WHY TALENT NEEDS TO BE AT THE TOP OF THE CEO'S AGENDA

VIDEO TRANSCRIPT

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CEOs are going to care about strategy, they're going to care about transformation. And when they care about strategy and care about transformation, they have to care about two things technology and talent. So technology and talent are the two biggest enablers of transformation and the two biggest enablers of strategy. And it's really when you have talent and technology together at the intersection, that you start to see meaningful change happen, and real value created. And when CEOs care about talent, they really have to care about three dimensions of talent. Of course, they have to care about skills, they have to care about the continuous upskilling of the workforce. But they also have to care about the capabilities of the organizations, the conditions that are put in place to make sure that those new skills can be applied. And they have to care about the internal wiring of the organization, that's really setting the stage for performance. And that's going to include everything from incentive models, performance plans, culture, the day to day behaviors of the organization. And it's when all of those things come together, the skills, the capabilities, and we have alignment with the internal wiring of the organization that we really can see talent flourish.

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At its core, a culture is the values, the beliefs and the behaviors of a given group. So when we think about the learning culture for an organization, we're looking for signs and signals that learning is valued, that there is a belief across the organization of the importance of learning and the importance of growth. And we're looking for those behaviors that reinforce those values and the beliefs. And some of those behaviors may include continuous investment and upskilling. Some of those behaviors may include really continuously pushing people for growth, knowing that people need to be able to experiment, try new things, perhaps we have the right conditions in the company that recognize that when you try new things, not everything's going to be a success on day one.

And we have space and room for failure and learning from failure. So there's all kinds of different aspects that you know, really come together to make a learning culture. But I always think the easiest way to think about it is what are the signals that are in place that show that the values, beliefs and behaviors of the organization are aligned to continuous learning and growth. So my tip for people looking to engage in learning is only indirectly related to learning. My tip is to get clear on what are the things that you care about? What are the things that you're curious about that you want to learn more about? Starting from a base of what you care about, that's going to put you in a much better, more natural position to Therefore go and learn more and more about whatever that subject or whatever that area is, when it comes to a learning culture. The one thing that I wish executives would pay more attention to is ensuring that we're able to provide people with the time and the space to learn. And that means carving out parts of the regular work day when our brains are at their most prime for learning, to be able to read to be able to take courses to be able to have meaningful conversations with people to talk about how you might get coaching or mentorship and to really build that into the work day. It's the time and the space pieces that are the most critical and they're often not remembered.