



Accelerate Talent Development

What is the capability?

Leaders can't afford to delegate all development to HR or rely on dated talent management processes. Today, leaders are expected to play an active role in accelerating talent development across their teams. This means building employees' capabilities rapidly to maintain a competitive advantage.



LACK OF GUIDANCE IS A KEY OBSTACLE TO LEARNING

EIGHTY-TWO PERCENT OF LEARNERS CITE DISAPPOINTMENT IN LACK OF REWARDS AND RECOGNITION, LACK OF DIRECTION, AND MANAGERS WHO DON'T ENABLE LEARNING

"How the Workforce Learns," Degreed and Harvard Business Publishing Corporate Learning, October 2019

What does it mean?

Role-model leaders view talent development as a top priority. They go beyond tapping into training programs because they play an active role in the organization's talent development and succession planning processes. When leaders are actively involved in their organization's development, they:

- Design development experiences that accelerate learning, meet varying needs, and support organizational goals.
- Maintain their workforce while upskilling them at the same time.

To do this successfully, leaders must lead on a personal level. While employees want to be in control of their learning, they are motivated by frequent, ongoing feedback from their managers. Feedback empowers a workforce across gender and cultural boundaries, and across all levels of experience, to accelerate their own talent development as well. It also makes the experience of learning more habitual and constant, creating a culture of learning.

"Constant learning—driven by both workers and organizations will be central to the future of work, extending far beyond the traditional definition of learning and development."

JEAN-MARC LAOUCHEZ, PRESIDENT OF KORN FERRY INSTITUTE, "THE \$8.5 TRILLION TALENT SHORTAGE," KORN FERRY INSTITUTE, MAY 2018

Why is this capability important?

Leaders must promote a growth mindset among team members demonstrating that abilities can be improved through selfawareness, hard work, and the help of others. This will break down any silos throughout the organization and engage people at all levels to work toward similar goals: gaining competencies critical for sustained high performance for the organization's benefit, and passing thresholds of personal development.



"In Human Resource Executive research, 77% of HR executives in the organizations studied report that their top performance management priority is encouraging more-frequent conversations (i.e., weekly or monthly, as opposed to annually)."

> DICK GROTE, "EVERY MANAGER NEEDS TO PRACTICE TWO TYPES OF COACHING," HARVARD BUSINESS REVIEW





Prioritize development investments to deliver maximum organizational value.



Give work assignments that accelerate learning linked to the company's goals.



Provide employees with timely, continuous coaching and feedback.





SEE MORE ON ALL NINE "NOW MORE THAN EVER" CAPABILITIES

Read our paper "Leading for Today and Tomorrow: Capabilities for a Changing World"

→ harvardbusiness.org/leading-today-tomorrow