



7A Skills Transformation Centre

Stand out from the crowd

Mi

Maguire|zatt

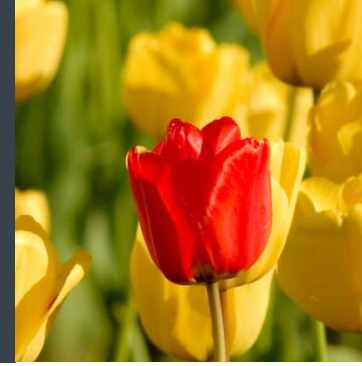




What it's all about

Skills Transformation Centre

The battle for brainpower



- Retaining talent is number one priority
- Growing concern about company wide talent shortages
- Quality of candidates declining
- Time to fill vacancy up from 37 to 51 days
- Hiring below average to fill vacancies quickly
- Declining company loyalty
- Technical skills necessary, but insufficient for the future

Search for the A-factor



- Attitude & mindset - not technical skills
- Tomorrow's world – not today's
- Ambiguity embracing – absence of certainty
- What if – not “yes but”
- Wide angle perspective – not silo

Changing the way we do the things we do...



“The past is a foreign country; they do things differently there”.

LP Hartly

He could have said much the same about the future. The way that we will work with suppliers and customers in the future will require a different approach and a different style. In a word, we will be required to be more entrepreneurial.

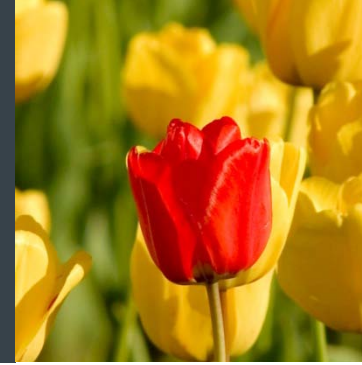
To support our development as a team, we are adopting the 7As approach to becoming an entrepreneur. This uses a research-based behavioural model of the attributes of successful entrepreneurs and, through questionnaire and observed simulations, proposes a development plan for each individual in the seven core attributes of entrepreneurs.



The Seven A model

Creating an intreprenurial culture

The Seven A model



Intraprenuer is a derivation of entrepreneur, which comes from the French word “entreprendre” meaning to undertake. In other words, intrapreneurs are people who get things done *in* the organisation.

In developing a model of the skills that are required of intrapreneurs we have focussed on the creation of individuals and a culture that seeks out opportunities, takes measured risks and drives change through into delivered business improvement. The set of skills and behaviours that this requires gives rise to the Seven A model that is introduced on the following pages.

Intrapreneurs will have skills in each of the seven elements of the model but will differ to the extent that they will excel in specific elements allowing them to be intrapreneurial in different ways and to combine with others to deliver the whole.

For each of the elements there is an underpinning foundation of tools, techniques, skills and behaviours that the individual and organisation can learn and practice to become more intrapreneurial.

Seven A Model

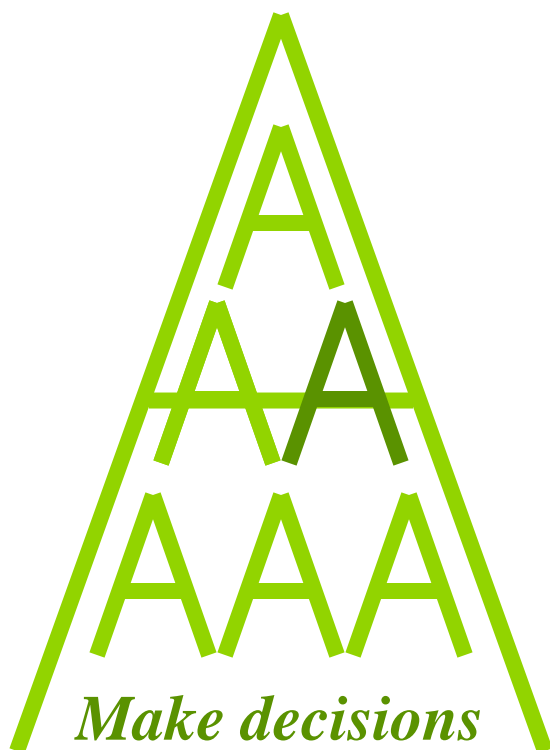


Assimilate



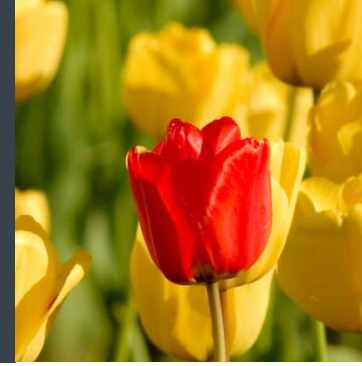
Intrapreneurs pick up on news and trends from a range of sources and are interested in what is happening around them and readily understand it, accommodate and incorporate it within their own experience to provide continual learning and acculturation to new experiences. Intrapreneurs are constantly scanning their environment for information. They comfortably absorb and use wide ranging information which has no immediate relevance to them to extend the options available to their host organisation or department. They are tolerant of ambiguity and contradictory information, finding it interesting rather than stressful.

Assess



While assimilating new information, intrapreneurs have the ability to analyse and prioritise valuable information. They break down information and examine, interpret and evaluate it from a variety of perspectives, establish links and relationships between disparate pieces of information, and establish trends and connections to aid and lead decision making. At the heart of their ability is an understanding of and comfort with taking measured risks in the drive for improvement. They make timely decisions even if at times they do not possess all the information they may like. To provide clarity and focus for making those awkward judgements, they extract the central point from complexity, to screen out unnecessary noise and focus on what really matters.

Anticipate



Intrapreneurs anticipate the future. They are proactive, demonstrating foresight in their thinking and planning. Their awareness and assimilation skills stand them in good stead as they are able to use their information to forecast future environmental conditions that may impact on their plans, or the plans of their stakeholders and factor them accordingly. They are forward looking and recognise that their environment is constantly changing. They are more likely than others to try and forecast events and take preventative measures to ensure action to achieve objectives and goals remain relevant. They modify their behaviours in response to the changing needs of their internal customers, sometimes before their customers are aware of the change themselves.

Foster Agreement



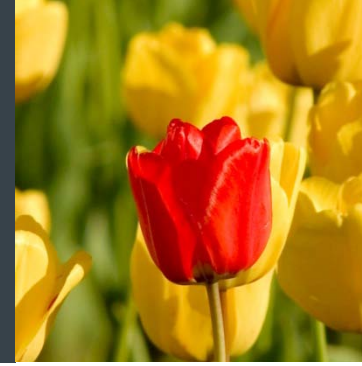
Intrapreneurs foster agreement. They have the ability to bring others with disparate views around to their way of thinking by persuasion, not bullying, thereby achieving agreement to a common cause, opinion or plan of action. They exhibit skills in understanding the perspectives of others and presenting their own view in a manner that addresses the needs of various interested parties. They are skilled leaders of teams and individuals with strong persuasion and interpersonal skills. They are not dogmatic or inflexible about modifying their views. They are willing to take on board new ideas if the new information supports their desired objective.

Action Focussed



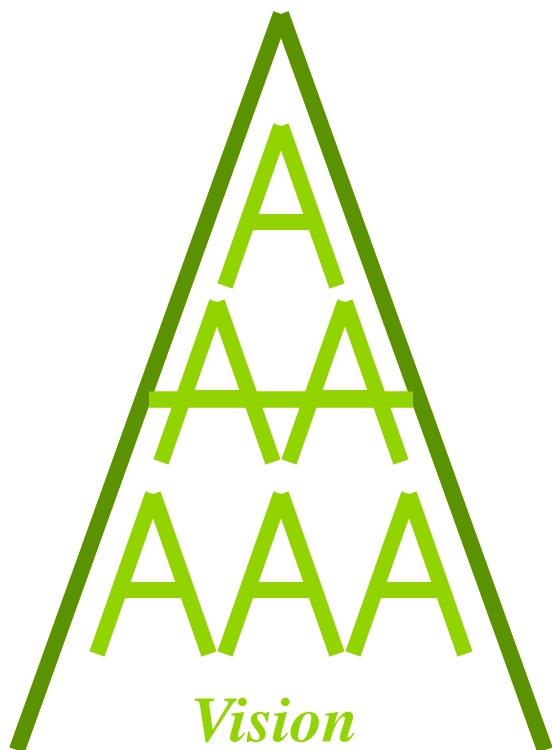
Intrapreneurs turn ideas into action and get things moving. They have been described as ‘dreamers who do’. They are not driven by the volume of big ideas, but are goal oriented and committed to achieving a specific outcome – either to solve a problem or identify a better way of doing things. Intrapreneurs take a vision and convert it into specific tasks and objectives that lead to delivery. Having won support for an idea, strategy or proposal, intrapreneurs are willing and able to take action to ensure it is implemented. They are not people who, having won support for an idea, move on to the next big idea thereby leaving implementation activity to others.

Achievement Oriented



Intrapreneurs are achievement oriented. They are tenacious in their pursuit of the final goal. They are accomplished leaders of teams and groups in times of adversity. They set clear objectives and milestones to map the path to success. They do not give up when things go wrong or progress is slow, but use their ongoing learning and analysis to identify new approaches for achieving a successful outcome. They continue to seek agreement and buy-in to projects and goals even during difficult times, never losing sight of their final goal.

Aspire



Intrapreneurs aspire to creating something that is better. It is not ego boosting ambition, but the desire to create something that outlasts them. They combine drive – often seen as passion and enthusiasm - with excellence to invent the future.

Unlike some who are constrained by the present, intrapreneurs have the ability to create a vision of what they seek to create, rather than focusing solely on incremental improvement, and the ability to persuade others to want to be part of that future, often through their authentic and inspirational desire for shaping something better which others can find compelling.

Seven A Model



- Assimilate
- Analyse
- Anticipate
- Agreement
- Action
- Achievement
- Aspire



The search for the Seven As

Designing the STC

20:70:10



The Top 20

These are the group with the “A” factor – capable of driving real transformational thinking and actions.

The Vital 70

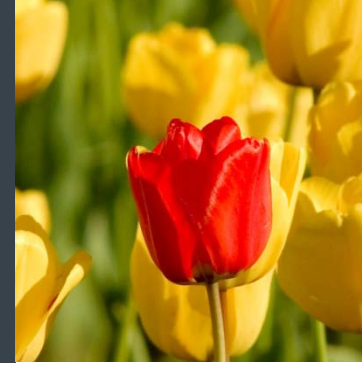
Highly capable, this is the group that will embed the changes and normalise the transformation when the Top 20 get bored and move on.

The Bottom 10

This is the group who will find the transformation too challenging, too different or just too hard.

From ensuring compliance to commercial leadership

Elements of the STC



The QUEST profile

- an on-line personal style questionnaire that evaluates our preferences for the way we work and the work we do as individuals; and

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- a one-day event consisting of 5 assignments that are observed using a detailed and structured behavioural model. Over the day participants are required to work individually and in small groups on 5 assignments that simulate the future work environment.

Success factors



Predictive validity

The likelihood that success in the STC will be a true indicator of future success in role

Face validity

The participants must be able to relate the exercises and experiences in the STC to their understanding of the future

Content validity

The assignments should reflect the breadth & depth of the job as closely as possible

Construct validity

Each of the elements being assessed should relate to the target job or role and be clearly delineated from the other elements



The indicators

What we are looking for

Preference & Propensity



- Propensity – *what they actually do*
 - Promoting & mitigating indicators for each A
 - Observed behaviours only – no motivation
 - Indicators limited per assignment
- Preference – *what they say they like to do*
 - Quest profile
 - Accuracy rating
 - Interview to probe Quest profile

The closer our job is to our preference, the better we perform. You can teach propensity, but it's hard to change preference.



Observing

Watching not judging

Tally sheet



Assignment 5: Mobile Hut		
Participant Name Robert	Observe Don't Judge If in doubt - log it!	Participant Name Janet
### ##	Asks people to explain or expand	###
###	Uses examples from a variety of sources	###
	Tries to create links to other experiences	
	Displays interest in wide ranging information.	
	Incorporates new or unusual proposals	
	Rejects irrelevant information or ideas	
	Focus on time, structure & progress	
	Frustrated or stressed by volume or breadth of examples	

Keys to objectivity



- Neutrality: Leave behind personal baggage
- Focus on specified behaviours : non-specified behaviour may be observed elsewhere
- Record instances of promoting & mitigating behaviour using indicators provided
- Observe – don't assess
- Record what they do, not why – don't attribute motivation
- No dress code
- No right or wrong answer



Reporting

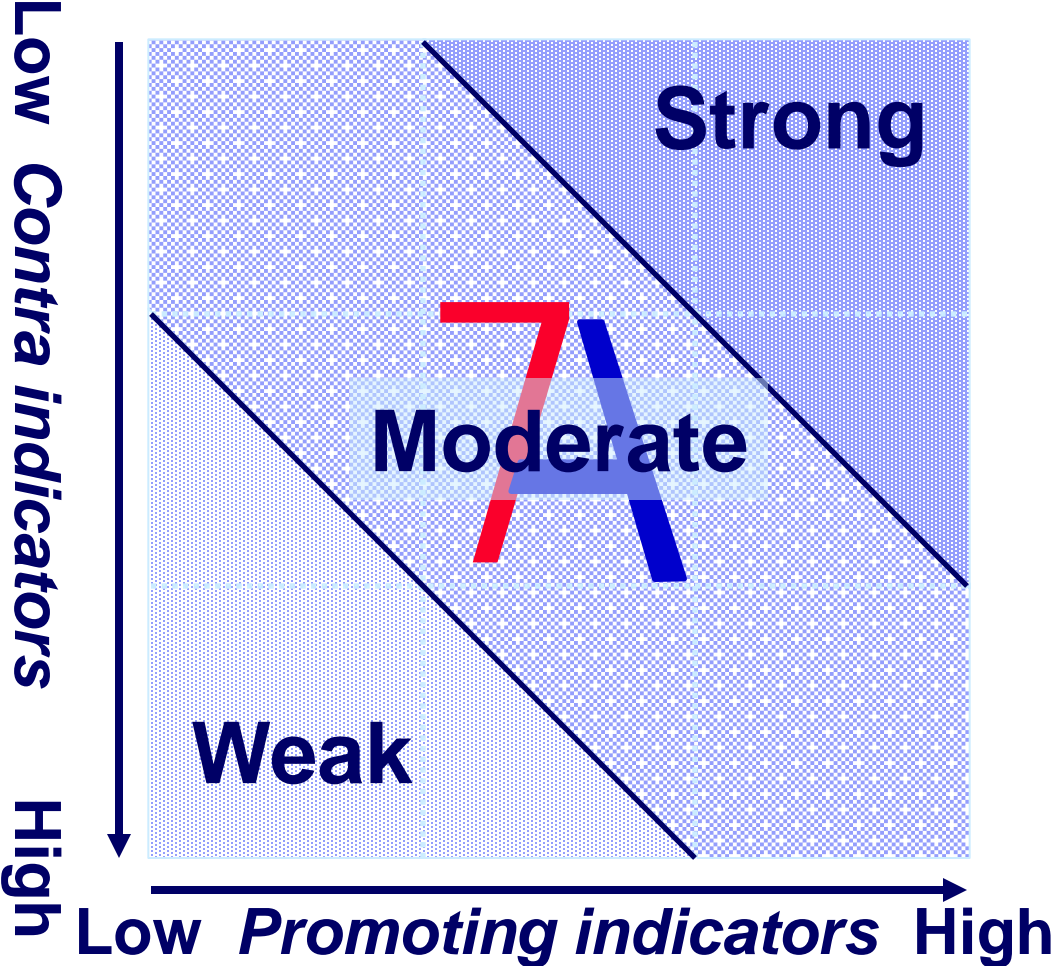
Individual evaluation
& development plan

Reporting Protocol

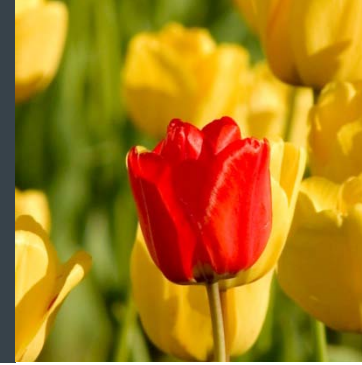


- The 7A model is the base line
- Behavioural observation is the metric
- Observed capability is reported as:
 - Weak
 - Moderate
 - Strong

Overall Profile

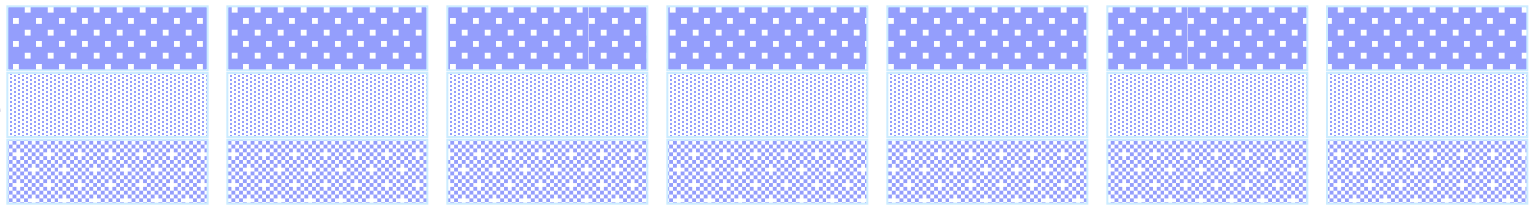


Individual evaluation

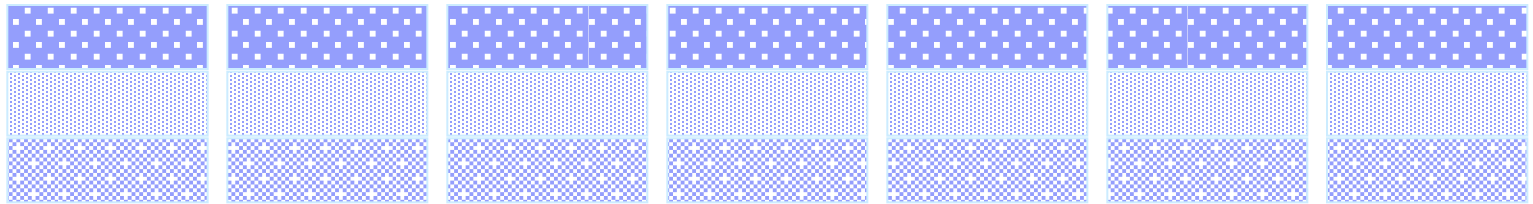


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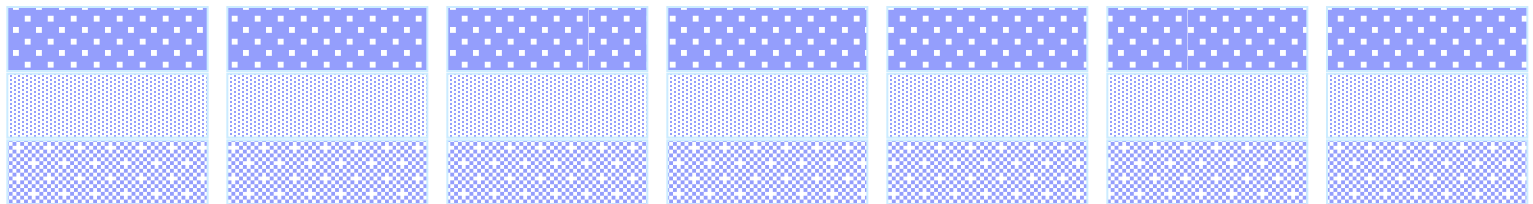
Preference



Observed



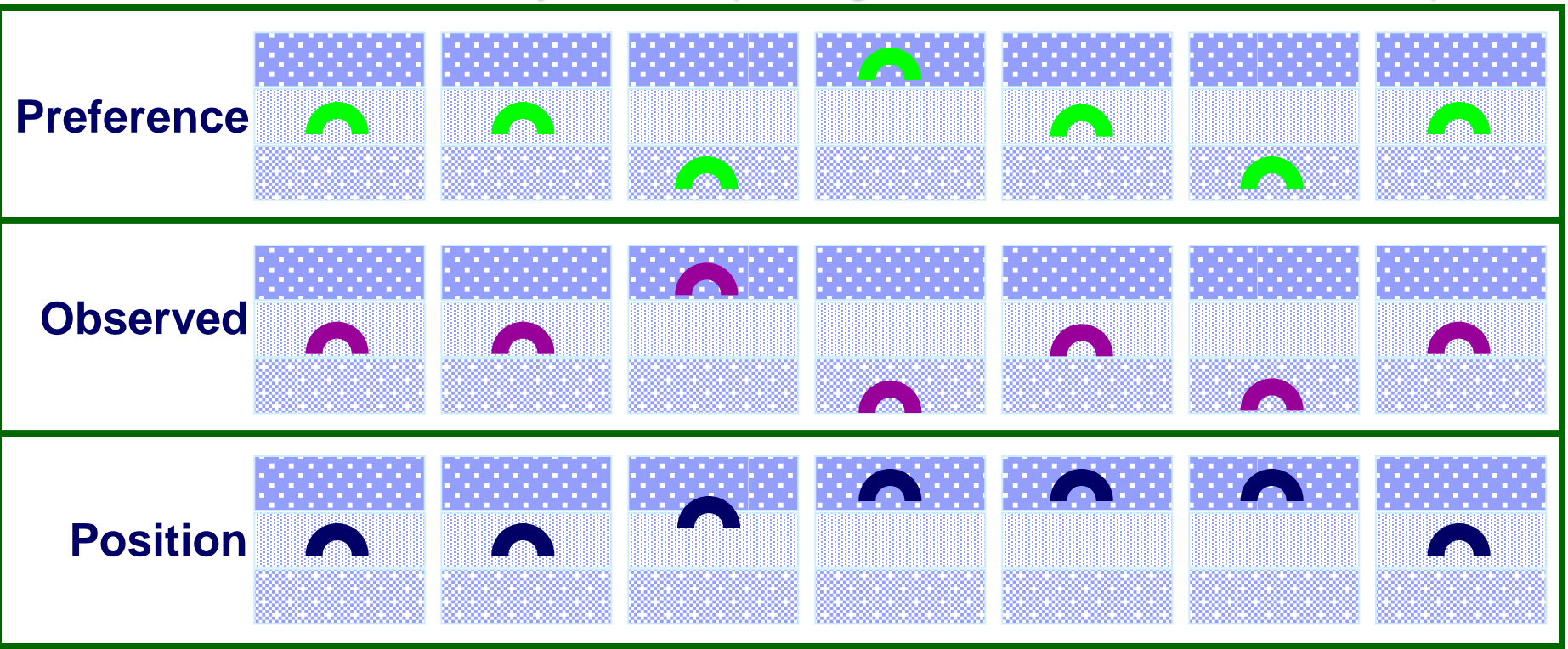
Position



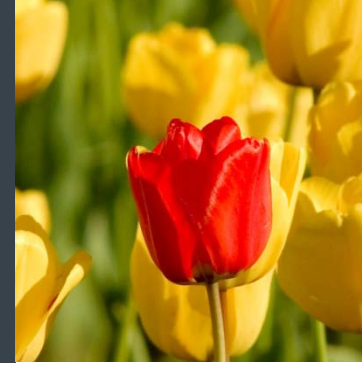
Individual evaluation



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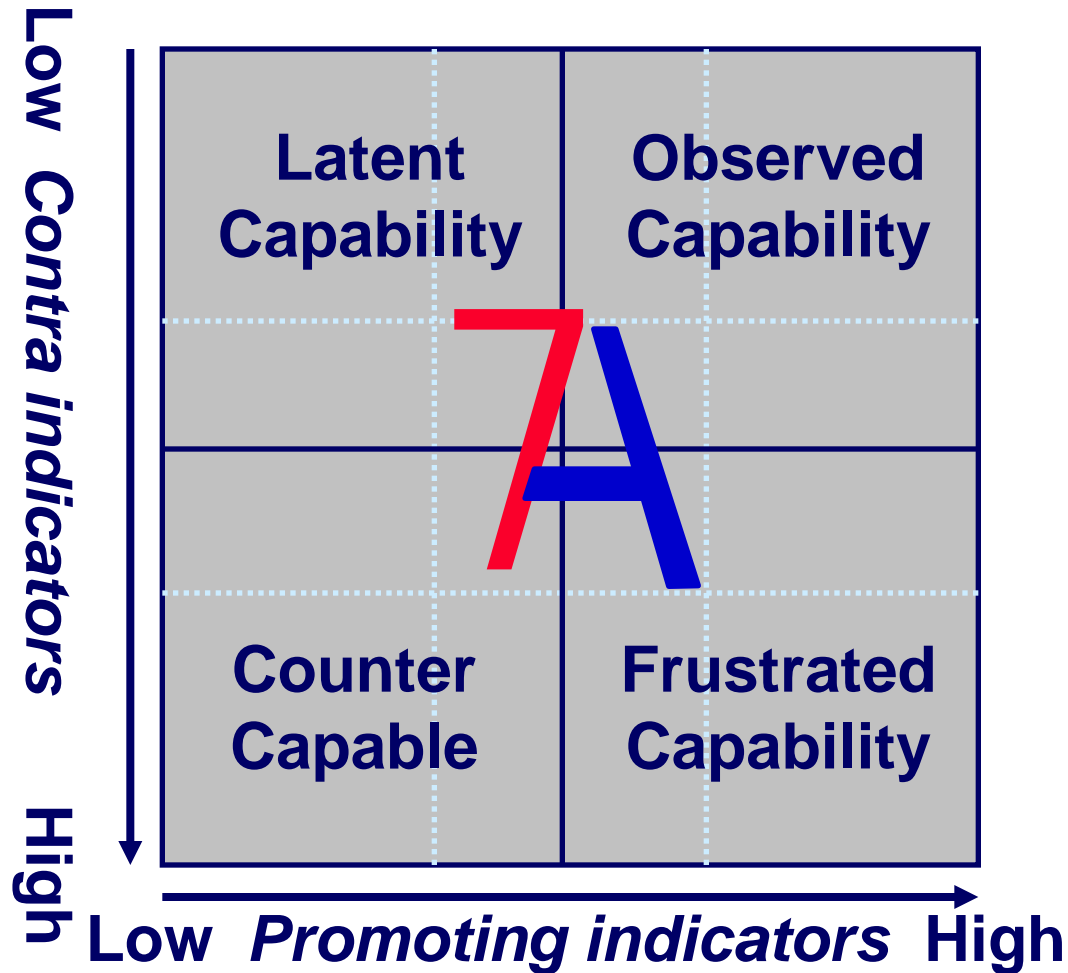
Developing talent



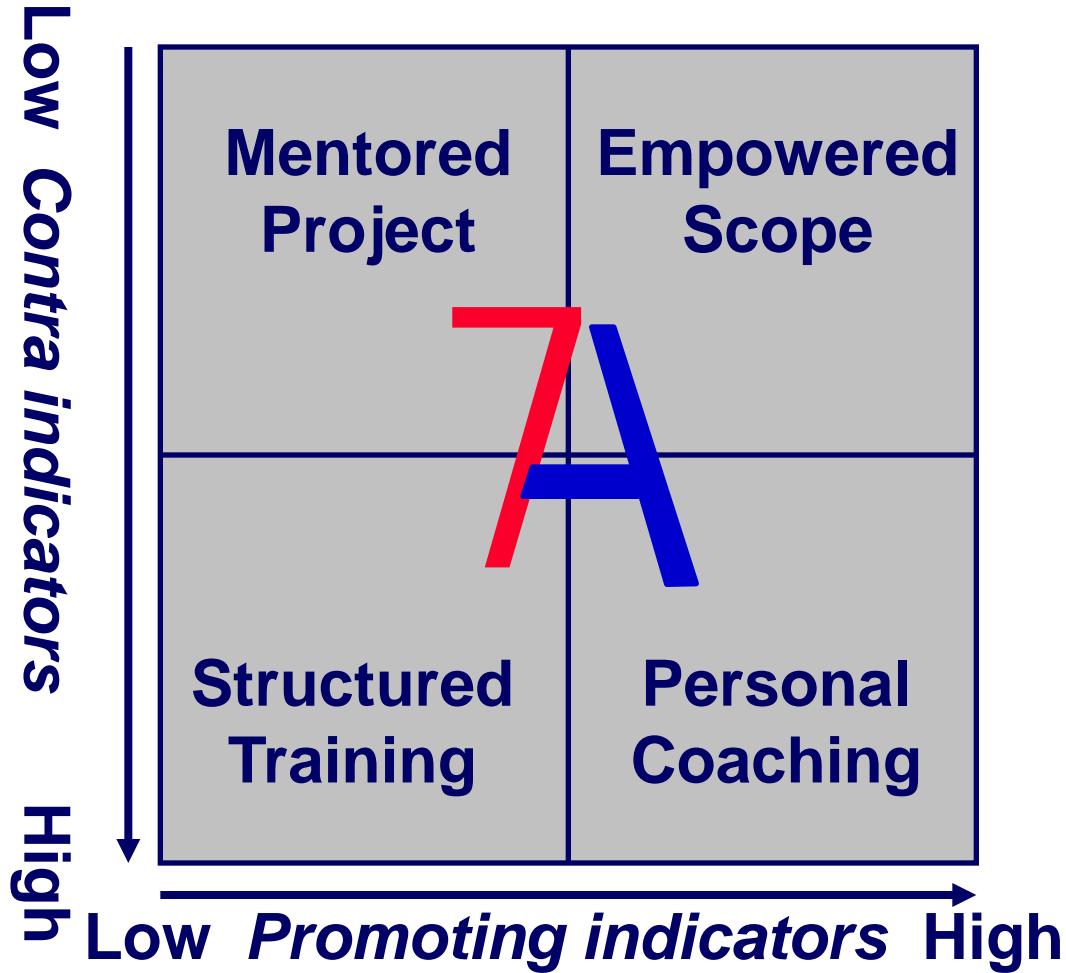
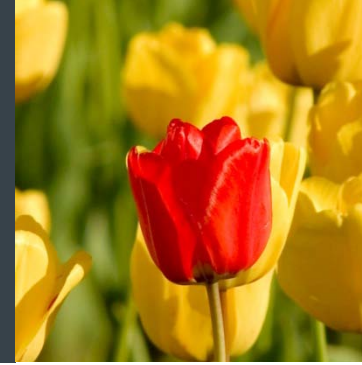
- Training: Know what good looks like
- Projects: Opportunity to practice & improve
- Mentoring: Advice on specific issues
- Empowerment: Challenging targets to stretch talent

Providing individual development plans based on the 7As to build & stretch talent

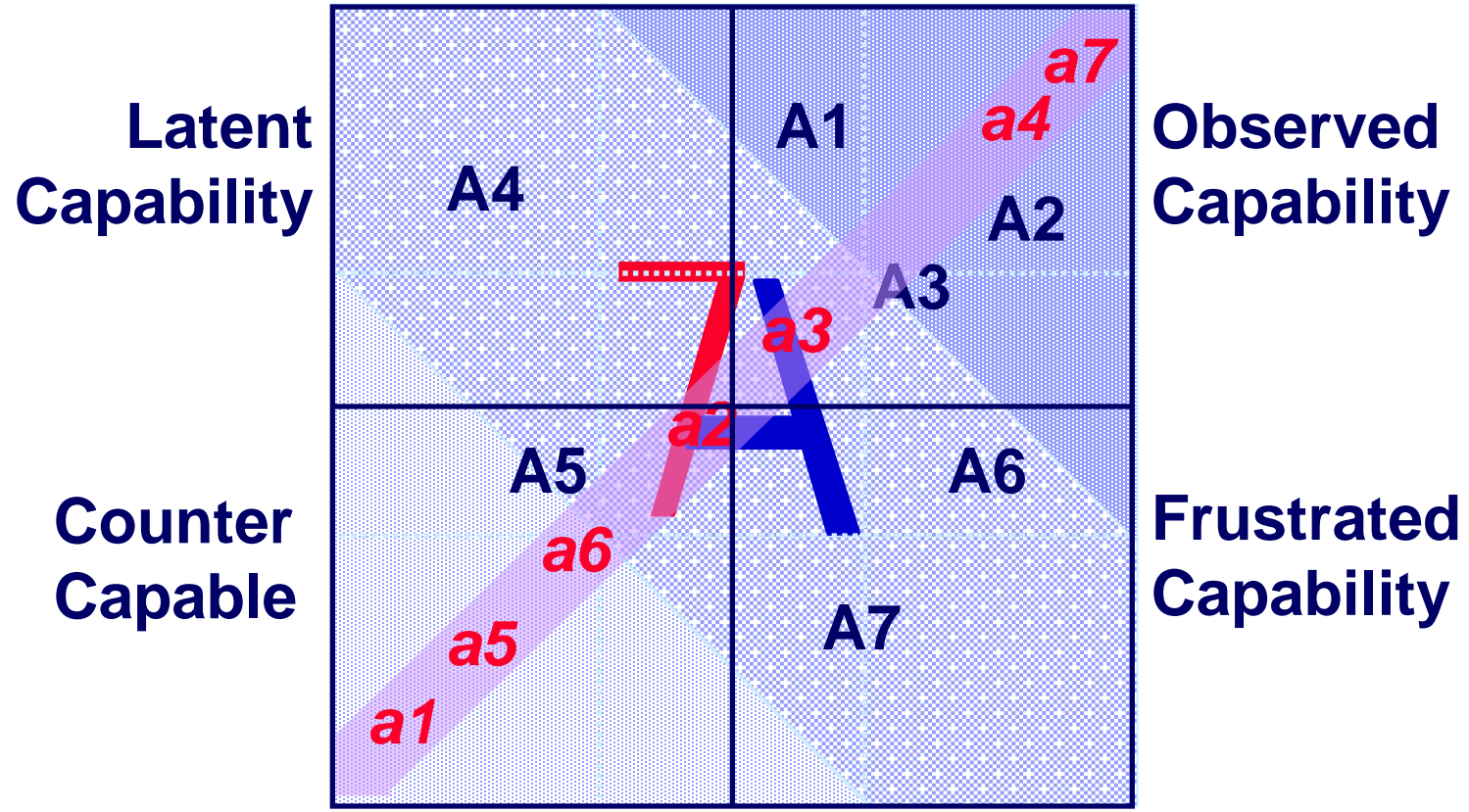
Development Framework



Transformation Agenda



Development Profile: Schematic





Skills Transformation Centre

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Interested in finding your intrapreneurs?

Get in touch with

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