

## NACD Minnesota Chapter | Minneapolis The Board's Role in Talent Development

As a follow up to the NACD Minnesota Chapter program discussion the board's role in talent development, we recommend these informative NACD materials to support the topic:

### NACD Publications

- [Sample Risk Dashboard for Talent Development and Retention](https://www.nacdonline.org/insights/publications.cfm?ItemNumber=49906)  
(<https://www.nacdonline.org/insights/publications.cfm?ItemNumber=49906>)
- [Talent Recruitment and Retention: What's Trending?](https://www.nacdonline.org/insights/videos/detail.cfm?ItemNumber=61049)  
(<https://www.nacdonline.org/insights/videos/detail.cfm?ItemNumber=61049>)

### Articles:

- [Scoring Talent With Limited Resources](https://www.nacdonline.org/insights/magazine/)  
(<https://www.nacdonline.org/insights/magazine/>)  
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Additionally, following are key take-aways from the conversation to consider with your board:

- Talent development:
  - Assessing talent throughout the company is becoming an important topic in the boardroom. Invest in the top officers of the company, i.e. high potential candidates. For example, schedule a retreat and have the CEO participate. The CEO must have buy-in and spend time in leadership development.
  - Every company should have a strategic Chief Human Resources Officer. This person must understand where you are going rather than just where you are now. The person must connect the strategy with the HR needs to execute this strategy. He/she is an important partner for the CEO and needs to have the CEO's confidence to earn a spot at the table.
- New trends:
  - Revamp the whole performance review culture. There is a need to know how to use the performance reviews for development. For example. use reviews as a signal of how to invest in your people. At Target they are moving away from ratings into a mindset around goal setting and meaningful conversation about

### MINNESOTA CHAPTER

the employees' skills and performance. You must be honest and have ongoing dialogue with clear expectations. If the CEO isn't leading employees through coaching, then get a new CEO. The best CEOs step back and let others shine. The Board Chair must discuss with the CEO the expectation regarding talent development.

- Culture and retaining talent:
  - Boards should ask for the results of employee surveys. Try to include questions getting at issues such as diversity inclusion, shared mission, purpose and vision.
  - An important question is about how you are getting the results. One of the speakers suggested that there is a lack of awareness by Boards of the various tools that can help assess culture.

The Board should model good leadership and the culture they are trying to drive throughout the company. Culture is defined by what you reinforce and what is rewarded. Tie compensation to diversity and inclusion metrics. And think of diversity more broadly, for example, inclusion of the employees of an acquisition into the larger organization.

Regarding engagement: the CEO has to say to all employees that he/she wants them engaged in their work. At General Mills they go a step further and say I want you to be engaged, productive and inclined to do the right thing.

- CEO Succession and strategy:
  - There are the two key roles of a board.
  - It is very important to identify competencies that will drive the strategy. Often times the decision is focused on who is the best we have rather than who is the best for the role (i.e. outside candidate). The question a board should address is what the organization needs from the next CEO. If necessary, use outside resources (industry experts, strategy consultants) to help identify these new needs. One way to access internal C-Suite and one level below C Suite talent is to ask them to present to the Board about their teams. Use this to gauge their strategic thinking and emotional intelligence, as well as assessment tools to help identify future leaders and training opportunities.

Onboarding:

- Be sure to have an effective onboarding process for internal and external hires to the CEO role. Gaps inevitable are there and onboarding helps everyone in the process.
- Boards must better assess the talent pool:
- They need to get out and meet mid and lower level management. Get into the operating locations and try to get a better feel for the culture. Then they can have an effective conversation about areas that need priority. It is very important to align the most important business critical positions today and in the future.