



# Getting the most from your talent: leaders as liberators

24<sup>th</sup> September 2.00 – 3.00

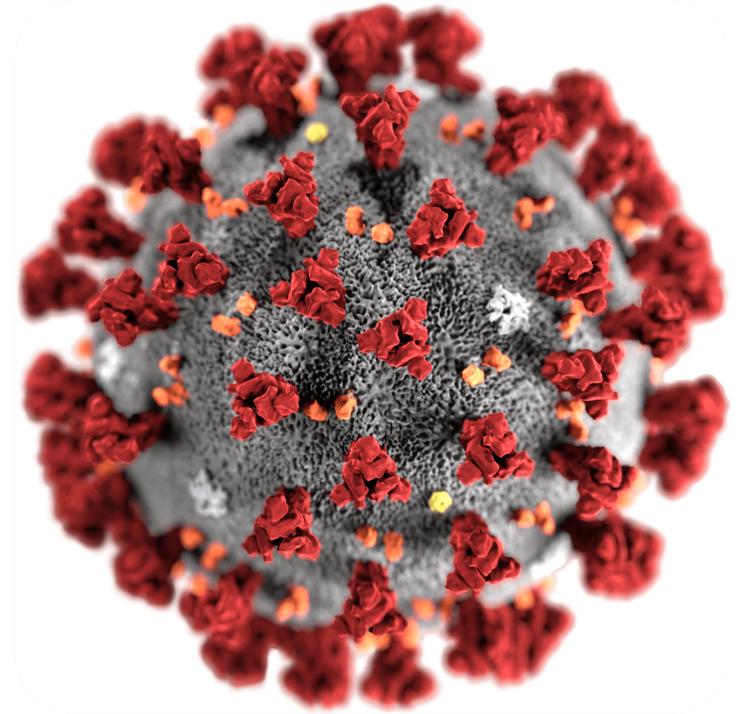


[maggi@mosaic-consulting.co.uk](mailto:maggi@mosaic-consulting.co.uk)

# World of work... uncertainty and change

Challenging many of our assumptions...

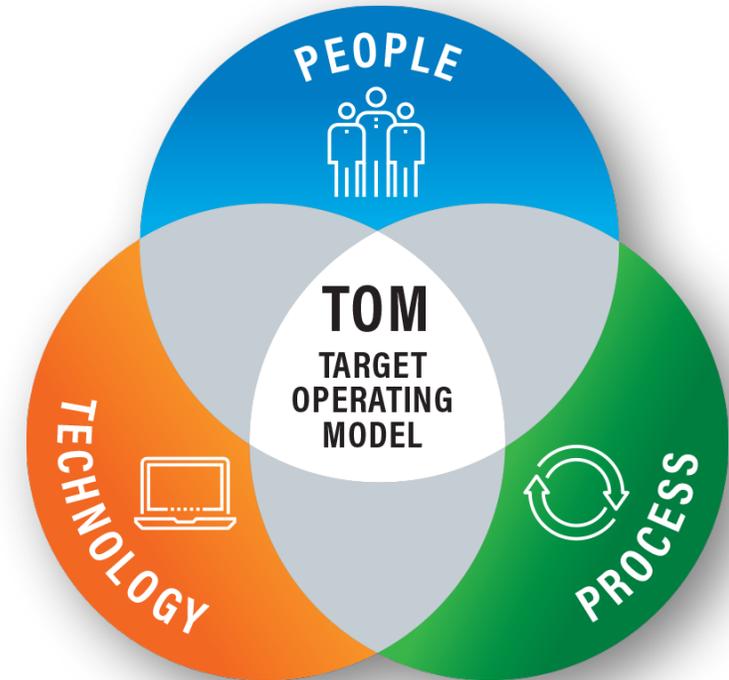
- People
- Place of work and ways of working
- Use of technology
- Customer needs and expectations
- Organisational alliances
- Economic outlook



# We need an operating model that...

...prepares us for a range of scenarios:

- Rapid feedback loops on needs
- Agile so we quickly respond to changes
- Understand and manage risk
- Be ready to drive competitive advantage



*People approach is not currently fit for purpose...*

# On the people side...



We need to:

- Retain knowledge
- Move people to where they add most value
- Access new skills and knowledge in flexible ways
- Increase productivity
- Embrace new technology and processes
- Change quickly

# Your leadership contribution- reflection

What are your current talent risks:

- Skills and experiences
- Performance
- Flexibility
- Availability

What are your biggest opportunities:

- Increasing everyone's performance – including 'hidden' talent
- New ways of using current skills and knowledge
- Building a flexible way to access skills

*How will your talent needs change in the short and long term?*



# Liberating talent

In your career so far, what or who has had the biggest impact on your development?



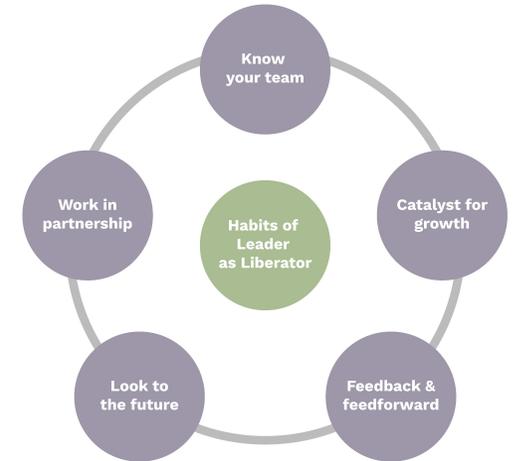
# Five habits of Leaders as Liberators



# 1. Know your team

## Four core questions:

- What's this person like at their best? – doing, impact, triggers, how often are they like this?
- At their worst?
- What needs to change for more time at best?
- What could they do in future?



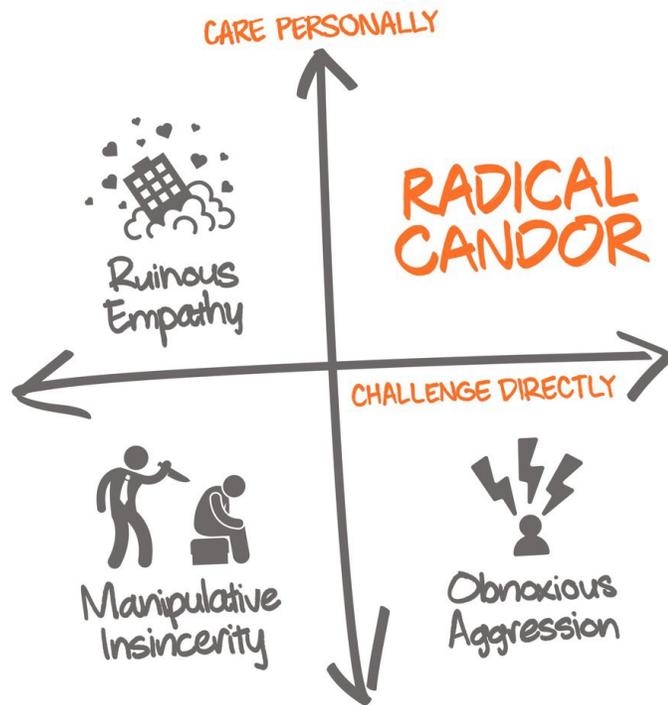
## 2. Catalyst for growth

Creating everyday growth opportunities:

- ✓ Projects
- ✓ Team meetings
- ✓ One-to-one check-ins
- ✓ Coaching
- ✓ Big bets
- ✓ Nudge



# 3. Feedback and feedforward



- What went well?
- What didn't go so well?
- What could be done differently next time?



## 4. Look to the future

Bringing together key perspectives:

- Your aspirations
- The business needs
- The business opportunities
- The individual's aspirations

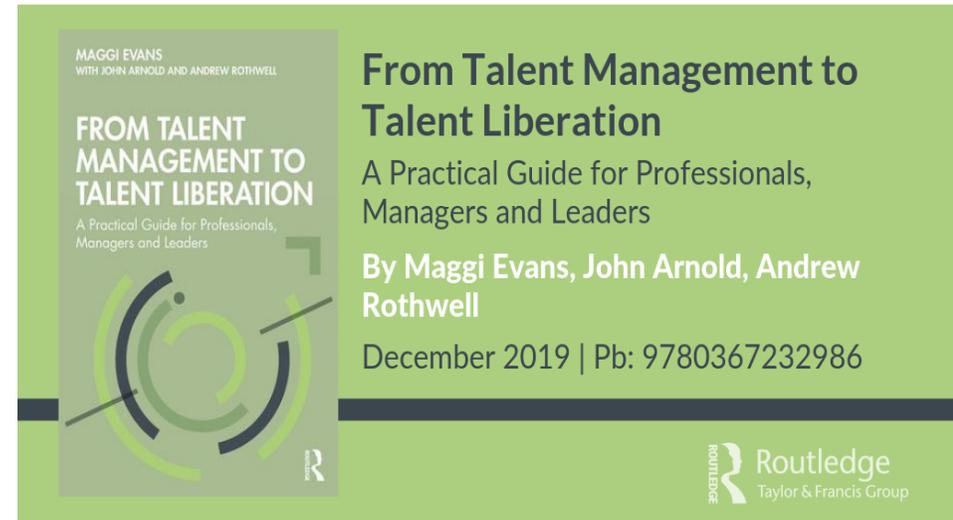
## 5. Working in partnership

A broker to find the sweetspot...

- Explore
- Inform
- Plan
- Connect

# Some closing thoughts

- You may not be as good as you think you are...
- Big personal benefit from getting this right
- Big personal risk from procrastinating



*How can you be a better liberator of talent?*

# Liberating Talent

*Paul Clarke*

*Deputy Director of Finance*

*24<sup>th</sup> September 2020*



## APPRENTICE MINDSET

---

Starting as an apprentice, all I have ever known is learning on the job. I'm where I am today because the managers I have had have supported my development.



## DESIGNED STRATEGIES

---

Using a specific resource dedicated to designing staff development and continuous improvement.



## INSOURCING EXPERIENCE

---

Creating a vision and co-designing a structure built around succession planning & development gives the entire service clarity on their role and future options.



### 'Big Bets'

Take a chance on your own team before you take a chance on external resources.



### Push Responsibility

Give genuine responsibility, authority and space to your teams and watch them thrive.



### Challenges

What if people don't want or take the opportunities? How do you 'pitch' challenge?

**Your internal options are almost always better than external options**

**See good staff leaving as a good thing**

**Don't be threatened by self sufficiency**