



84th Annual Conference & Tradeshow  
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Concurrent Session:

# Leadership Accountability

# BE THE OPPORTUNITY:

TALENT DEVELOPMENT FOR THE STRATEGIC THINKER

Presented by *Mary C. Miller, J.D., PCC, SPHR, SHRM-SCP*



# WORKSHOP PLAN

- WHAT TAKEAWAYS DO YOU WANT FROM THIS WORKSHOP?
- LET'S AGREE ON SOME DEFINITIONS!
- GET STRATEGIC WITH TALENT DEVELOPMENT.
- WHERE DO ROLES OVERLAP EFFECTIVELY?
- YOU **CAN** AVOID ROLE CONFLICTS.
- FUN WITH CASE STUDIES.



# DEFINITIONS: MENTOR

- SOUNDS LIKE:
  - “HERE’S WHAT WORKED FOR ME . . .”
  - “THIS IS WHAT YOU NEED TO KNOW ABOUT . . .”
  - “CONSIDER DEVELOPING YOUR \_\_\_\_\_ SKILLS BECAUSE THEY WILL PROVIDE . . .”
- TRUSTED ADVISER WITH (CONSIDERABLY) MORE EXPERIENCE, KNOWLEDGE, AND SKILLS
- RELATIONSHIP FOCUSED TEACHING & LEARNING USUALLY WITHIN A SPECIFIC FRAMEWORK
- FORMAL MENTORSHIP PROGRAMS
- INDIVIDUAL PAIRINGS



# DEFINITIONS: COACH

- SOUNDS LIKE:
  - “IS \_\_\_\_\_ OR \_\_\_\_\_ MORE IMPORTANT TO YOU?”
  - “ARE YOU MANAGING YOUR TEAM/BUSINESS OR ARE YOU LEADING IT?”
  - IT’S DECEMBER 31<sup>ST</sup> – WHAT HAVE YOU ACHIEVED PROFESSIONALLY AND PERSONALLY THAT FEELS LIKE IT HAS BEEN A SUCCESSFUL YEAR FOR YOU?
- ‘WALKS NEXT TO THE CLIENT’ AS CLIENT EXPLORES WHAT THEY KNOW, CREATES SAFE SPACE FOR EXPLORATION
- GOALS & PARAMETERS OF ENGAGEMENT ARE DETERMINED AT THE BEGINNING
  - ETHICAL CONSIDERATIONS
  - COACHABILITY
  - COACH TRAINING



# DEFINITIONS: MANAGER

- SOUNDS LIKE:
  - “AS PART OF COMPANY GOAL \_\_\_\_\_, OUR TEAM WILL WORK ON \_\_\_\_\_.”
  - “PLEASE COMPLETE AN ANALYSIS OF \_\_\_\_\_ BY FRIDAY AND PROVIDE ME WITH A WRITTEN SUMMARY OF YOUR FINDINGS.”
  - YOUR PERFORMANCE ON \_\_\_\_\_ DOES NOT MEET EXPECTATIONS. WE EXPECT YOU TO \_\_\_\_\_.”
- WORKS WITHIN AN ORGANIZATION, FOCUS ON PRODUCTIVITY, GOALS, INDIVIDUAL AND TEAM WORK PERFORMANCE - DETERMINES HOW WORK GETS DONE AND BY WHOM
- MAY PLAN AND SUPPORT EMPLOYEES’ PROFESSIONAL DEVELOPMENT



# SELF-REFLECTION EXERCISE

- HAVE YOU BEEN A MENTOR, COACH, AND/OR MANAGER?
  - WHICH DID YOU ENJOY THE MOST & WHY?
  - WHAT OPPORTUNITIES DID YOU MISS?
- HAVE YOU RECEIVED MENTORING OR COACHING? HOW DID THE EXPERIENCE IMPACT YOU?
- AS YOU REFLECT ON YOUR MANAGEMENT ROLES, WHAT HAS BEEN YOUR BIGGEST WIN?  
BIGGEST CHALLENGE?



# STRATEGIC TALENT DEVELOPMENT

- BEING STRATEGIC WITH YOUR PEOPLE
  - USE SYSTEMS THINKING & CRITICAL THINKING
  - ALIGN PEOPLE AND THEIR WORK WITH ORGANIZATIONAL MISSION, VALUES, AND GOALS
  - FOCUS ON THE ULTIMATE DESTINATION
- SOME NECESSARY TRAITS\*
  - CURIOUS, GROWTH MINDSET, SELF-AWARENESS/REFLECTION, DECISIVE . . .

\*THERE ARE MANY GOOD TOOLS & RESOURCES TO HELP SUPPORT YOUR STRATEGIC APPROACH.



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# MATCH ROLE TO NEEDS

- BASELINE FOR SUCCESS: CLEAR COMMUNICATION ABOUT THE ROLE BEING INVOKED & WHY
- STRATEGIC VIEW: HOW DO THE PEOPLE INVOLVED FIT INTO THE BIG PICTURE FROM ORGANIZATION'S PERSPECTIVE?
- ARE THERE SPECIFIC CHALLENGES OR BEHAVIORS THAT NEED TO BE ADDRESSED?
- IMPACT OF REMOTE & HYBRID WORKFORCE ON STRATEGIC TALENT DEVELOPMENT
  - MERCER STUDY: 70% REMOTE OR HYBRID MODEL (10/2021)
  - MUST BE MUCH MORE INTENTIONAL ABOUT ACTIVE, DEEP ENGAGEMENT



# OVERLAPPING ROLES & POSSIBLE CONFLICTS

- MANAGER + MENTOR = KNOWLEDGE & SKILLS TRANSFER
  - CONSIDER: TRUST ISSUES, POWER DIFFERENTIAL
- MANAGER + COACH = COACHING APPROACH TO PEOPLE MANAGEMENT
  - CONSIDER: ASKING INSTEAD OF TELLING, EMOTIONAL SAFETY
- MENTOR + COACH = CONFLICT
  - CONSIDER: COACH IS NOT A TEACHER



# CASE STUDY

REVIEW THE SHORT CASE STUDY PROVIDED TO YOUR GROUP.

DISCUSS WHAT ROLE OR ROLES ARE BEST SUITED FOR STRATEGIC DEVELOPMENT OF THE  
EMPLOYEE IN THE CASE STUDY.

DEBRIEF ON GROUP RECOMMENDATIONS.



# CLOSING THOUGHTS

ONE USEFUL TAKEAWAY

Q & A

THANK YOU!

FEEL FREE TO REACH OUT WITH OTHER QUESTIONS AFTER THE CONFERENCE.

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