

Talent+[®]

SENIOR LEADER

Development Program



CHANGING LIVES ONE INTERVIEW AT A TIME

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”

- Jack Welch

LEADERSHIP CONSULTANT

A Talent Plus leadership consultant collaborates with client partners to select highly talented future leaders, develop leaders' strengths and provide consulting on leadership topics such as:

- + Leadership Selection
- + Executive Coaching
- + Mission, Vision, Values
- + Culture
- + Strength Investment
- + Succession Planning

Leadership consultants engage in long-term partnerships with a client's senior leadership team. This mutually beneficial relationship encourages collaboration to create and sustain a high impact leadership legacy within the client's organization. The client comes to view a leadership consultant as a valued advisor and team member in developing and executing the organization's leadership selection and development strategies. Leadership consultants dedicate their time to studying success and using positive psychology to provide ongoing education to our clients.

OUR VISION STATEMENT

Through indispensable partnerships, Talent Plus leadership consultants will be known globally for their excellence in leadership selection, development and strategy.

OUR MISSION STATEMENT

We unleash leadership potential; in turn, we transform organizations.

OUR VALUES

- + We drive client success through the creation of progressive, innovative strategies that meet the evolving needs of client partners.
- + We are stewards of strength-development philosophy.
- + We build enduring relationships that enable trust to flourish.
- + We are an integral part of the success of Talent Plus through our dedication to continuous learning, teamwork and collaboration.
- + We assess, promote and champion The Science of Talent®.

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TALENT PROFILE® FEEDBACK

LEADERSHIP PREDICTION AND FEEDBACK

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TEAM DEVELOPMENT PROGRAM

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STRENGTHS DEVELOPMENT PROGRAM

LEADERSHIP TOOLBOX

PEER COLLABORATIVE COACHING®

TALENT-BASED LEADERSHIP COACHING

SUCCESSION PLANNING

TALENT INTERVIEW & TALENT PROFILE®

OVERVIEW:

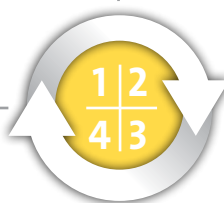
Talent Plus' co-founder, Dr. William E. Hall, one of the first pioneers in the field of positive psychology, believed that individuals often use only a small percentage of their total potential or talent. The Talent Profile® provides leaders with the opportunity to learn about their leadership potential and how to develop it in a manner consistent with the strength-development approach. This report consists of three components:

1. Theme descriptions
2. Findings related to the ten leadership themes
3. Developmental recommendations

APPROACH:

During the Senior Leader Interview, the interviewee has the opportunity to share their thoughts and feelings about a variety of topics and experiences. The interview is set up so the interviewer speaks only about ten percent of the time. When the Senior Leader Interview is used for development purposes, the interviewee will receive a Talent Profile report approximately ten business days after the interview. The Talent Profile discusses the talents of the interviewee as they relate to the ten themes within the Senior Leader Interview. The interviewee is also encouraged to schedule a Talent Feedback call to take an even deeper dive with a leadership consultant.

+ Two hour Senior Leader Interview



EXPECTED OUTCOMES:

- + Maximize, celebrate and explore the leader's future potential and talent.
- + An enhanced understanding of the senior leadership function based upon Talent Plus' research of over 50,000 senior leaders.
- + Development recommendations that point out areas of talent that can be grown even more – a strength-based approach.
- + Both written and verbal feedback from a leadership consultant who can serve as a coach and guide in identifying growth steps.

THE STEPS OF TALENT PROFILE:

1. Senior Leader Interview: over the telephone open-ended structured questions.
2. Analysis of the interview and assessment of the leader's talent in regard to the leadership themes. A customized report or Talent Profile, is then created to help the leader understand his or her areas of talent and potential.
3. This report is sent to the leader, and a Talent Feedback discussion between the leader and leadership consultant is highly encouraged as a next step.
4. As part of the Talent Profile, the leader's manager will also receive a celebratory Talent Card® to present. A Talent Card is a framed one-page summary of a leader's strengths.

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OVERVIEW:

During Talent Feedback, a leadership consultant will probe further into the leader's talents and share additional ways to maximize their leadership potential.

Through understanding core areas of giftedness, the leader will gain strategies to gauge untapped potential using the strength-development approach.

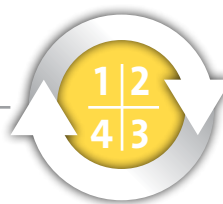
Leaders who are engaged in their own development typically experience the most value from their Talent Feedback.

APPROACH:

Through one-on-one dialogue, the leader will come to understand concepts related to talent, leading-edge strengths and where they will receive the most return on investment in future endeavors.

Through an open approach, the leader and the leadership consultant engage in active conversation in order to best understand the leader's full potential. The focus of this session remains on the positive reinforcement of talent, wherein the greatest potential for growth lies.

+ One hour session



EXPECTED OUTCOMES:

- + Clear understanding of personal strengths and areas of potential growth.
- + Discussion of current successes and challenges to better understand how to use talents to bring about impact.
- + Recommendations and next steps for professional development.
- + Heightened understanding of concepts related to The Science of Talent®.
- + An open, trust-based partnership allows for expression of any concerns and curiosities.
- + The leader receives additional information about the ten senior leadership themes as they begin to understand the types of talent that equate to success in leadership.

THE STEPS OF TALENT FEEDBACK:

1. Senior Leader Interview: over the telephone open-ended structured questions
2. Individual receives Talent Profile®.
3. Talent Feedback Session: leader schedules Talent Feedback with a leadership consultant as soon as possible.
4. Introduce concepts of talent.
5. Personal leadership style discussed.
6. Strategize action steps.

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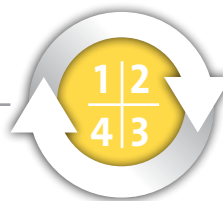
The war for talent is real. In order to compete in today's global economy organizations need to meet or exceed the benchmark for exceptional leadership in their industry. Senior leaders must work through other leaders to accomplish their goals because their responsibilities have moved beyond the day-to-day management of people and financial goals.

APPROACH:

Talent Plus' Quality Selection Process® includes proprietary interview technology that identifies leaders who have significant potential to be successful in a particular industry and in a particular workplace and/or culture.

Our approach to leadership selection assesses candidates in order to ascertain their potential to perform like the very best leaders. This is administered to candidates who are expected to set a vision for their organization or business unit. It requires operation at a strategic level rather than being highly involved in the day-to-day operations.

- + Two hour initial interview with candidate; 30 minute feedback phone call with hiring manager



EXPECTED OUTCOMES:

- + An objective and scientific recommendation is provided to client. This recommendation is based on an applicant's probability to perform at the level of other highly talented leaders
- + A clear understanding of a candidate's talent and "fit" for a given role through the Talent Intensity Index, summary comments and in-depth discussion with a leadership consultant.
- + Management recommendations for how to get the most out of the candidate's talent should a hiring offer be made.
- + An opportunity to discuss succession planning and the organization's pipeline of talent.

THE STEPS OF LEADERSHIP INTERVIEW AND FEEDBACK:

1. Senior Leader Interview: During a telephone interview, the candidate is asked a series of open-ended structured questions.
2. Talent Intensity Index®: Quantitative and qualitative results are created in TalentBank® for client retrieval.
3. Client requests feedback session in order to review recommendation and overall talent level.
4. If candidate is selected, a Talent Profile, Talent Card and Talent Feedback are provided to candidate. (Note: Internal applicants receive these regardless of selection outcome.)

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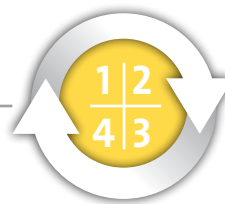
OVERVIEW:

Whether it is a board chairman, CEO, president, general manager or other senior leader, many often want to know the talents and potential of each of their executive team members. A leadership overview provides an objective assessment of each team member including a SWOT(Strengths, Weaknesses, Opportunities, Threats) analysis of their executive team and each individual. With this knowledge, a senior leader is better able to make decisions regarding the placement of each team member as well as their role within the organization's succession management plan.

APPROACH:

During a Leadership Overview, the leadership consultant provides an objective assessment of the team's current leadership strength. The approach focuses on addressing individual and team dynamics and explores ways that the leader can leverage individual and collective strengths in order to achieve organizational goals.

- + Time allotted depends on team size, average length is around one and a half hours.



EXPECTED OUTCOMES:

The Senior Leader

- + Understands their own talents.
- + Understands the talents and potential of their direct reports.
- + Assesses trends that determine whether he or she has selected the most ideal blend of talent.
- + Develops future selection goals and criterion to optimize team performance.
- + Receives additional input regarding succession-management planning.
- + Is able to craft each team member's role that fits the needs of the organization and their talents.
- + Higher retention is likely, as the team is able to accomplish more.

THE STEPS OF LEADERSHIP OVERVIEW:

1. Analyze the senior leader and provide him or her with feedback.
2. Schedule each member of that senior leader's team for a structured Talent Plus interview.
3. After the leadership consultant has consolidated the interview results, an in-depth analysis of the team is conducted based upon a complete assessment of each team member's talents.
4. Results are provided in writing and delivered in person to the senior leader by the leadership consultant.
5. Action items based upon the results are determined.

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OVERVIEW:

To achieve optimum growth, leaders must do more than select the right person; they must also invest in individuals' talents. Collaborative Coaching facilitates this investment by helping a leader and his or her manager understand one another's most significant leadership talents, synergies and challenges and agree upon ways in which they can best collaborate to create a more effective partnership.

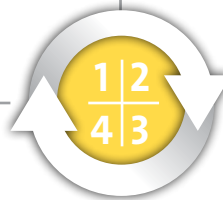
APPROACH:

This session is conducted with a leader and their direct report and facilitated by a leadership consultant.

Through using a strength-based philosophy, the leadership consultant will share with both leaders their top areas of talent and potential.

The discussion will focus on where the two leaders have alignment in their strengths as well as areas in which there may be opportunities for additional support.

+ One and a half to two hour session



EXPECTED OUTCOMES:

- + Increased transparency, understanding and relationship between both leaders.
- + Efficient pursuit of results through collaboration.
- + Organizational goals accomplished through trust, a positive approach and strength development.
- + Specific, customized goals are created that help the participants understand how to take their partnership to the next level.

THE STEPS OF COLLABORATIVE COACHING:

Talent Interview, Talent Profile® and Talent Feedback (Pre-Requisite)

1. **TOP TALENTS:** Leadership consultant identifies and explains both leaders' most intense themes as measured by the Senior Leader Interview.
2. **PARTNERSHIP:** The leadership consultant leads a discussion around how the two leaders can best partner together in order to drive results based upon a strength-on-strength strategy.
3. **SUPPORT:** The pair will consider opportunities in which they can fill in for each other in order to overcome any gaps or areas of struggle.
4. **RELATIONSHIP:** The pair will work toward establishing a synergistic partnership that allows each individual to develop their potential.
5. **GOALS:** Customized goals and next steps are developed with guidance from the leadership consultant.

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TEAM DEVELOPMENT PROGRAM

OVERVIEW:

The Talent Plus® Team Development Program is a series of five intense, one-day development and strategy sessions designed to take a senior leadership team to the next level and prepare for the future.

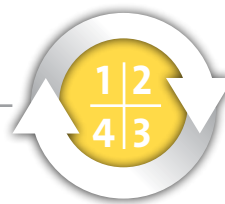
Areas explored:

- + Individual and Team Talent
- + Team Culture
- + Strategic Focus

APPROACH:

Clients who are interested in developing a core team of leaders through the Team Development Program will begin their journey focusing on individual and team talent. From there, they will move into structured and/or customized sessions that allow a team to better understand and augment current team dynamics, talent and culture.

- + Two-year facilitation recommended



EXPECTED OUTCOMES:

- + Enhanced team camaraderie and increased appreciation for one another's talents.
- + An understanding of how to use strengths to achieve results by pro-actively focusing on the desired future state.
- + A team's current culture and dynamics are explored with steps toward improvement.
- + Visualize the future state and set direction for the team.
- + All team members develop his or her executive skills with a unified vision.

THE STEPS OF TEAM DEVELOPMENT PROGRAM:

1. **TALENT DYNAMICS:** A focus on individual and team talent intensity and partnership building.
2. **TEAMVIEW®:** The team analyzes its TeamView survey results and identifies areas of desired focus.
3. **TEAM DEVELOPMENT:** Using Appreciative Inquiry, teams explore cultural dimensions and create action plans to improve effectiveness.
4. **STRATEGY DEVELOPMENT:** This session guides the team through the creation of a map to chart the team's future state.
5. **TEAM CHARTER:** After the strategic map has been created, the team rejoins to create its mission, vision and values, as well as desired leadership competencies.

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UNDERSTANDING THE SENIOR LEADER INTERVIEW SEMINAR

OVERVIEW:

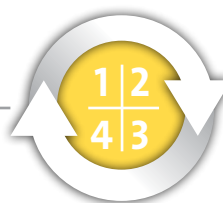
The purpose of this seminar is to help clients improve their effectiveness in understanding and developing the talent of their direct reports using the results of the Talent Plus Senior Leader Interview. Individuals responsible for the selection and development of senior leaders will learn how to interpret employees' leadership styles while exploring strategies to create maximum impact.

APPROACH:

This seminar-style course focuses on exploring the Senior Leader Interview at a deep level in order to better understand the ten themes and the behaviors or performance one can expect based upon theme intensity.

This seminar is made up of whole group, small group and individual exercises designed to create a rich and interactive learning experience.

- + One and a half day class, typically delivered onsite at Talent Plus (for larger groups, a leadership consultant can travel to a client location).



EXPECTED OUTCOMES:

- + Learn about the Senior Leader Interview themes in-depth and use insights to better understand the leaders in their organization and cultivate their talents.
- + Utilize the themes of the interview to make better decisions about a candidate's potential success in a role.
- + Gain insight into the leadership styles and strengths of senior leaders.
- + Develop strategies to maximize talent as they work to drive profit and growth.
- + Increase ability to identify high-potential leaders and their position in the organization's coaching and succession plan.

THE STEPS OF THE CLASS:

- + **PRE-WORK:** Pre-work is sent out two weeks before the class. This includes theme definition pages and attributes/behaviors to read; practice exercise tying behaviors to themes and identifying characteristics (estimated time one hour)
- + **STRENGTH INVESTMENT:** Participants will receive instruction on how to invest in employees by harnessing their talents.
- + **THEME EDUCATION:** Extensive education about the themes that includes unique examples of actual interview results.
- + **HANDS-ON PRACTICE:** Exercises to build skills in developing direct reports and/or hiring managers to help them choose the best person for a given position.

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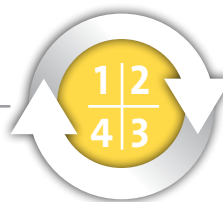
The Strength Development Program is a way to align a leader's top talents to the goals, competencies or strategies of the organization. This program is developed in partnership with a leader, their manager and a leadership consultant. The Strength Development Plan helps a leader accomplish specific business goals in the most efficient and effective way – through harnessing talents.

APPROACH:

The Strength Development Program assists leaders in aligning their leading-edge talents to their short-term leadership goals.

When creating goals, an individual leader will often include personal, professional and organizational objectives in order to promote growth in a variety of dimensions. A leadership consultant will pair with the leader to help them identify how to best use their top strengths to bring about growth.

- + Year-long preferred commitment; minimum six-month commitment.



EXPECTED OUTCOMES:

- + Personal understanding of a leader's top talents and areas for growth.
- + The opportunity for a leader to take responsibility for using their talents to generate professional growth.
- + The leader will facilitate communication within the organization to ensure that their goals, action steps and growth are in alignment with organizational objectives.
- + Specific and actionable goals are created with predetermined success factors and completion dates.
- + A leader's growth and development will lead to organizational growth and development.

THE STEPS OF STRENGTH DEVELOPMENT PROGRAM:

1. **PRE-WORK:** Input from the leader's manager is often obtained to include any overarching organizational objectives that should be included in the Strength Development Plan.
2. **CONDUCTING THE PLAN:** With the goals in hand, the leader and leadership consultant will create recommendations and a plan for how to achieve these goals.
3. **FOLLOW UP:** The pair will connect at least once per quarter to gauge progress and strategize as necessary.
4. **CONTINUATION:** New goals are created on a quarterly or bi-quarterly basis.

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OVERVIEW:

This session equips leaders with a customizable development toolbox to bring out the best in their direct reports. Through harnessing the benefits of Talent Plus'® proven investment strategies, leaders will discover best practices to maximize the potential on their teams.

Elements include:

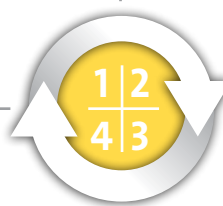
- + Employee development strategies
- + Career Investment Discussions
- + Introduction to Succession Planning - a talent-based approach
- + Individual and team recognition strategies
- + Appreciative Inquiry
- + Strength development concepts
- + Career Pathing

APPROACH:

This seminar-style format provides participants with an introduction to leadership development best practices. These are used internationally by Talent Plus and by our world-class partners.

The approach of the seminar is designed to be highly interactive to provide participants hands-on access to developmental tools.

- + Full-day session for up to twenty participants.



EXPECTED OUTCOMES:

- + Complete toolbox of strategies and ideas designed to instantly engage employees and teams.
- + Practical, usable tools that can be applied immediately.
- + Activation strategies to set the organization up for success by evaluating employee development.

THE STEPS OF THE LEADERSHIP TOOLBOX:

This seminar will guide participants through three phases of focus:

1. **INDIVIDUAL:** The fundamentals of employee engagement, talent and fit are explored in order to develop individual strengths.
2. **TEAM:** The session then moves toward exploring team dynamics and growth opportunities.
3. **CULTURE:** Participants will engage in a series of activities that enable them to explore ways to create and sustain a strength-based culture.

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OVERVIEW:

Peer Collaborative Coaching allows for two colleagues to gain greater insight and appreciation for how to work best with one another's strengths. This consulting exercise is ideal for peer leaders who have either complementary responsibilities or who, by virtue of their function or personality, experience friction in delivering their priorities. Through learning about what makes one another "tick," they will experience "strength-on-strength" alignment and how to handle challenges that may arise from opposing viewpoints or different inherent talents or weaknesses.

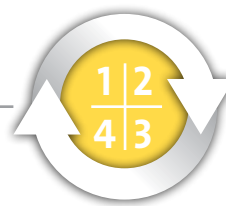
APPROACH:

This session is conducted with two peer leaders or colleagues who want to understand how to work best together and is facilitated by a leadership consultant.

Through using a strength-based philosophy, the leadership consultant will share with both individuals their top areas of talent and potential.

The discussion will focus on where the two leaders have alignment in their strengths as well as areas in which there may be opportunities for additional support.

+ Two-hour session



EXPECTED OUTCOMES:

- + Trust evolved through high levels of mutual disclosure.
- + Specific, strength-based strategies to improve partnership and drive organizational excellence.
- + A common language based upon appreciating one another allows the pair a platform from which to discuss future opportunities and challenges.
- + An opportunity to practice the strength-development methodology.

THE STEPS OF PEER COLLABORATIVE COACHING:

1. Utilizing their top five strengths, both leaders will learn about ways in which their talents will complement or obstruct one another in the pursuit of organizational goals.
2. Areas of talent compatibility are discussed to see how the "strength-on-strength" philosophy can be enhanced.
3. Areas of potential challenges are revealed so the pair can think pro-actively about how to best communicate and achieve results.

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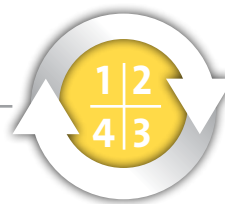
Talent-Based Leadership Coaching is a one-on-one executive coaching model that helps leaders to develop by using a positive, strength-based focus. Research proves that leaders experience more success and are more effective when they are operating within their natural talents.

APPROACH:

Talent-Based Leadership Coaching is a hands-on model that is typically reserved for high potentials in an organization. Through using strength-based philosophy, a holistic approach is taken to develop leadership talents and skills.

This engagement is highly customizable and is based upon areas in which a leader would like to grow and stretch.

- + Minimum six-month commitment with option to renew upon mutual agreement of both the leader and coach.



EXPECTED OUTCOMES:

- + Achieve goals and objectives through using strengths.
- + Strategies for becoming a better leader are identified and practiced.
- + The leader has access to a trusted advisor to discuss leadership challenges as well as ideas for growth improvement.
- + Significant personal and professional learning about your leadership style and how that looks and feels in the leader's organization.
- + Support and confidence to make bold moves in the organization that align to areas in which the leader is more likely to be successful.

THE STEPS OF TALENT-BASED LEADERSHIP COACHING:

1. The leadership consultant works with the client to identify which leader(s) will benefit most from a Talent-Based Leadership Coaching model.
2. The leadership consultant partners with the selected leader to create the desired goals, expectations and outcomes of the engagement.
3. A customized program is developed to help the leader reach his or her desired goals.
4. The partnership is comprised of quarterly in-person meetings and bi-weekly phone calls.

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PROGRAM

LEADERSHIP
TOOLBOX

PEER COLLABORATIVE
COACHING®

TALENT-BASED
LEADERSHIP COACHING

**SUCCESSION
PLANNING**

SUCCESSION PLANNING

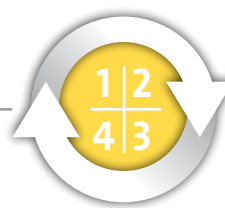
OVERVIEW:

Long-term success for any organization is dependent on working in the short term with an eye to the future. Companies that identify and develop the next generation of top talent are well postured to lead future growth and sustainability. Because every business outcome is the result of the successes of its human capital, succession planning is a key senior leader responsibility.

APPROACH:

Succession-management planning is approached by measuring and assessing the intersection of performance, skills, knowledge and talent/potential.

This is an objective, science-based approach to help organizations identify and develop high potentials in order to drive a healthy and sustainable future state.



EXPECTED OUTCOMES:

- + Future leaders are identified and development plans for growth are created.
- + Customized investment of each potential leader.
- + Enhanced job satisfaction, engagement and retention.
- + Better “fit” between organization and employees – unleashing maximum potential.
- + The best leaders filtrate to the most impactful positions.

THE STEPS OF SUCCESSION PLANNING:

1. Conduct a Talent InventorySM of all potential leaders; evaluate each leader’s talent or potential to lead and categorize these evaluations (low, medium, high) using Talent Plus® analysis.
2. Evaluate each leader’s performance and categorize these evaluations (low, medium, high) using a Performance Rating ScaleSM (PRS).
3. Current incumbent population is assessed for performance and potential producing a nine-box succession-management planning grid.
4. Individual succession plans are created and determined by one of the nine boxes defining a leader’s performance and talent.
5. Annual leadership activity assists to institutionalize this succession-management plan.
6. Along with selection, development and retention strategies, succession-management planning becomes a recurring strategy within an organization’s overall talent management strategy.

NOTES

TALENT INTERVIEW &
TALENT PROFILE®

TALENT PROFILE®
FEEDBACK

LEADERSHIP
PREDICTION AND
FEEDBACK

LEADERSHIP
OVERVIEW

COLLABORATIVE
COACHING®

TEAM DEVELOPMENT
PROGRAM

UNDERSTANDING
THE SENIOR LEADER
INTERVIEW

STRENGTHS
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SUCCESSION
PLANNING

STUDY **EXCELLENCE**

VALIDATE RESULTS

CELEBRATE **SUCCESS**

CREATE **SIGNIFICANCE**

THE **LEADING TALENT ASSESSMENT PARTNERSM**
WITH ORGANIZATIONS COMMITTED TO GROWTH

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