

DEVELOPING TALENT FOR HIGH PERFORMANCE

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AGENDA

- ▶ What is high performance?
- ▶ How can we assess it?
- ▶ What conditions do high performers need?
- ▶ Development Opportunities for High Performers
- ▶ CNB's Thrive Program
- ▶ Sharing is Caring
- ▶ Questions and Discussion



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QUESTION: WHAT IS HIGH PERFORMANCE?



HOW TO SPOT A HIGH-PERFORMER

The Corporate Executive Board identified 10 “high performer” competencies from a global study of more than 20,000 employees.

These are characteristics that high performers typically share, no matter their role, industry or level.

THE 10 “HIGH-PERFORMER” COMPETENCIES:

1 ABILITY TO PRIORITISE

6 PROACTIVITY

2 WORKING WELL IN TEAMS

7 ABILITY TO INFLUENCE

3 ORGANISATIONAL AWARENESS

8 EFFECTIVE DECISION-MAKING

4 EFFECTIVE PROBLEM-SOLVING

9 LEARNING AGILITY

5 SELF-AWARENESS

10 TECHNICALLY SAVVY

Question:

What else would you add?

9 BOX GRID FOR ASSESSING TALENT (POTENTIAL/PERFORMANCE)

ROUGH DIAMOND/POTENTIAL GEMS

High Potential / Low Performance

Needs improvement but may have performed well in the past. May be an individual who has recently been promoted and hasn't had the opportunity to demonstrate higher performance. If individual has been in the role for some time, there may be a serious issue.

Focus on coaching, mentoring and/or intervention. Create a solid development plan and provide feedback. Clarify career interest.

HIGH POTENTIAL/FUTURE STAR

High Potential / Expected Performance

A valuable asset for the future, high potential for promotion. There is still room for maximizing performance in current role; potential may not be fully realized yet. Provide coaching and additional challenge or stretch assignment, reward, recognition, or opportunity to develop. Focus on increasing performance contribution to high, after which greater challenge and/or broader scope are likely.

HIGH POTENTIAL/CONSISTENT STAR

High Potential / High Performance

Has mastered current role and is ready (and anticipating) a new challenge. These are the future leaders of the organization. Retention is critical. Star talent who should be targeted for accelerated development opportunities. Provide greater scale and/or scope or a new assignment which will stretch them in a significant way or provide new or missing skills. Mentor them and delegate responsibilities to them.

INCONSISTENT PERFORMER

Medium Potential / Low Performance

Shows some potential but performance is considered low and is seen as an inconsistent player. Needs improvement. Focus on reasons for low performance and actions to improve it. If there isn't an improvement, potential should be assessed and a performance improvement plan put into place. Focus on getting them "up and out" of this category.

KEY PERFORMER

Medium Potential / Expected Performance

Has potential for increased accountabilities and is meeting current performance expectations. Considered a core player. Development focus should be to increase performance contribution to high with further assessment of potential growth. May be hesitant to go outside comfort zone. Learns from mistakes. Retain in job until performance improves to exceeding expectations.

ADAPTABLE PROFESSIONAL/HIGH PERFORMER

Medium Potential / High Performance

Acts as a leader and role model. Exceeds performance expectations and is a suitable candidate for growth and development. Is particularly good in one or more areas, functions, or specialized skills. Employee development should focus on specific gaps – i.e., what is needed to broaden or to move to the next level of responsibility. Focus should be on helping improve strategic thinking and stretching and developing.

LOW PERFORMER/TALENT RISK

Low Potential / Low Performance

Not meeting expectations and demonstrates limited potential. Focus should be on significant performance improvement or finding a more suitable role (internal or external). May have reached career potential and is not delivering. Consider counsel/performance improvement plan, reassignment, reclassification to a lower level, or exit from the organization.

AVERAGE PERFORMER

Low Potential / Expected Performance

Consistent contributor, but narrow professional interests. Focus on maximizing performance while assessing future potential and/or a more suitable role. May need a plan for a successor. If performance declines or is blocked, retention may be reviewed. May also be specialized technical talent or has reached career potential but consistently meets performance expectations. Sometimes seen as "back-up" player or a "grinder."

SOLID PERFORMER/HIGH PROFESSIONAL

Low Potential / High Performance

A strong performer but unlikely to move to a higher-level role. Engagement will be important for continued motivation and retention. May be of real value for developing others. Professional, business, or seasoned content experts may fall into this box. Sometimes seen as the "work horses" of the team.

LIKELIHOOD OF HIGH PERFORMERS TO LEAVE THEIR CURRENT COMPANIES

One in five intends to leave in the next six months.

NUMBER OF RESPONDENTS



A high performer can deliver 400% more productivity than the average performer.

Fifty percent of high performers say they expect at least a monthly sit down with their managers, but only 53% say their manager delivers on performance expectations.

Two thirds of high performers reported that their bosses did not deliver on supporting them for formal training programs.

(source: HBR, What High Performers Want at Work)

Question:

Are we paying enough attention and taking care of our high performers?

Questions:

In what kinds of environments do high performers excel?

What conditions must exist at a company for an employee to perform at “optimum” levels?

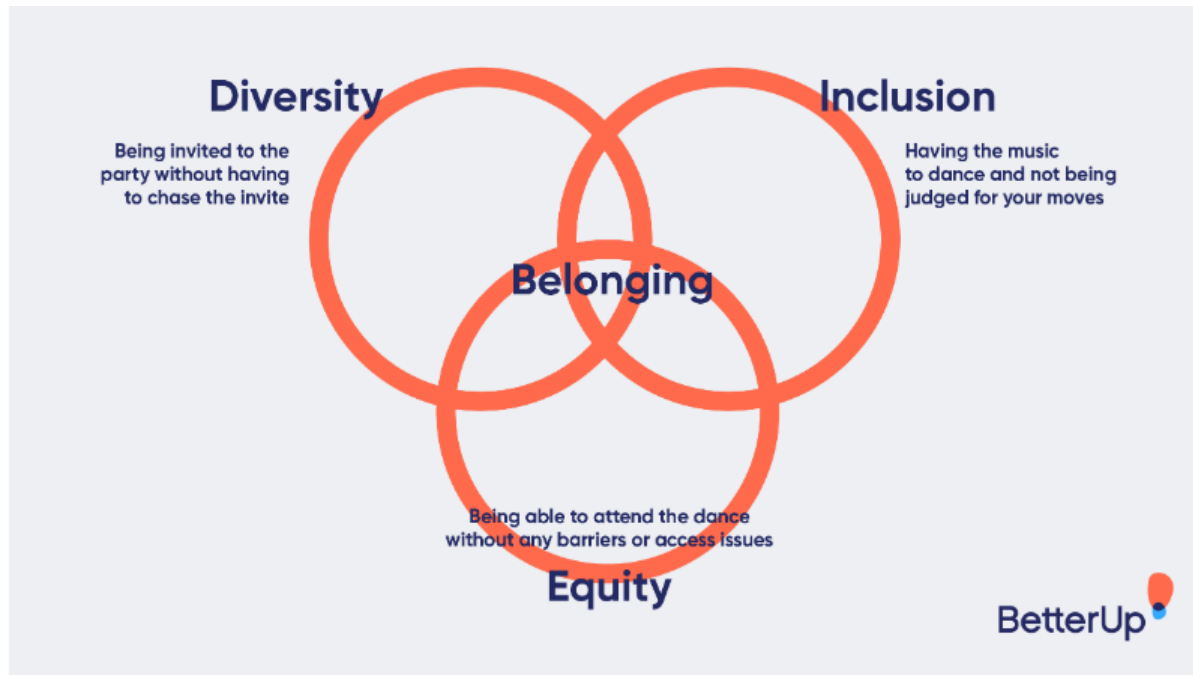
Can an employee be a high performer all the time?

ENVIRONMENTS CONDUCTIVE TO HIGH PERFORMANCE HAVE BALANCE



Performance

Humanity



ENSURE EMPLOYEES FEEL A SENSE OF BELONGING

Employees with a strong sense of belonging report a 56% higher level of overall job performance.

ENSURE AN ATMOSPHERE OF TRUST



TRUST IS A MUST

According to the Edelman Trust Barometer (a survey of 33,000 people in 28 countries),

1 IN 3 people don't trust their employer.

SHRM research shows that when there is more trust in the workplace, employees are **23%** more likely to offer ideas and solutions.

In its global CEO survey, PwC reported that **55%** of CEOs think a lack of trust is a threat to their organization's growth.

Organizations
(and strong performers)
move at the
speed of
trust.

PROVIDE DEVELOPMENT OPPORTUNITIES FOR HIGH PERFORMERS

Knowledge Opportunities

Skills Opportunities

**Values/ Mindset
Opportunities**

**Behavior/
Personality Opportunities**

Question:

Do you and your employees have development plans?

Knowledge Opportunities

Focused on increasing the employee's education or knowledge around a particular topic or subject area.

- Obtain additional formal education (complete degree, obtain a bachelor's degree, MBA, etc.)
- Attend an industry conference
- Participate at Stonier, Cannon, or similar program
- Attend internal or external training sessions
- Attend industry continuing education programs or conferences
- Conduct subject matter research
- Obtain an industry designation
- Read/listen to business-related materials on a particular subject area (books, magazines, blogs, podcasts, etc.)

Skills Opportunities

Focused on building what the employee knows how to do and how the employee demonstrates the desired skills/behaviors, observational learning opportunities, skill practice opportunities.

- Work on a low, medium, or high priority project
- Lead a department team building activity
- Lead or present at a department meeting or huddle
- Participate on an assignment designed to stretch the employee beyond their comfort zone and challenge them to try something new or different
- Present at a company meeting
- Present at an Executive Team meeting
- Present at a Board of Directors meeting
- Pair less skilled or experienced employees with high performers to guide their work, answer questions, share insights/knowledge
- Assign an employee to a short-term “acting role” where they temporarily take on the job responsibilities of another employee
- Ask an employee to diagnose and/or suggest resolutions for a problem
- Invite an employee to research a new technology or trend in your area and present on their findings

Values/ Mindset Opportunities

Focused on how the employee learns, thinks, and how the employee's values align with the company values and strategic direction.

- Participate in Leadership Rochester, Leadership Ontario, or other external leadership program
- Participate or Lead an Employee Resource Group
- Meet with a senior leader for relationship building and mentoring
- Participates in mentoring (self and others)
- Volunteer for a not-for-profit or community-related board
- Receive external coaching
- Participate in an internal leadership program, if available

Behavior/ Personality Opportunities

Focused on how the employee is hard-wired and if they can change.

- Undergo 360 Feedback and Coaching
- Assess self through Predictive Index, Disc, or other behavioral assessment tools
- Journal insights learned through assessments
- Use job aids to help stay focused/on task
- Obtain feedback/coaching from supervisor through 1:1 meetings
- Obtain mentoring
- Receive outside coaching

SAMPLE DEVELOPMENT PLAN

Employee Development Plan for: Ted Lasso Date of Plan: Jan. 2023

	Training and Development Goal(s)	Competencies/Skills to be Acquired	Employee Action Steps	Resources Needed	Timeframe	
	What specific workshops, seminars, mentoring, continuing education, etc. is needed?	What specific competencies/skills will be enhanced by completing the goal?	What specific steps must the employee take to acquire the competency or skill?	Money, time, staff, etc.	Start	Complete
Short-Range 2023 Key Development Needs for Current Position						
Mid-Range 2023-2024 Key Development Needs Important for Growth with Present or Future Position						
Long-Range Helpful for achieving Future Career Goals						
OTHER KEY FOCUS AREAS/ACTIONS:						
January through June 2023 Goals:	Status:	Notes:				



CNB'S THRIVE LEADERSHIP PROGRAM

FOCUSES ON EMOTIONAL INTELLIGENCE...

	Recognition	Regulation
Personal Competence	Self-Awareness <ul style="list-style-type: none">• Self-confidence• Awareness of your emotional state• Recognizing how your behavior impacts others• Paying attention to how others influence your emotional state	Self-Management <ul style="list-style-type: none">• Keeping disruptive emotions and impulses in check• Acting in congruence with your values• Handling change flexibly• Pursuing goals and opportunities despite obstacles and setbacks
Social Competence	Social Awareness <ul style="list-style-type: none">• Picking up on the mood in the room• Caring what others are going through• Hearing what the other person is “really” saying	Relationship Management <ul style="list-style-type: none">• Getting along well with others• Handling conflict effectively• Clearly expressing ideas/information• Using sensitivity to another person’s feeling (empathy) to manage interactions successfully

AND CULTURAL INTELLIGENCE!

DRIVE

How can I adapt?
Interest (both intrinsic and extrinsic), motivation, and confidence.



KNOWLEDGE

How is this similar to my other experiences?
Cognition, understanding, values and norms, leadership.



CULTURAL INTELLIGENCE (CQ)

The ability to function effectively in culturally diverse settings



ACTION

How do I behave?
Speech acts, verbal, non-verbal, behaviours.



STRATEGY

How can I plan?
Awareness, meta-cognition, planning, checking.

Question:

What does cultural diversity mean to you?



THRIVE PROGRAM AT CNB

- ▶ Program runs May through October
- ▶ Teambuilding offsite
- ▶ Thought Partners and Coaching
- ▶ Guest Speakers
- ▶ Community Service Project

Modules:

- ▶ Authentic Leadership
- ▶ Emotional Intelligence
- ▶ Understanding your PI Style
- ▶ How to Zoom and Think Strategically
- ▶ The Power of Questions and Curiosity
- ▶ Radical Candor and Tough Conversations
- ▶ Managing Relationships
- ▶ Inclusive Leadership
- ▶ Presentation Skills
- ▶ Final Presentation and Celebration



Question:

What cool things are you doing to develop talent at your organization?

QUESTIONS
AND
DISCUSSION

