



Talent Management - Getting the Most from Your Employees

An Online Continuing Education Course for Engineers

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Talent Management – Getting the Most from Your Employees

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Overview

What are the *few significant* skills (as opposed to the trivial many) that a manager should have as a package to get the most out of his or her employees – to manage their talent to achieve the maximum efficiency and productivity possible for the department?

We believe that a solid understanding and consistent application of these four particular areas of knowledge – ***motivation, performance analysis, coaching, and counseling*** – are a good place to start. These will provide an excellent foundation for a manager to build upon as he or she gains more experience in their organization and begins moving forward in their career.

Here is why we think so:

- ✓ If a manager is able to define his or her performance expectations in clear, measurable terms for employees, then they can create an environment that provides the motivators for the employees to achieve them.
- ✓ An understanding of performance analysis will provide the feedback necessary to monitor that desired performance.
- ✓ If they are meeting their goals, they can be coached to extend or enhance their performance. If they are not, the manager must first find the reason for the performance deficiency before attempting any remedial actions.
- ✓ Once the problem is identified, corrective action can be taken, and counseling may be one of the corrective tactics necessary to reverse a downward performance spiral.

Intended Audience

The intended audience for this course is new supervisors or managers, those who have been in management for a while and want to expand their skills, or those who aspire to a management position in the future and want to be as prepared as possible when the opportunity is presented.

Learning Outcomes

Students taking this course will learn to:

1. Define the term “motivation”
2. Apply the concept of motivation in the workplace and daily life
3. Identify motivational opportunities that lie within events at work
4. Discover what will motivate their employees individually
5. Answer the unspoken question employees ask themselves when the managers assign a task
6. Identify who *determines* where the employee works between the “commitment” and “compliance” gaps during any assignment
7. Identify who *influences* where the employee works between the “commitment” and “compliance” gaps during any assignment
8. Identify for whom an employee really works while being employed
9. The value of observing their employees, not just looking at them
10. Five important questions to ask their employees as part of analyzing the department’s talent
11. Determine their employees’ most effective method of learning
12. Determine measurements for “hard skills”
13. Determine measurements for “soft skills”
14. Where the fault lies when employees are not sure of their performance expectations
15. Use a performance problem flowchart to methodically eliminate possible reasons why employees are performing as expected
16. Identify at least three values of setting measurable goals
17. The critical elements of setting effective performance goals
18. Determine whether an employee’s activity is productive or just busy

Preparation

While it sounds like a simple proposition – “appraising the talent available” – we believe it entails a much bigger picture than just looking at your employees as they are now. Our experience tells us that you should also consider what they *could be doing* if they were working at their full potential, assuming they are not doing so currently. So before we start talking about appraising the talent within your department or workgroup, we feel a few minutes talking about *why they may not be doing as much as they could* will be worth your time.

Understanding Motivation

Before you can begin to manage effectively the talent you currently have, it is important to understand that regardless of how much you try to control an employee’s output, he or she still controls the final extent of their effort. It is about their “commitment” (doing all they can) versus their “compliance” (doing the least they can to get by). Another way of saying this is, “What is their motivation to apply their maximum talent for you?”

Essentially, motivation is the unspoken answer people hear when they ask themselves, “**Why would I want to do that**” or “**What’s in it for me?**” **THINK ABOUT THIS:** When you were in school, did you know the *least you could do to get by* and not get in trouble at home? How did you discover this?



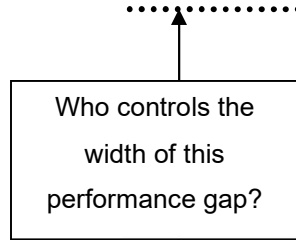
“WHEN YOUR EMPLOYEES GET WHAT THEY WANT, YOU’LL GET WHAT YOU WANT!”

---Zig Ziglar Motivational speaker

The trick here is to discover *what your employees, as individuals, want!*

Who determined whether you did the least you could do to get by or the most you could do? (You controlled that decision based on your needs and wants; i.e., your internal drivers.)

THE MOST I CAN DO



Why is this question important to you?

The "authority figure" such as parents, teachers, or bosses can only influence the width of this work performance range. The employee controls where they work within it.

Take a moment to think about the people hear what you say? me?"

To view the remainder of the course material and to take the quiz for PDH credit, you must purchase the course.

spoken answer
's in it for

What is the source of their motivation? It is their internal drivers that motivate you more. The more I consider the more they respond in the market.

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Suppose you really want someone to do something for you, and you offer ice cream as an incentive. However, what if they do not like ice cream as much as you do? What is their motivation then?

