

It is about your talent, nurtured via your network,



21st Century organisations must adopt a different talent lens to capitalise on the next & current generation