

Strategy to Success: Managing Talent in Organisations

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In Association with



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Talent – an over-used, mis-used and abused word



“Put strategy, not people, first”



Strategy & Talent Development

Is a sole focus on winning appropriate?

Is there a need for a longer-term orientation by all?

Can you spot talent at a young age? What age? How?

Is there a commonality of understanding across the club?

How many childhood 'stars' to on to perform at higher adult levels?

Is a focus on developing elite players the primary aim?

What about the 'late' developers?

The GAA Mission

“The GAA is a volunteer organisation. We develop and promote Gaelic games at the core of Irish identity and culture. We are dedicated to ensuring that **our** family of games, and the values **we** live, enrich the lives of **our members, families and the communities we serve**. We are committed to active lifelong participation **for all** and to providing the best facilities. We **reach out to and include all members of our society**. We promote **individual development** and well-being and strive to **enable all our members achieve their full potential** in their chosen roles.”

GAA Vision

“Our vision is that **everybody has the opportunity** to be welcomed to take part in our games and culture, to participate fully, to grow and develop and to be inspired to keep a **lifelong engagement** with our Association.”



Do some individual players
offer exponentially more
value than others?

Yes...of course....but.....

We over-rate our 'stars' &
their portability



The Talent Curse

“..placement on a fast track doesn’t speed up their growth as leaders in the organization, as it’s meant to do. Instead, it either pushes them out the door or slows them down – thwarting their development, decreasing their engagement and hurting their performance”



*Is too much pressure being placed on ‘stars’?
That can build confidence but also...ego and pressure*

Importance of building a culture of continuous learning



Over-emphasis on the individual

Success and high performance involves a series of different factors that go beyond the individual

- *good systems*
- *support*



Performance is not controlled entirely by the individual...do you as a coach recognise the ingredients to make a strong team and make the top players shine?



Winning at all costs

If the focus is winning first and foremost....the focus is now (short-term)..... you naturally select the biggest, strongest, fastest, most skillful players now

But perhaps a player has not yet grown....less skilful but



They have a strong motivation to learn.....coachable...attune to need for training and development....hard worker

How many possible late bloomers are being missed out on?



The identification challenge

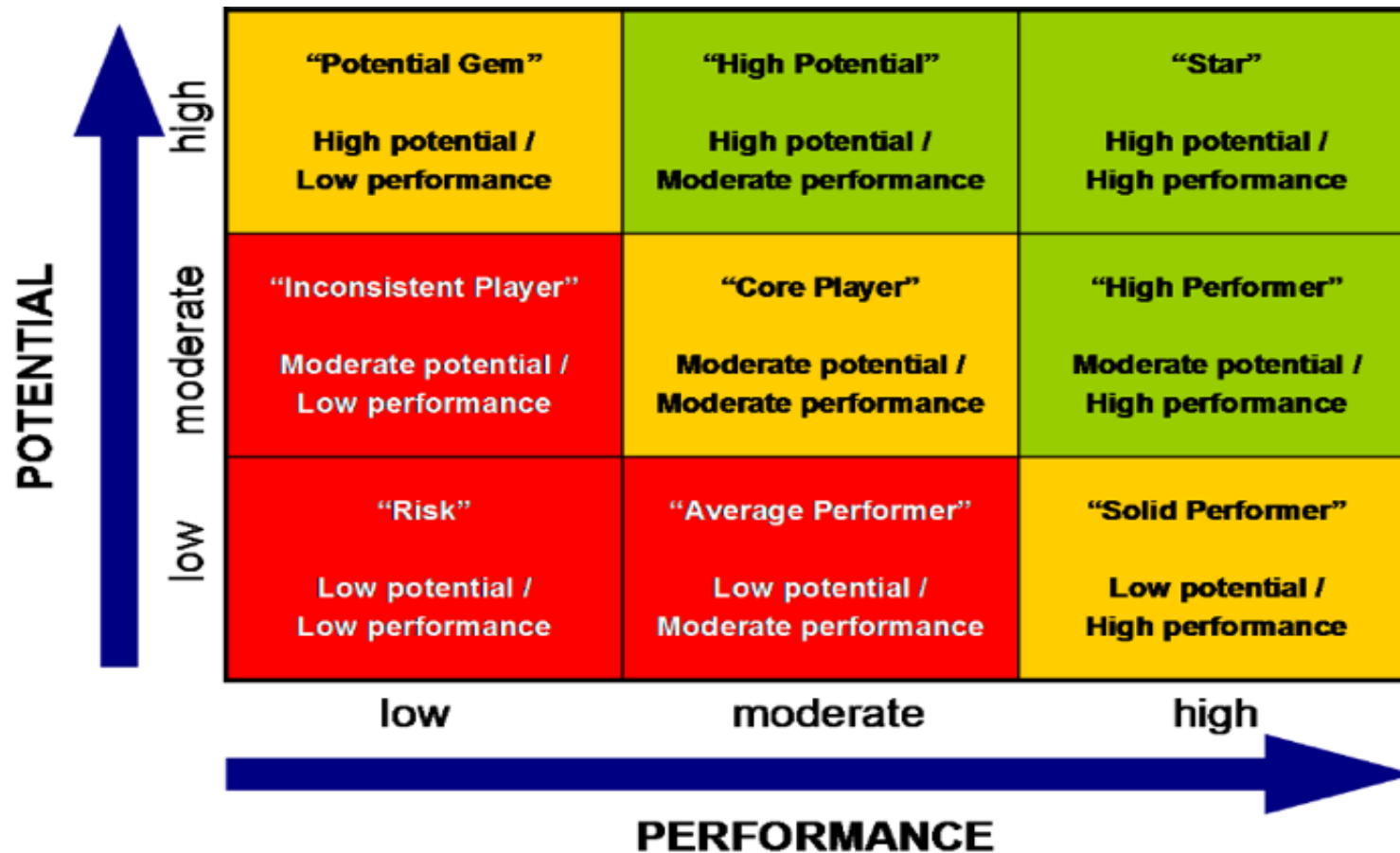
Cross-sectional, subjective performance data may not suffice in identifying tomorrow's high performers



Past performance is the best indicator of future performance IS IT?

Development = future state of being (potential)

Performance ≠ potential



Ingredients.....

Factor	Example
Physicality	Height, weight
Physiological	Aerobic endurance, anaerobic strength & power
Sociological	Support (parental/coaches/mentors), coaching support, education, opportunities to practice & play
Psychological	Confidence, decision-making; concentration; game intelligence, leadership
Skill	Technical, tactical, general motor skills (muscle movement)

3 dimensions of potential:

Foundation: stable aspects
(e.g. cognition, personality)

Growth: ability & motivation to learn

Career: leadership ability, decisiveness, knowledge, values etc

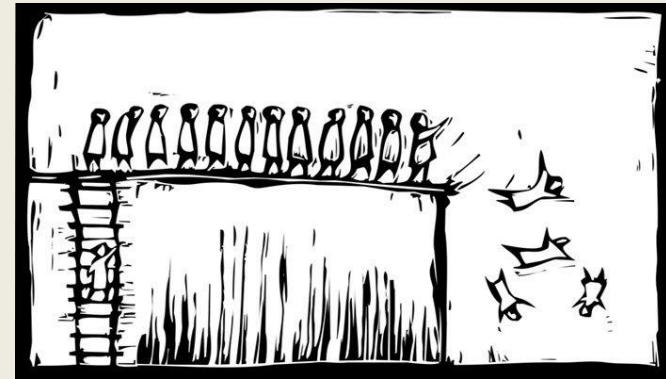
Source: Silzer and Church, 2009

Performance ≠ potential

- People perform better when the following exist:
 - They possess the necessary knowledge & skills (A**b**ilities)
 - They want to do the job & are adequately incentivized (M**o**tivation)
 - Their work environment provides the necessary support and avenues to progress (O**o**portunities).
 - *Higher levels of motivation can compensate for lower levels of ability and vice versa*

**TOMORROW MAY
REQUIRE A
DIFFERENT PLAN TO
TODAY**

**DARE TO BE
DIFFERENT TODAY
MAY
ALLOW YOU ACHIEVE
MORE TOMORROW**



The coach, the manager, the mentor, the teacher, the motivator, the student...

- *Work groups in which employees report that their supervisor (or someone else at work) cares about them as a person, talks to them about their career development, encourages their development, and provides opportunities to learn and grow have lower turnover, higher sales growth, better productivity, and better customer loyalty than work groups in which employees report that these developmental elements are scarce*
 - To be effective you need to go beyond the technical/skills side
- The utility of stretch assignments for development
- Multi-source feedback - capture different perceptions of competencies, performance
 - Increased self-knowledge and self-awareness

Sources: Barney & Hansen (1994); Valcour (2014)

1. Understand the bigger picture and where you fit in that
2. Development is not a short-run game
3. Inclusive talent approach
 - “enable all our members achieve their full potential”
 - Quality coaching to those keen to play and want to get better...not just the special few
4. N.B. to recognise but be cautious of 'the star' focus
5. Seek to recognise performance and potential...coaching is more than technical skills provision
6. Role of feedback..... stretchinglearning....critical reflection as conscious practice



Go raibh míle maith agat