

# Identify the Talent you Have What you Need, and Where to Discover Candidates

WCET Leadership Summit:  
Essential Institutional Capacities to Lead Innovation  
Salt Lake City, Utah | June 14-15, 2017



# Breakout Session: Talent

## **Identify the Talent you Have, What you Need, and Where to Discover Candidates**

Many of your staff members have underutilized or undiscovered talents and expertise. How do you take inventory of what talents your staff have, what expertise you need, and where you find the candidates to round out a team that can improve student outcomes through innovative approaches?

# Discussion Leaders

- **Lauren Mason Carris**, director learning experience, Western Governors University
- **Pat James**, program consultant, California Community Colleges Online Education Initiative
- **Laura Pedrick**, executive director, UWM Online

# Audience Design

- What higher ed sector are you from?
  - Public, Private, Nprofit, Profit, 2-yr, 4-yr
  - Are you responsible for hiring?
  - Would you like to move into that role?
  - Identify one objective you expect to be addressed in this session

# Discussion: Leadership

- How did you become a great leader?
- Who inspired or motivated you?
- How did you refine or evolve your leadership practice along the way?
- How have you helped transform someone's path?

# Takeaways

- Evidence of growth/development is helpful
  - Consider letters of recommendation
  - LinkedIn recommendations
  - Informal performance reviews
  - Consider strategies to highlight/feature staffer's successes

Discussion:

## Building Teams and Developing Leaders

- What does it take to build teams?
- What leadership principles, frameworks, and considerations are helpful?
- How can you create a sense of purpose and goals to aim toward that align?

# Takeaways & Tips for Practice

- Situational Leadership
- Reflective Practice
- Transparency
- Experiential learning
- Balancing diversity with expertise and skill potential
- Identifying a common language and intentionality with vocabulary & communication
- Networking (in and out)
- Incentivising
- Practice regular, informal leadership



# Discussion:

## Tools for Building Teams and Leaders

- Basadur's Creative Problem-Solving Inventory
  - <http://www.basadur.com/howwedoit/thebasadurprofile/tabid/83/default.aspx>
- Minnesota Multiphasic Personality Inventory (MMPI)
  - <http://mmpi.umn.edu/>
- Myers-Briggs MBTI:
  - <http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/home.htm?bhcp=1>
- NEO Personality Inventory
  - <http://www.sigmaassessmentsystems.com/assessments/neo-personality-inventory-3/>
- Clifton Strengths Finder:
  - <https://www.gallupstrengthscenter.com/?gclid=CMWzi67mytQCFYi4wAodf1oHmg>
- Leadfully Super Powers:
  - <https://www.leadfully.com/blog/play-to-your-team-strengths/>

# Discussion: Talent Focused Organizations

- Ted Talk: How to manage for collective creativity
  - [https://www.ted.com/talks/linda\\_hill\\_how\\_to\\_manage\\_for\\_collective\\_creativity](https://www.ted.com/talks/linda_hill_how_to_manage_for_collective_creativity)
- Performance and Potential Matrix – 9Box Model
  - <http://www.greatleadershipbydan.com/2012/01/performance-and-potential-matrix-9-box.html>
- Radical Candor: Care Deeply, Challenge Directly
  - Article: <http://firstround.com/review/radical-candor-the-surprising-secret-to-being-a-good-boss/>
  - Podcast and Books: <https://www.radicalcandor.com/>
- Get Unstuck:
  - <https://www.unstuck.com>

# Talent-Focused Development Tips

- Establish/earn trust
- Practice Mutual Respect
- Practice humility
- Ask Questions, Question assumptions
- Balance: Listening Tour + Design Thinking
  - The Best Damn Ship in the Navy: <https://www.amazon.com/Its-Your-Ship-Management-Techniques/dp/1594831963>
- Celebrate Small Wins: take a minute to stop at the water cooler
- Flex Agile – stop, check, and pivot as needed
- Define the Problem
- Be inclusive
- “No” is not an option – impossible just takes longer 😊

# Reflections

- Rally around a common purpose (not a roadmap):
  - <https://www.amazon.com/Path-Ascent-Principles-Mastering-Change/dp/0982464703>
- Power in Leading from Behind:
  - Practical Leader: <http://thepracticalleader.com/leading-from-behind-what-it-isand-what-it-is-not/>
  - Start Leading by Leading from Behind: <https://www.leadfully.com/blog/start-leading-from-behind/>
- Worry only about your “Influence”:
  - Circle of influence: <http://99u.com/articles/6066/worry-only-about-the-problems-in-your-circle-of-influence>
- Recognize Leaders where they live