Filling in the Gap: From Talent Management to Team Development

NAEP 2020 DECEMBER 01-04
FUSION WEEK
Changing with the Times

Our Institutions

Student FTE	42,876	48,757	3,000+ on campus 130,000+ online
Team Size FTE	19	5 Procurement 2 Property Records 2 Auxiliary Services 3 Central Receiving	10 Procurement 9 Conference & Mail Services
Teams	Strategic Sourcing, PCARD Administration, Contract Administration, Support Services, Technology & Data Analytics	Procurement Include; (Strategic Sourcing / Operations / Project Management/ Contracts/ Construction/Special Projects / Training and Development)	Strategic Sourcing, Contracts, Procurement Ops, Real Estate, Conference Services, Mail Services

STAFF DEVELOPMENT

TRAINING

LENORA SEVILLIAN

MBA, CIPP, CPPP, CPCM, LSSGB, SFC, NCN-A, CPe-P

DIRECTOR OF PROCUREMENT, PALM BEACH STATE COLLEGE

BACKGROUND

At Palm Beach State the corner stone of the Procurement Department is training and development of the staff. Sharing knowledge is key to the success of our department because we are a very small staff, therefore, cross-training and knowledge transfer is fundamental to achieving project continuity.

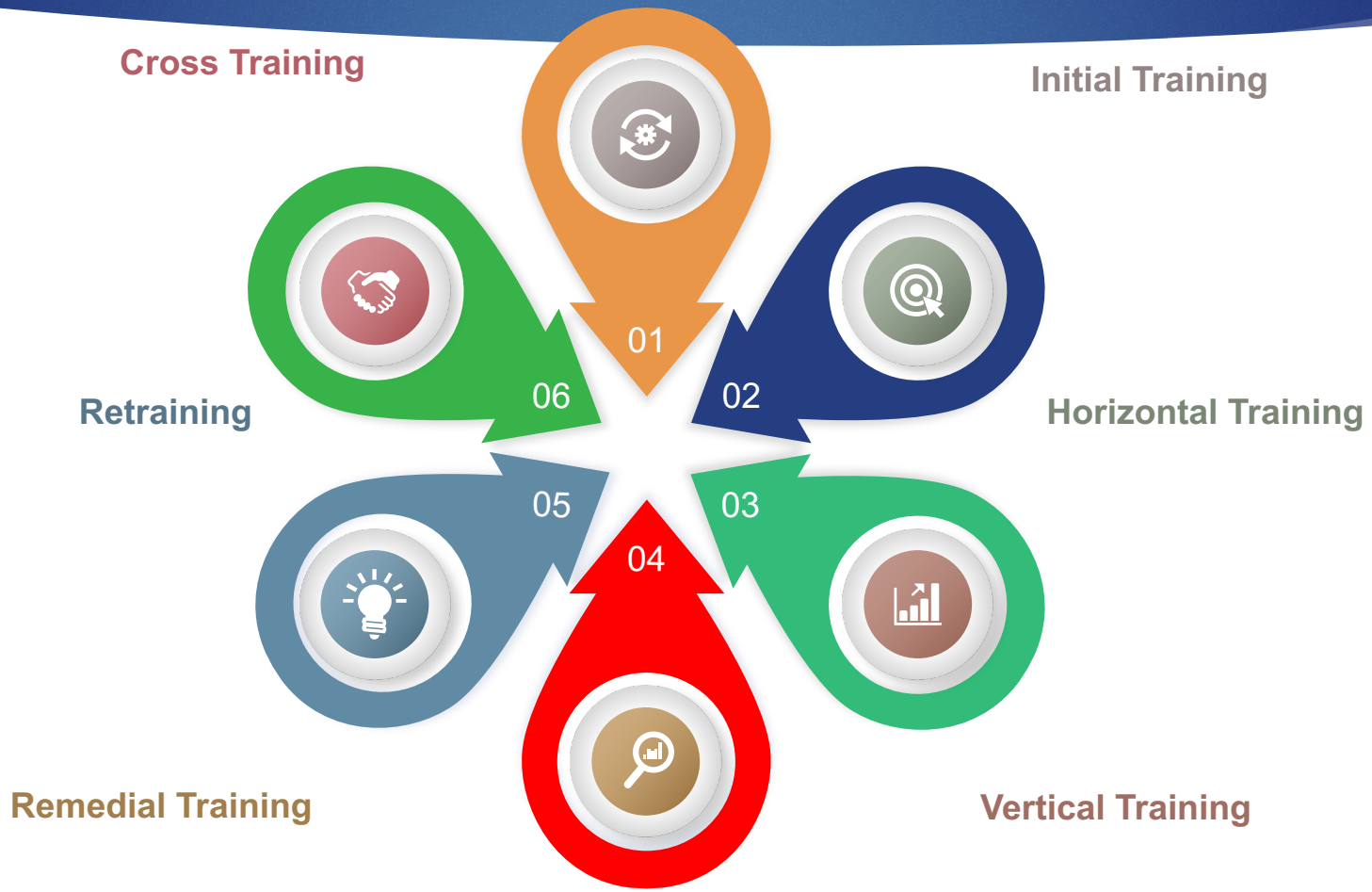
The facilitation of cross-functional teams and collaboration is central to our organization achieving the strategic goals of the department and the goals of the overall College. We promote greater engagement, interaction, partnership, connectivity, and enhances continuous learning.

TALENT MANAGEMENT



- This is the perfect combination of management and leadership to develop and inspire procurement professionals.
- Communicating, directing, coordinating, knowledge and skills of the team through a combination of methodologies.
- Engaging the team through interaction, interconnectivity and empowerment.
- Activating team members via coaching and feedback.
- Create a value proposition, capitalize on unique skillsets with an emphasis on leadership.

VARIOUS TYPES OF TRAINING



CROSS-TRAINING

- Essential to the organization (increased awareness of roles and functions)
- Provides flexibility within the department and among team members
- Ensures job requirements are met as more than one person can assume responsibilities
- Foundation for organizational growth and internal development
- Increased knowledge of the departmental processes and the overall organization

INITIAL TRAINING



- Geared toward new employee's or inter-organizational transfers
- Exposure to overall body of knowledge
- Introduction to policies and procedures
- Structure of organization and department
- Required for comprehension to perform duties

HORIZONTAL TRAINING



- Broad training for overall exposure
- Focus on special skills
- Development of core competencies
- Provides inter-departmental interactions
- Focus on peer development and job shadowing

VERTICAL TRAINING

- In-depth training (topic driven)
- Geared toward upward mobility
- Focused mentorship

REMEDIAL TRAINING

- Improve overall job performance
- Increase skills in a target area
- Skills enhancement

RETRAINING

The primary focus is preparing the team members for revision training when current processes and procedures have changed or were updated.

- Next level enhancements
- Elevating standards
- Reach goals achievements

SUCCESSION PLANNING

Creating internal opportunities for employees, this establishes a value proposition for team members.

- A platform to showcase unique skillsets
- Builds morale
- Offers non-monetary recognition
- Training to leadership
- Elevating standards

TRAINING PERCEPTIONS

CHALLENGES

- Information overload
- Added responsibilities
- Burn-out
- Generalists

BENEFITS

- Great return on investment
- Employees collaborate better
- Increased motivation
- Increased efficiency
- More organizational agility
- Increased confidence
- Enhanced knowledge

TALENTS AND STRENGTHS

DEVELOPING YOUR TEAM FOR EXCELLENCE



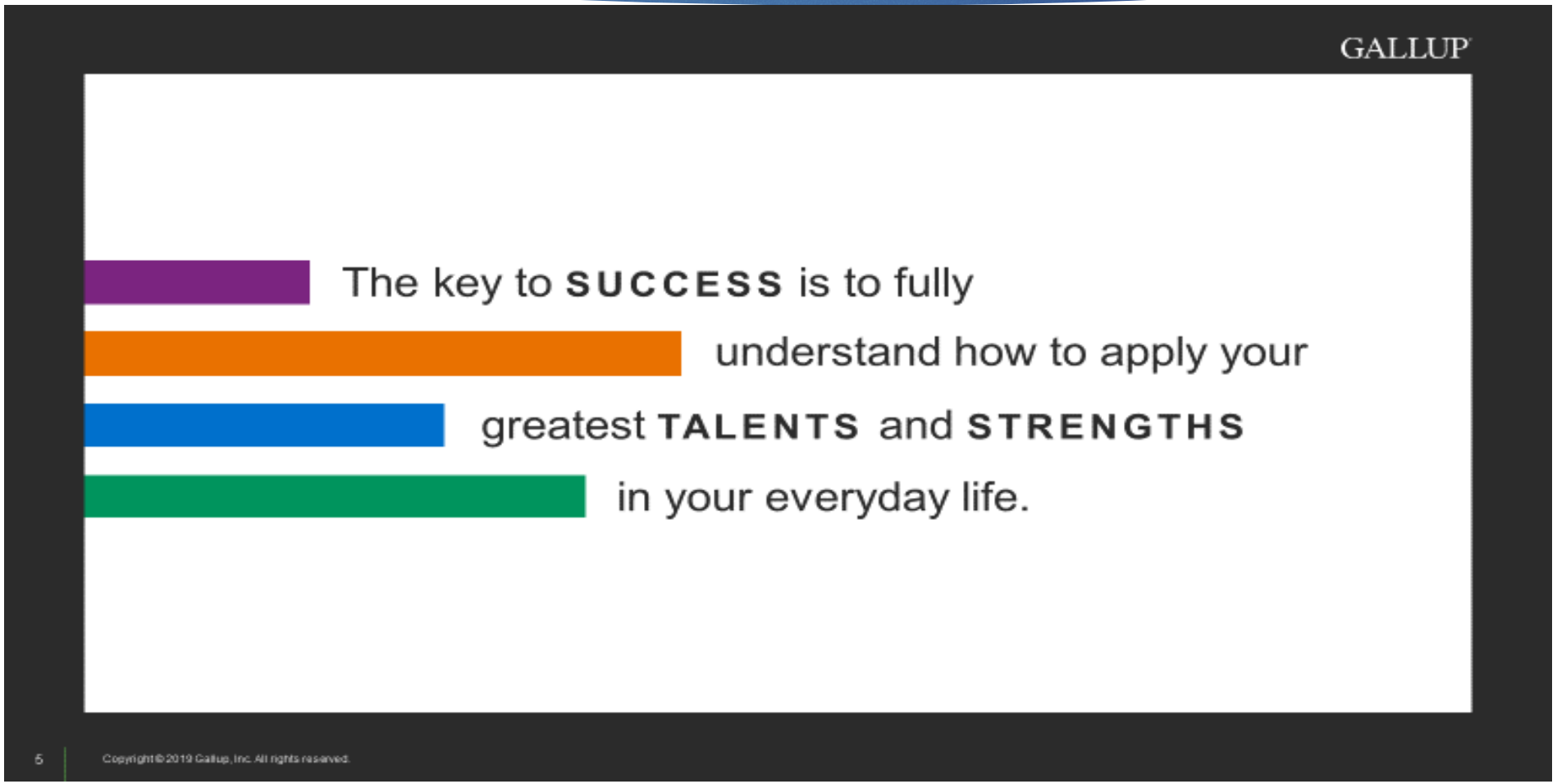
CASEY LAURIENZO, PMP

CERTIFIED GALLUP STRENGTHS COACH

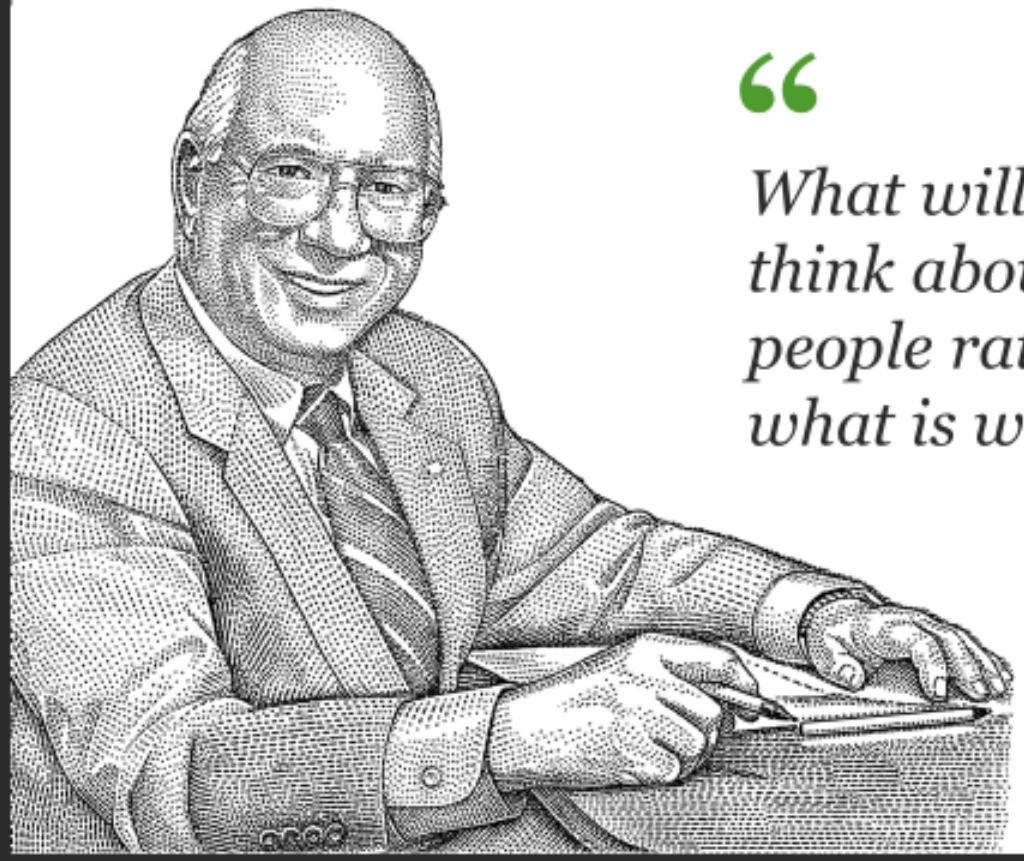
CONTRACT ADMINISTRATOR, FLORIDA STATE UNIVERSITY

CHAIR, NAEP EDUCATION COMMITTEE

WHAT IS A TALENT? WHAT IS A STRENGTH?



GALLUP



What will happen when we think about what is right with people rather than fixating on what is wrong with them?

DON CLIFTON | *(1924-2003)*

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THE STRENGTHS-BASED APPROACH

- What are my talents and strengths?
- What unique contribution do I make to the team?
- How do we best work together using our strengths?

TALENT V. STRENGTH

Talent: A **naturally** recurring pattern of thought, feeling, or behavior that can be productively applied.

Strength: the ability to **consistently use** a positive outcome through near-perfect performance in a specific task. **To finish with strength, start with talent.**

BRINGING TALENT TO STRENGTH



NOW WHAT?



Name It!	Aim It!	Claim It!
• What words or phrases describe you or resonate with you? • **Identify and understand** your "raw" talent"?	• **Gain awareness and appreciation** for those talents • How do these talents help you to be successful in your role?	• **Intentionally invest** and apply • How can you use strengths more intentionally? • Now start over, but this time with the team!

NAME IT! USING STRENGTHS FOR COLLABORATION



- Create an atmosphere that allows for **trust and relationship-building**.
- Only one in three U.S. employees strongly agree that they received recognition or praise for doing good work in the past seven days. Recognizing employees helps managers create a **culture of recognition** that motivates people, improves collaboration and provides a sense of accomplishment.
- Use the individual and **collective strengths of the group** to manage talent and develop teams.
- No team exists without the **individual**.
- Really start to **discover** who you and your team members really are.

CLAIM IT! USING STRENGTHS TO INCREASE PRODUCTIVITY

Strengths-based development is based on three assumptions:

- A person can learn only some behaviors to a level of excellence.
- People contribute their best in unique ways.
- Fixing weaknesses prevents failure; building strengths leads to success.

As managers, we know we need to focus our teams on performing for the organization. We can do this best if we **build trusting relationships** on our teams.

As Gallup research shows, managers cannot manufacture friendships, but they can create situations for people to get to know each other personally and socialize without disrupting performance outcomes.

People Who Focus on Using Their Strengths Maximize Their Potential

GALLUP



People who learn to use their strengths every day have

7.8%

GREATER PRODUCTIVITY.



Teams that receive strengths feedback have

8.9%

GREATER PROFITABILITY.

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AIM IT! ENGAGEMENT & INNOVATION

Successful teams:

- Have an open, trusting environment to communicate in ways that build relationships.
- Allow for honest discussions about the quality of the team's work
- Provide an opportunity to regularly recognize each team member's contributions

- "My associates or fellow employees are committed to doing quality work" is an important factor in employee engagement. Great managers establish clear standards of performance, holding employees accountable by fostering an environment of excellence and recognizing and sharing examples of exceptional work.

SUMMARY

AWARENESS

Create an understanding of strengths and the principles that describe a strengths-based team.

APPLICATION

Turn strengths into an integral part of individual and team behavior.

ACHIEVEMENT

Continually reinforce strengths-based principles and celebrate using strengths every day.

SUMMARY – THE STRENGTHS-BASED TEAM

- Only some behaviors can be learned.
- The best in a role deliver the same outcomes using different behaviors. They play to their natural talents and strengths and perform the activity in a way that works for them.
- Weakness fixing prevents failure; strengths building leads to success.
- Everyone has talent.
- A person using their talents is invigorated rather than drained.
- The key to success is to fully understand how to apply your greatest talents and strengths in your everyday life.
- Talents can be consciously applied toward performance challenges.
- We can lead examined lives with our strengths
- Talent must be productively applied to influence performance.
- A strengths-based team helps people identify their areas of greatest potential.

COMMUNICATION

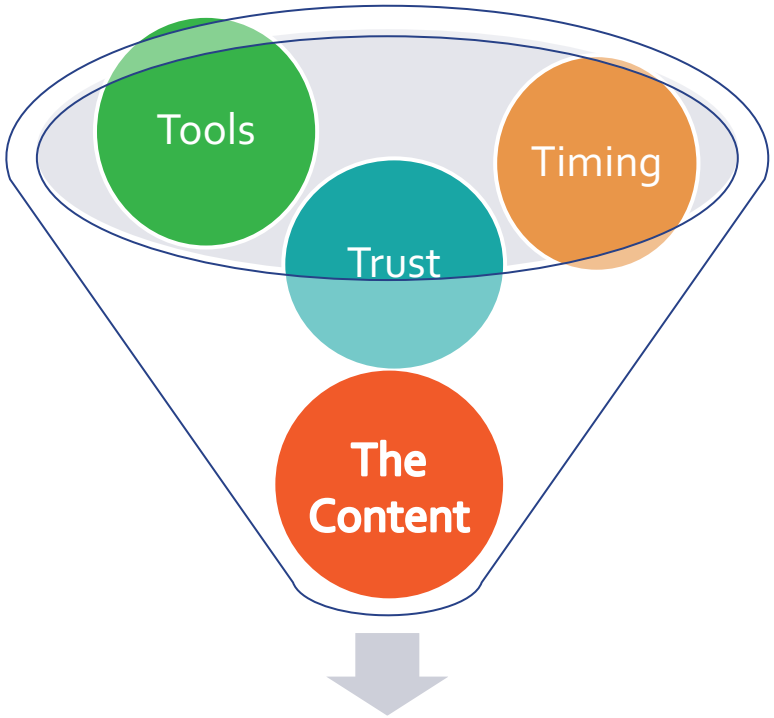
TO INCREASE MORALE AND CONNECTION

SARA VEILLEUX, MBA

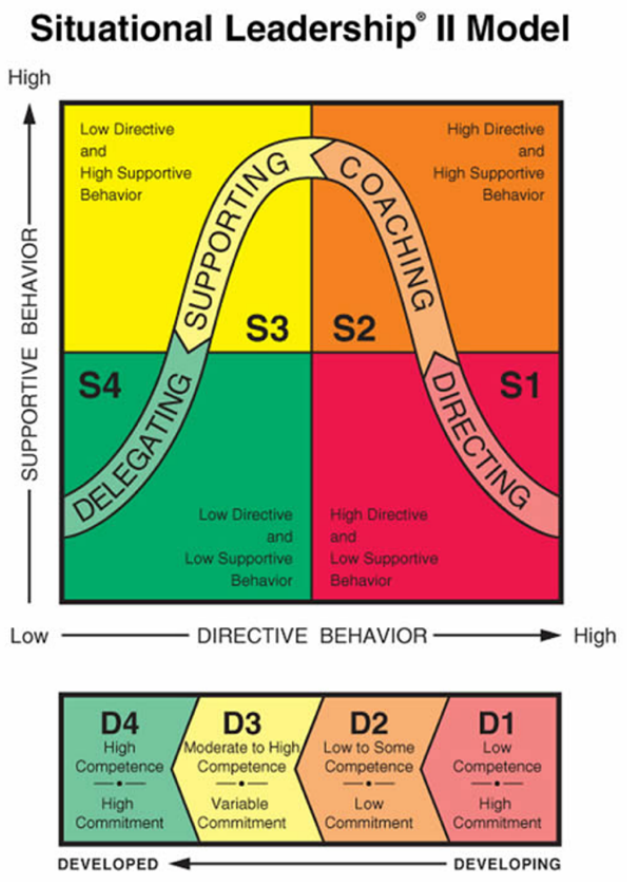
SOUTHERN NEW HAMPSHIRE UNIVERSITY

AVP Procurement & Operational Services

The "T"s of Communication



Situational Communication



- **Tools** and **Timing** flex based on the situation
- **The Content** is delivered effectively
  - Communicator uses Situational Leadership to determine best methods
- **Trust** always needed

The Ken Blanchard Companies
https://leadx.org/articles/situational-leadership-theory-model-blanchard-hersey/

“Good communication is communication that is so regular and normal that it’s just part of your every day. People come to expect it.”

DAN SPRINGER, DOCUSIGN CEO

Example: SNHU Wednesday Leadership Communications

Psychological Safety

- Trust & Integrity: Trust is earned in drops but lost in buckets
- Feeling that you can express your opinion without fear of retribution
- McKinsey & Company: Obligation to Dissent
- Look for the quiet participants



Two Way Communication Strategies



Sender Out/ Receiver In

- Tools
- Timing
- Trust
- The Content

Receiver Back/ Sender In

- Listening Channels
  - Surveys
  - Skip Level One-on-Ones



Better Conversations Every Day – Center for Creative Leadership
https://www.ccl.org/leadership-solutions/coaching-services/better-conversations-every-day/

Summary

The "T"s	•Be aware of Tools, Timing, Trust, and The Content of your message. •Chose the right one for each situation.
Expectation	•Make regular and good communication so routine that it's expected.
Psychological Safety	•Foster a climate where team members are obligated to dissent. •Encourage participation and reward different ideas, even if they do not come to fruition.
Listen	•Engage with people directly when you can. •Use various listening channels.

Resources

Better Conversations Every Day – Center for Creative Leadership
https://www.ccl.org/leadership-solutions/coaching-services/better-conversations-every-day/

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