



Invest in Your Best in This Tough Economy

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CALIPER
Real People. Real Challenges. Real Solutions.

The Presenters

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Discussion Points

- Why it's important to invest in your top performers
- How to identify top talent and keep them engaged
- How to develop top performers
- How to use this time to gain on your competitors

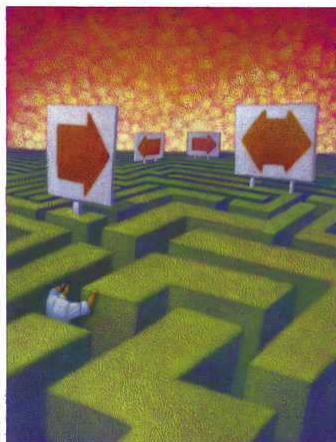


The Executive's Struggle

- The question is: Where do you spend money? Where do you make cuts?
- A downturn in the economy can be viewed as an opportunity.
- Now, leadership matters more than ever.



Make Smart Decisions



- When making cuts, make sure that the decision is a strategic one.
- Make sure your decision helps you maintain your competitive edge.
- Identify and develop your future leaders.
- Your people are your differentiators!

Leadership Counts!

- Leaders tend to be *urgent* by nature.
- Now, it's important to *slow down* and *think strategically*.



Ask yourself...

What *talent* do I have?

How can I do *more* with less?

Are my people *prepared* to be leaders?

But remember...

...it takes time and focus!

...your people have to feel engaged.

...cutting back on leadership development could cause you to lose great talent.



Kohler

- Globally-recognized organization with a strong commitment to employee development.
- Look for people who are technically strong and able to drive results.
- High standards for quality and performance.



Know What You Want

- Find out what characteristics you're looking for in a top performer.
- Determine the competencies that are important for success.
- Use your company's message to develop top performers.



Kohler's Global Approach



- Being a leader locally differs from leading globally.
- Looking at things strategically enables Kohler to alter its approach.
- Global business is constantly evolving.

Developing Leaders

- Developing leaders is both strategic and personal.
- Companies need to identify and develop potential leaders for succession planning and growth.



Adding Personality to Goals



- Developing people ensures their fit into your company.
- Partnering people with a mentor allows people to work effectively.
- Creating measureable standards of performance allows you to see where your employees need further development.
- Difficult times test the competition.



Your people are your differentiators!

Now is the time!

- Now, you must gain on your competitors.
- Top performers become more focused in tough times.
- Creativity is key!
- Business is constantly changing, so change with it!



Know Your People

- People identified for leadership positions have to learn to let go of old habits.
- Employees can become derailed if they are not properly developed for leadership.
- Helping your upcoming leaders adapt to their new roles will help them grow.
- Building your talent base now will ensure that you have the right people for new roles in the future.



Understand what you want.

Begin with the *end* in mind.

Determine *critical* competencies.

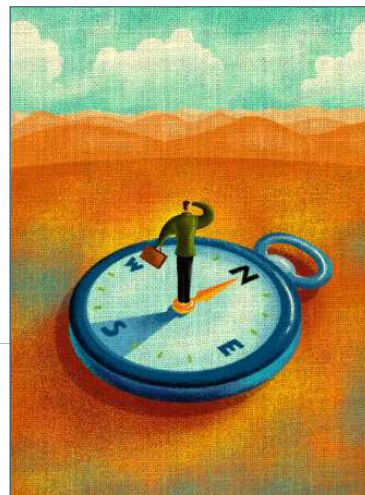
Use multiple resources to assess your *talent*.

Time is of the essence!

- Now, there is more pressure to make things happen more quickly.
- Leadership is changing.
- Leaders have to be savvy, globally astute and flexible.



Don't Panic!



Surround Yourself with the Right People



- Leaders have to surround themselves with people who will win.
- Implementing programs such as Executive Coaching can help develop people.
- Coaching allows companies to see strengths, identify gaps and create measurable action plans.

Leadership has Changed

- Now, organizations might not have middle-level management.
- Leaders don't have the time to develop their people.
- Individual contributors don't always make good leaders.
- Coaching can help leaders develop high-potential people.





**“The best leaders ask
the best questions.”**

-Peter Drucker

West Marine Products



- World's largest boating supply retailer
- Investing in District Managers and Regional Managers to increase efficiency and communication.

Three Sixty Evaluations

- Assessment process that gives insights into how an individual is viewed by their peers and manager.
- Includes Caliper's in-depth personality profile that identifies strengths and developmental areas.
- Action plan for next steps.



A Sound Investment

- In tough times, weaknesses become more apparent.
- Investing in a development program allows leaders to understand where each person stands and how they can help grow the company.
- Letting people go or cutting costs is a short-term fix. Developing top performers is a long-term solution that will constantly bring a return.
- Development in a down economy will put your company in a better position when times get better.



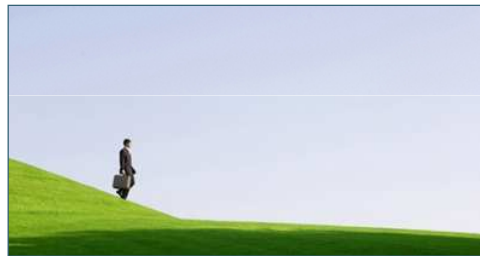
Leadership

Reflection ← ↔ → Action

In tough economic times



Moving Forward



- Hands-on coaching can open up doors to different methods of employee development and hiring.
- Assessment tools can make development more concrete.
- Development activities empower people and help them feel valued.
- Specific action plans can inspire real change.

Finding a Balance

- Personality strengths can become limitations if not coached properly.
- Finding a balance is critical to helping leaders make the most of their strengths.
- Coaches and leaders are both tasked with helping their people become as effective as possible.
- Leaders implementing development programs have to openly communicate the benefits of the process.



Development is all about growth!



- Feedback from a development program allows for growth and skill development.
- Awareness of strengths and limitations guides action plans.
- Inclusive processes enable people to work more collaboratively.
- Tough times test people.

The best leaders...

- ...become more motivated during tough times.
- ...look to develop both themselves and their people.
- ...help keep their people engaged.



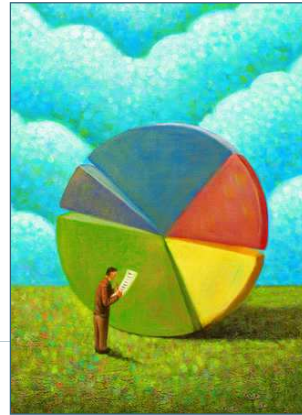
Why is development important now?

- Personal growth
- Retention strategy
- Increased productivity
- Improved communication
- Employee engagement



Make sure...

- ...your company is aware of the return on investment when participating in a development program.
- ...your people understand that development is an ongoing process.
- ...you understand how development activities directly relate to your business.



Philadelphia Insurance Companies



- Looking to bring on more people
- Participating in Validation Study
- Looking for people who are like their top performers

Validation Study



- Helps you understand who your top performers are.
- Outlines what makes your top performers successful.
- Analyzes how to hire or develop people who are more like your top performers.

Who fits your model?

- Some characteristics can be developed whereas others are difficult to adapt.
- As a manager, finding how that person fits into your model will help them become more effective.
- Mentors and coaches can help people become more successful.
- Difficult times tend to affect the ways in which people approach certain situations.



Are you prepared?

Can your people *take charge* in these tough times?

Have you acquired a *capable talent* pool?

Is your management team *motivated*?

Developing Talent

- Ensure that you have agreed-upon metrics for all positions.
- Outline expectations and standards.
- Motivate managers to guide their people effectively.
- Determine strengths and build on them.
- Hold people accountable!



Things to Consider



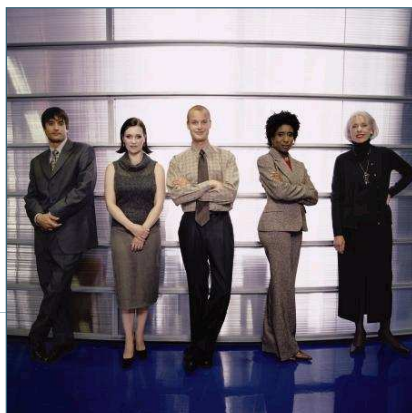
Can you identify your weaker players?

Are their limitations preventing them from succeeding?

Can coaching help them become stronger?

Do they have the potential to overcome these obstacles?

The best managers identify potential by...



...clearly outlining expectations.

...helping accomplish tasks through others.

...addressing questions and concerns.

...having open and honest conversations.

...working one-on-one with their people.

Recognize your top performers

So you don't lose them!

- Performance-based rewards
- Contests
- Trips
- Verbal recognition
- Additional responsibilities



You have to be motivated!



- When participating in development programs, individuals have to be *open* to the process.
- A minimal investment *now* can add a long-term benefit to your organization.

Investing in your employees is a strategy.

1. People are being asked to do more with less.
2. Senior leaders don't have the time to develop their people.
3. Assessing your organization can bring forth talent that you never knew existed.
4. Keeping your top people engaged is critical so that they aren't tempted to leave.
5. People who participate in development programs feel valued and recognized by the organization.
6. Typical training doesn't really stick anymore.
7. Learning via real-life situations helps people utilize their skills more readily.



**Thank you for
joining us!**

Q&A

**For more information on investing
in your people, visit**

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