



# Cape Cod Human Resources Association

# HR NEWS

Cape Cod Human Resources Association P.O. Box 665, Hyannis, MA 02601

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[www.cchraonline.com](http://www.cchraonline.com)

**John Poirier, Ed.D**  
**Poirier & Associates Inc.**

## Identifying and Developing High Potential Talent



“All talent is not created equal.” Dr. Poirier demonstrated this point by providing us with an excellent strategy to identify high potential employees using the Human Talent Map, the Leadership Agility Model and an Assess-Agenda-Action Model.

To identify high potential employees first consider their role in the organization using The Human Talent Map. It divides talent into four quadrants:

**Helpers/Partners:** individuals/groups with unique skills that are not related to a company’s core strategy. For example, consultants.

**Human Capital:** employees who have firm specific skills that are directly related to the organization strategy and core competencies. They are often referred to as Core.

**Help:** employees whose skills are of less strategic value and are generally available at all firms. For example, contractors.

**Human Resources:** employees with skills to perform a predefined job and are valuable to a company but not unique.

Within these quadrants, who are our high-potentials? Dr. Poirier provides us with several approaches to determine this; the GE-McKinsey nine-box, J&J’s Folio Map, IBM’s ERPM and Shlumberger LTD’s assessment.

However, he has his own recommendation; a Synthesis approach. It is a 3-level analysis to determine the growers, keepers and movers within the quadrants.

The first level is an assessment of the individual performer’s overall potential and performance. Included in this assessment is a dialogue with the employee about where they want to go, their assessment and a career path.

The second level is an assessment of the job position or group of positions. It is a testing ground to determine whether to keep a position as it exists, modify it or create a new one.

The third level is the group or organization. This is where we begin to think on a macro level. Are we going to have the right people for the organization? There are some challenges in answering these questions but they are reconcilable.

In focusing on potential consider what qualities your organization is looking for when assessing potential and what questions your organization asks about the high potential. Some additional approaches to assessing potential are instruments such as 180 or 360-degree feedback, structured interviewing (CBI), competency assessment or selection, and use and interpretation of standardized inventories such as California Personality Index.

But at the end of the day Dr. Poirier says the critical questions are: who and how many are ready to move up now? Who and how many will be ready soon? Who and how many will never be ready? How does this timing sync with my needs on the talent map?

*(continued page 2)*

**February 25, 2010**  
**7:30-9:00**  
**Holiday Inn, Hyannis**

## **Lisa Prior, Prior Consulting, LLC** **Building an Innovative Architecture**

Corporate responsibility. Corporate goodwill. Global citizenship. These three interrelated business topics will increasingly shape the role of human resources and organizational development in the decades to come. Are today’s organizations prepared to internalize these values and issues as part of their strategic focus and in their day-to-day operations? Is Human Resources prepared to step into a leadership role that would help organizations respond to these issues? What changes must we, as a profession, make to take an active and strategic place at the business table? And, most importantly, how do we implement these strategic issues to build a responsible company from the inside out?

The demand for a broader HR role in redefining the connections between business and society requires a new mindset and new set of competencies for the HR profession. The corporate responsibility movement, the increasing importance of company goodwill, and the impact of globalization have increasingly required companies to include stakeholders that are outside of the traditional borders of the corporation.

Lisa will take us through three steps to facilitate attempts to build the responsible company from the inside out:

- Identifying the key strategic and operational intersections between the organization and the outside world;
- Integrating corporate responsibility into HR practices; and
- Embracing a new set of competencies for HR professionals.

## Identifying and Developing High Potential Talent, Cont'd.

Dr. Poirier introduced us to the Leadership Agility Compass by Joiner & Joseph.\* The compass helps assess “the ability to take wise and effective action amid complex, rapidly changing conditions and a set of competencies needed for sustained leadership.” The four points of the compass are Context-setting Agility, Stakeholder Agility, Creative Agility, and Self-leadership Agility. Within each point are two competencies. Assess the stage of leadership development of the employee for each competency. Can the employee lead change, lead teams, and handle pivotal communications?

He suggests this process be transparent and to advise employees on how it is being managed.

Many thanks to John Poirier for volunteering his time and expertise.

*\*Leadership Agility: Five Levels of Mastery for Anticipating and Initiating Change. William A. Joiner and Stephan A. Joseph*



### Up-Coming CCHRA Programs

March 25: The Art of the Business Presentation, Joseph Perkins

April 29: Creating a Learning Culture, Nancy Brennock

## Potential Affiliation with NEHRA

One of the goals that this year’s Board had established was to increase the value of membership by seeking out partnerships with complementary organizations. To further this goal, we began a dialogue with NEHRA concerning a possible affiliation. As the discussions progressed, we recognized that the CCHRA brand was important to all of us. With that in mind, we did not want to engage in anything that would dilute that brand or cause us to lose our identity.

To provide the Board with some guidance as we move along in this process, we have a few questions for you as a CCHRA member. Your feedback is important to us. The strength of our organization has always been the knowledge and experience of our membership.

So that we may make an informed decision please complete the survey at [www.cchraonline.com](http://www.cchraonline.com) – NEHRA Affiliation Survey. It will take a few moments. ***Please respond no later than March 1, 2010.***

Thank you for your continued support of CCHRA.

Sincerely,  
Bill Cole  
CCHRA President



## Up-Coming Events

**Cape Cod Chamber of Commerce**  
[www.ecapechamber.com](http://www.ecapechamber.com)

2/23	Coastal Community Capital Workshop on Social Networking for your Business
2/25	Gestalt International Study Center
2/26	New Member Reception
2/27	Cape Cod Literacy Council fundraiser

**New England Human Resources Association NEHRA**  
[www.nehra.org](http://www.nehra.org)

2/22	Webinar: Employee Career Development Programs
2/23	Workforce Planning in an Unknown Economy
2/24	Think Like an MBA In a Day
2/25	HR Metrics Seminar

**American Society for Training & Development ASTD**  
[www.astd.org](http://www.astd.org)

3/15-16	Telling Ain't Training Conference, Las Vegas
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**HR Leadership Forum, NE**  
[www.hrlf.org](http://www.hrlf.org)

3/18	Management Rewired. Charles Jacobs, author
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The Cape Cod Young Professionals (CCYP) is a five year old organization that aims to connect, engage, and advance the emerging workforce on Cape Cod. The CCYP performs its mission through monthly networking events, quarterly social events, community volunteerism, and civic education and involvement.

The CCYP has grown to over 350 members aged 20 - 45. As the organization develops, the CCYP hopes to not only assist in assimilating young workers into the Cape community, but also to be a catalyst to attract more young talent and young families to the Cape Cod market to build their lives. The CCYP hopes to provide value to the Cape Cod Human Resources Association by giving CCHRA member companies access to the attractive talent pool that makes up the CCYP membership. There are several opportunities to do so through website job postings, corporate and non-profit membership, sponsorship of events, the CCYP e-newsletter, and the CCYP website.

To learn more email CCYP Administrator Maegan Storey at [maegan@capecodyoungprofessionals.org](mailto:maegan@capecodyoungprofessionals.org).

For additional information on the group please visit [www.capecodyoungprofessionals.org](http://www.capecodyoungprofessionals.org).

## CCHRA Going Green



**You can register for a seminar, complete a program evaluation, respond to a survey, and renew your membership on-line at: [www.cchraonline.com](http://www.cchraonline.com)**

### Member News

Charlotte Kells, of Kells Associates, recently formed a partnership with SpeedReadingPeople in Connecticut. For more information go to [kellsassociates.com](http://kellsassociates.com)

***Send your announcements, articles and news to Michele Rocray at [Michele@pleasantbayassoc.com](mailto:Michele@pleasantbayassoc.com)***



## CCHRA Attends NEHRA Diversity Event

Ten CCHRA members attended the annual NEHRA Diversity Dinner in Boston. The event began with a welcome reception that allowed us to meet other NEHRA members.

The reception was followed by dinner. The Diversity Committee co-chairs Deborah Bloom and Marybeth Mollo were the opening speakers. They asked us to remember those suffering in Haiti and to support the Haiti Relief Effort sponsored by NEHRA.

The Norma K. Clarke Scholarship Awards were then presented to DanThuy T. Chu, Norma Kornegay Clark Award Recipient and Avital Hain, Medallion Award Recipient. The recipients were recognized for their community service work and academics. Their stories were very impressive.

The keynote speaker was Kerry Kennedy, daughter of Robert F. Kennedy. Ms. Kennedy is a human rights activist who shared with us her experience, passion and expertise. Her presentation was mixed with personal stories of her childhood, some HR humor and experiences and successes she has experienced in her life's work. We all left inspired.

Our carpool allowed us time to get to know each other and share our own experiences. We were happy to represent CCHRA at such an honorable event.

