

The Difficulties Of Managing Highly Talented People

Build

Agree

Connect

Trust

Challenge

Share

Design

Listen

Support

Explain

Adapt

Create

Disagree



Talent Management Association

28/11/2012

Andrew Armour

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“Talent without discipline is like an octopus on roller skates...

There's plenty of movement, but ... you never know if it's going to be forward, backwards, or sideways.” –

H Jackson Browne



To Be Effective



Talent Is Needed

> To Work Within Teams

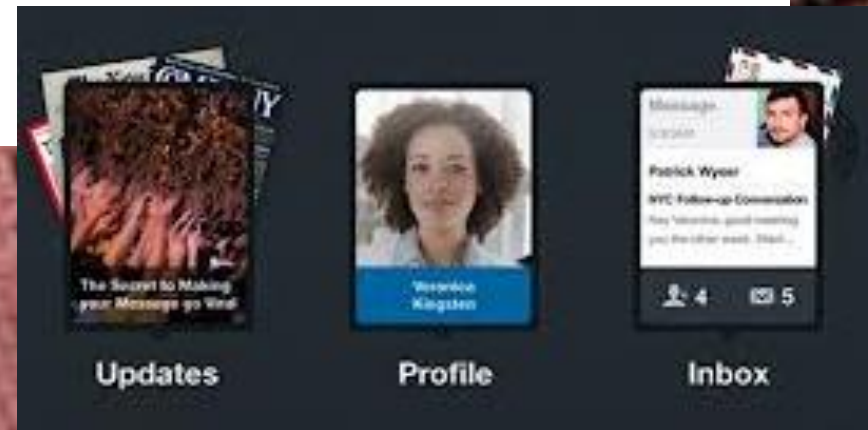
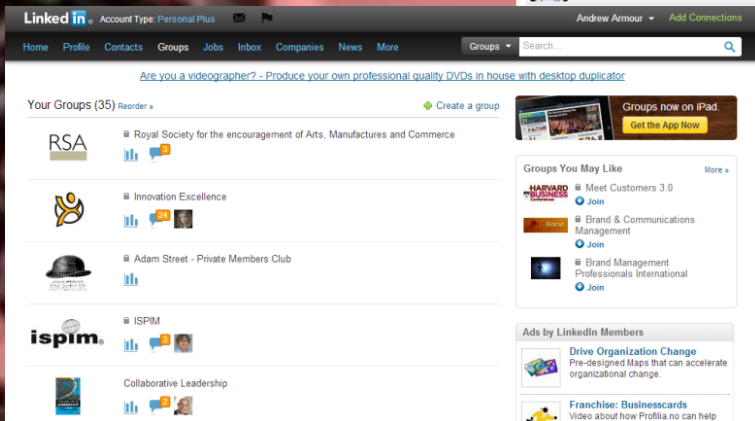
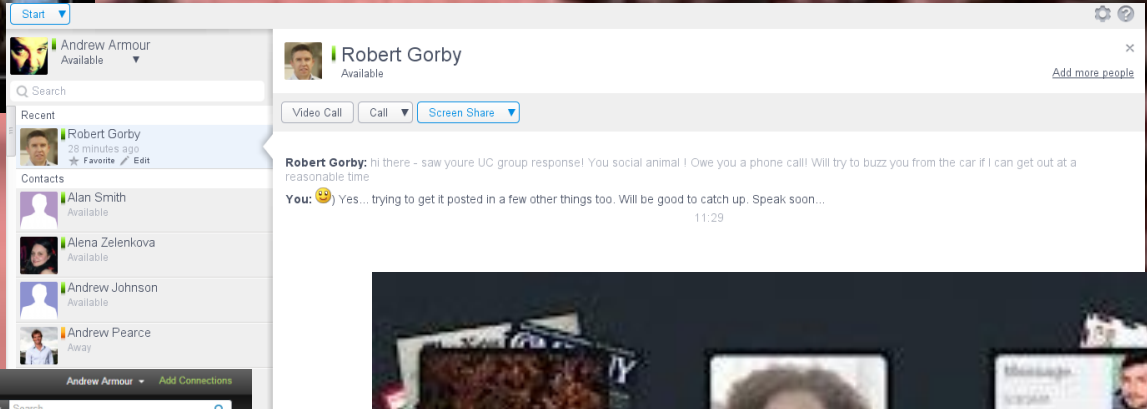
Success Has Always Been About Blending Right Talents



Connectedness > Flexibility > Knowledge Sharing - Collaboration



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Connectedness > Flexibility > Knowledge Sharing - Collaboration

Collaboration Powers Innovation

Innovation is the key strategic challenge for

70% of CEO's surveyed

84% of CEO's surveyed in 2011 agreed that innovation is led by **COLLABORATION** (Cap Gemini 2012)

Only **16%** of CEO's surveyed said their organisation had the right culture for Innovation

Ten Faces of Innovation –

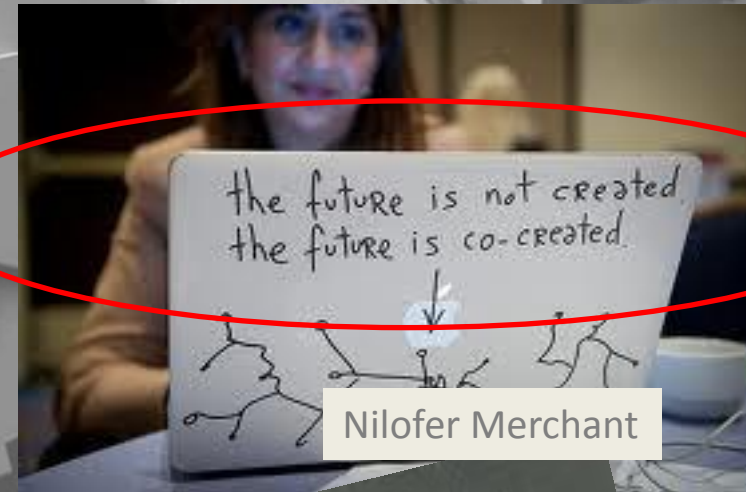
Tom Kelley, IDEO

- Anthropologist
- Experimenter
- Cross-Pollinator
- Hurdler
- Collaborator
- Director
- Storyteller
- Caregiver
- Set Designer
- Experience
- Architect



Tom Kelley

Traditional Strategy Is Dead In The Social Era Of Business

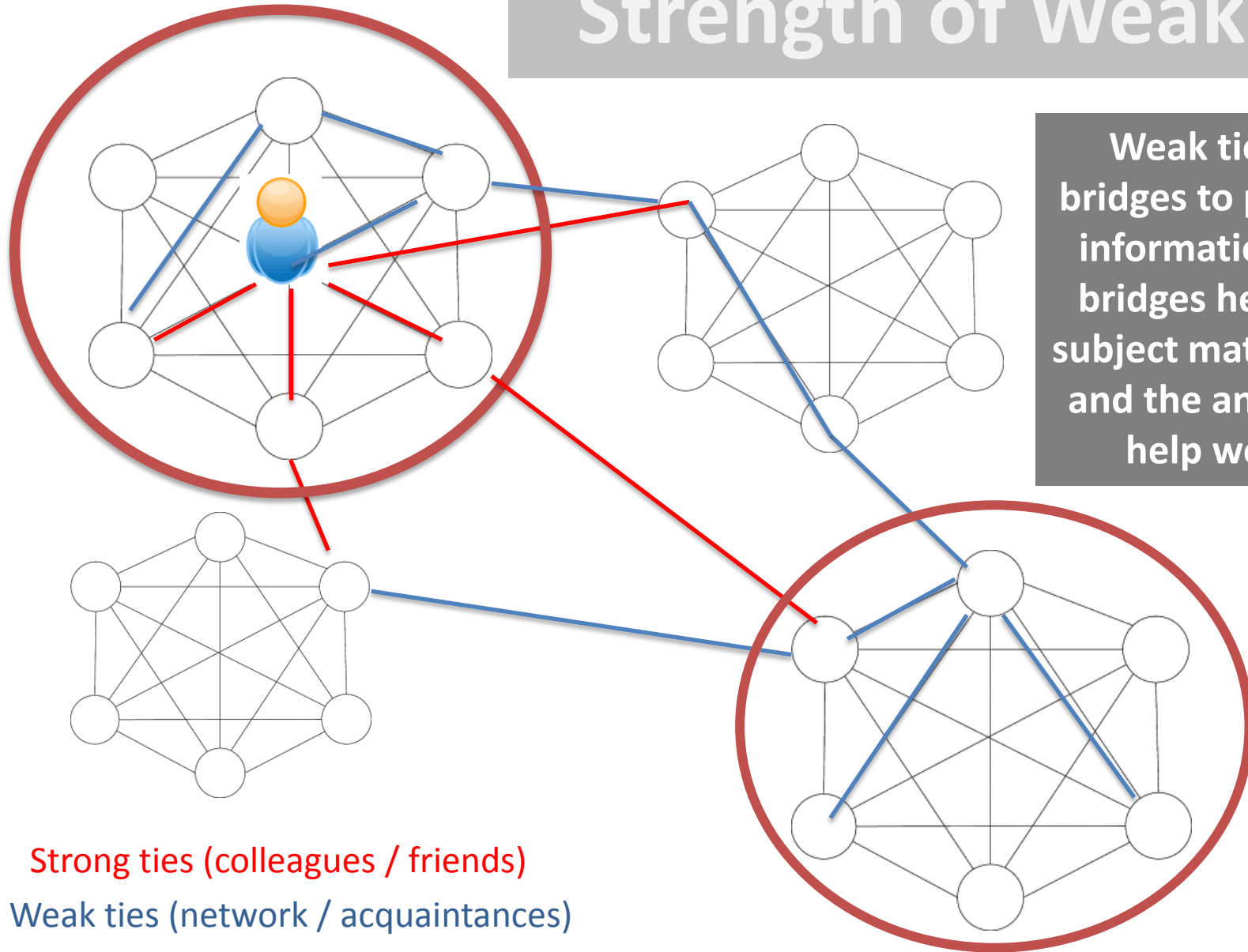


*“The **INDUSTRIAL ERA** primarily honoured the **INSTITUTION** as a construct of creating value. And the **INFORMATION AGE** (including Web 1.0 and 2.0) primarily honoured the value of **DATA** that can provide institutional value. The **SOCIAL ERA** honours the value with the single unit of a **CONNECTED HUMAN**” –*

Nilofer Merchant



Strength of Weak Ties



Weak ties act as bridges to people and information. These bridges help us find subject matter experts and the answers and help we need.

Strong ties (colleagues / friends)

Weak ties (network / acquaintances)

Collaborative T-Shaped People

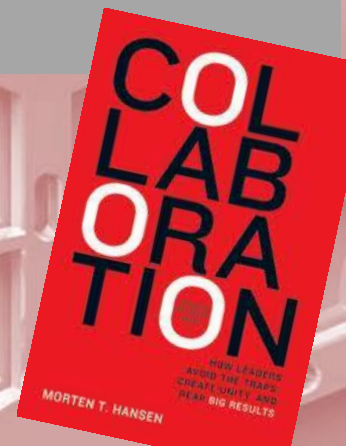
Wide Network Across
The Business



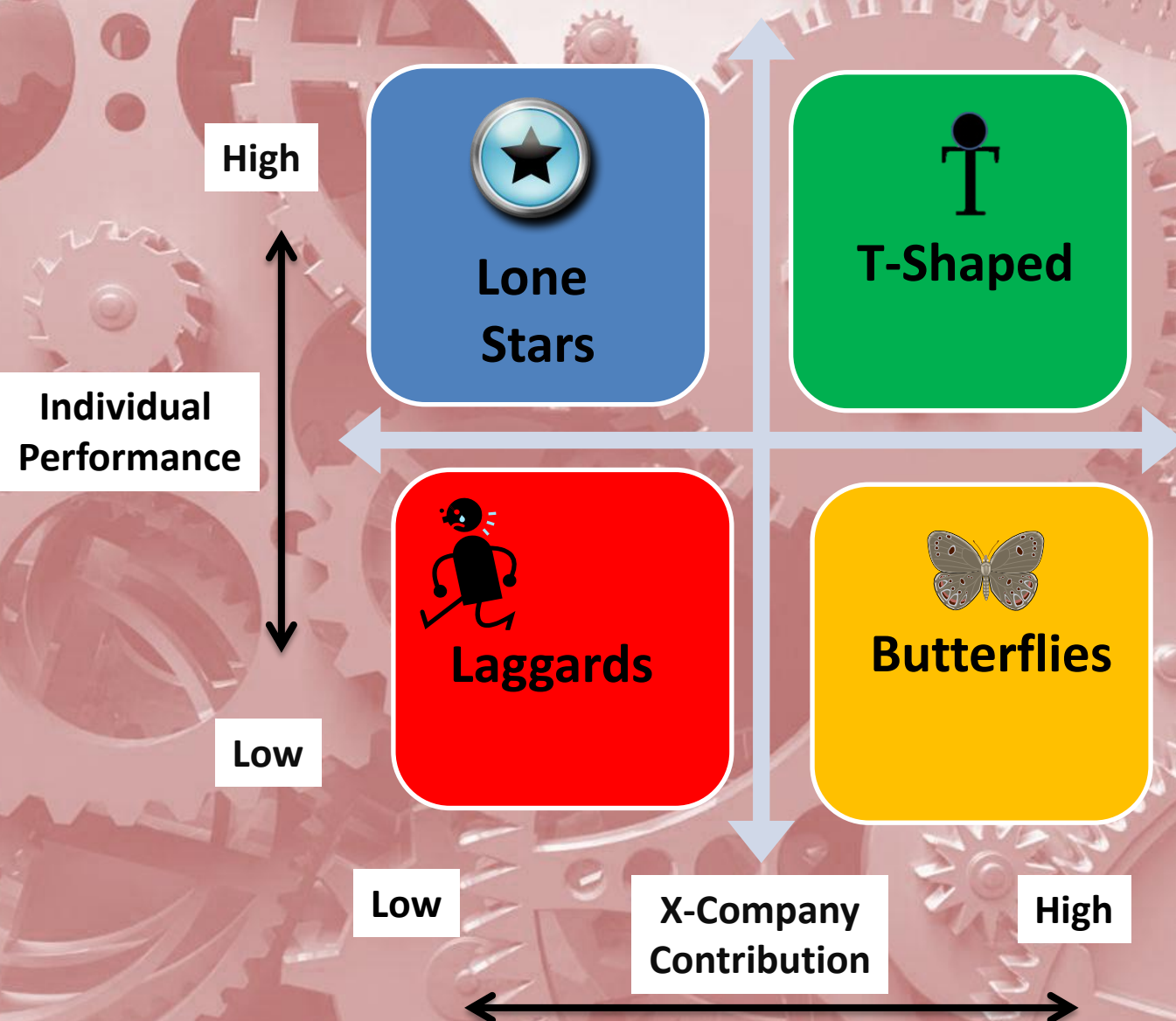
Deep
Depth of
Knowledge



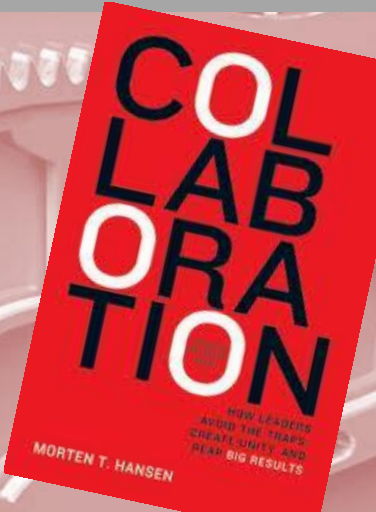
“T-shaped managers are people who do well in their own job – and deliver results by collaborating across the company too” – Morten T Hansen



Cultivate T-Shaped Management – Not Lone Stars

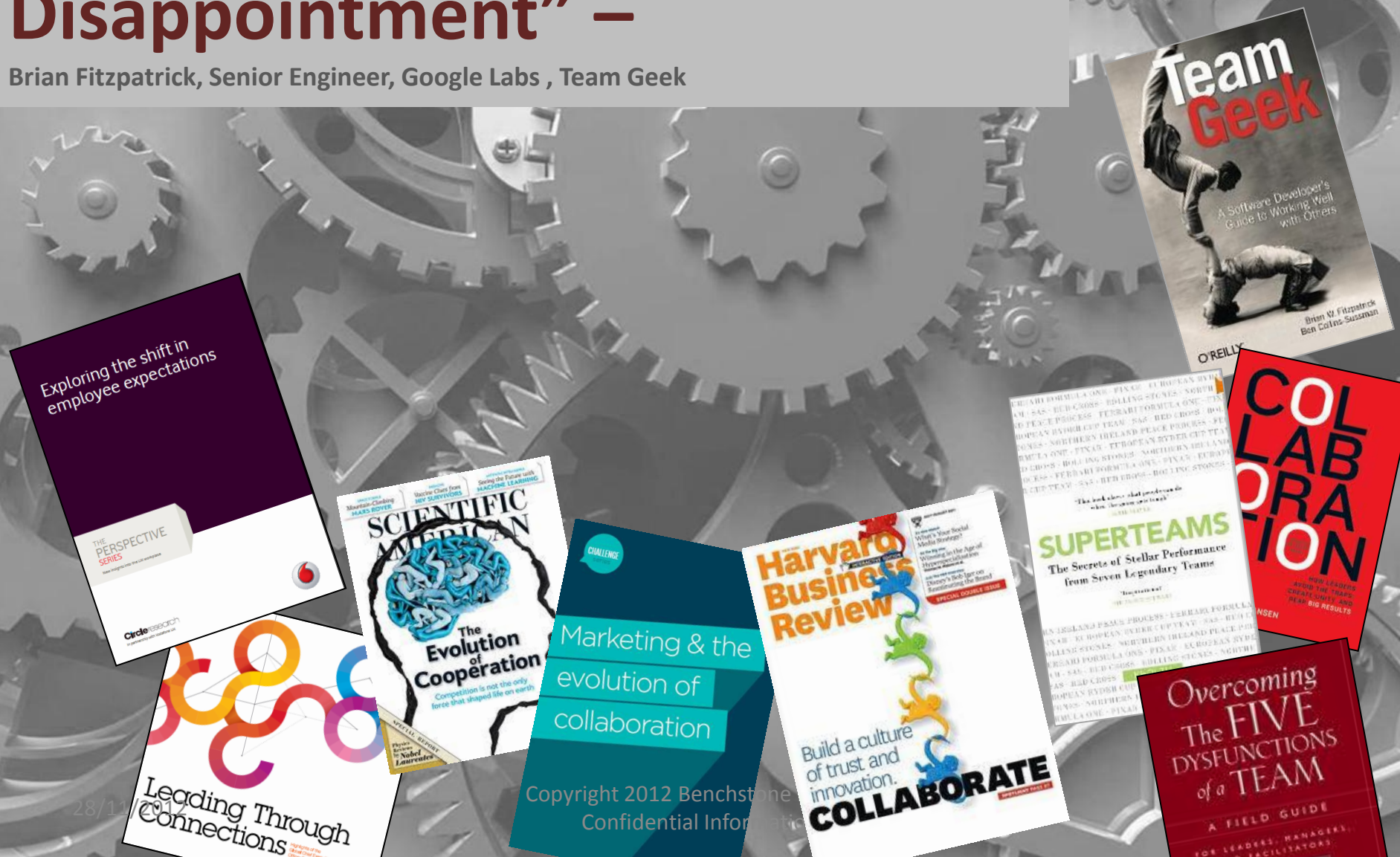


“The war for TALENT is NOT about stars - but about T-SHAPED stars”
- Morten T Hansen



“Working In Isolation Leads To Disappointment” –

Brian Fitzpatrick, Senior Engineer, Google Labs , Team Geek





**Your Personal Ability To Manage
Your Network Is The Only Unique
Competitive Advantage You Have.**



*“Most TEAMS find it easier to talk about COLLABORATION rather than doing it. The starting point has to be a conscious decision to go **BEYOND COMPLIANCE and COOPERATION**” -*

Ron Keshanas, Forbes Magazine, 2012

Create

Connect

Build

Think

Change

Question

Listen

Innovate

Explore

Share

“If you can't even share your ideas across the business how can you expect to share them outside?”

- Stefan Lindegaard

Why Superteams?

Rolling Stones



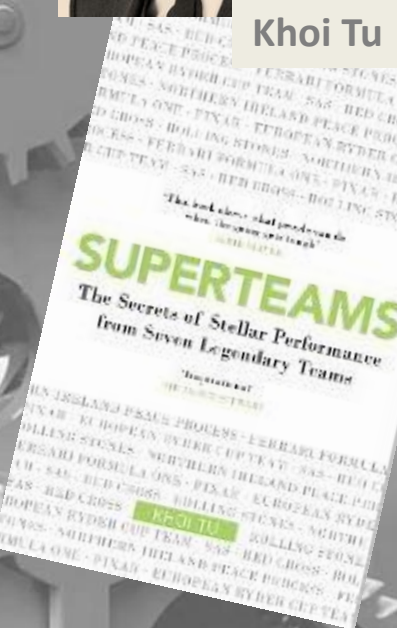
SAS



Ferrari F1



Khoi Tu



*“ Individual excellence is both necessary and critical but the skill and the will to **BUILD, LEAD AND PERFORM IN A TEAM** is often the difference between success and failure.*

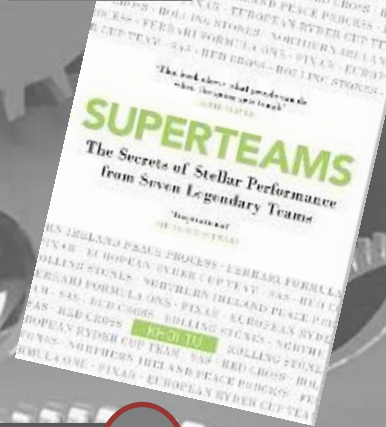
*Even for individual stars, **FAILING TO WORK** effectively in a team can be a career limiting flaw.*

*In an **INTERCONNECTED WORLD** the inability to be a good team player can have the same effect as Krypton on Superman”*

How Do You Create Superteams?



Khoi Tu



Clear Compelling Purpose

1

2

Quest For The Best

Environment For Success

3

4

Build Cohesion

Master Conflict

5

6

Continuously Adapt – Or Die



'Great Teams Do 100 things 1% Better – Not One Thing 100% Better' – Humphrey Walters

28/11/2012

Trust, Collaboration And Superteams

*“ There was so much **TRUST** between us. We all had slightly different **TALENTS** and there was immense respect for what each person brought to the **COLLABORATION**. It does not matter whose **IDEA** it is – we use the one that makes the movie **BETTER** “*
– John Lasseter, Pixar Entertainment, in Superteams



Ed Catmull

Steve Jobs

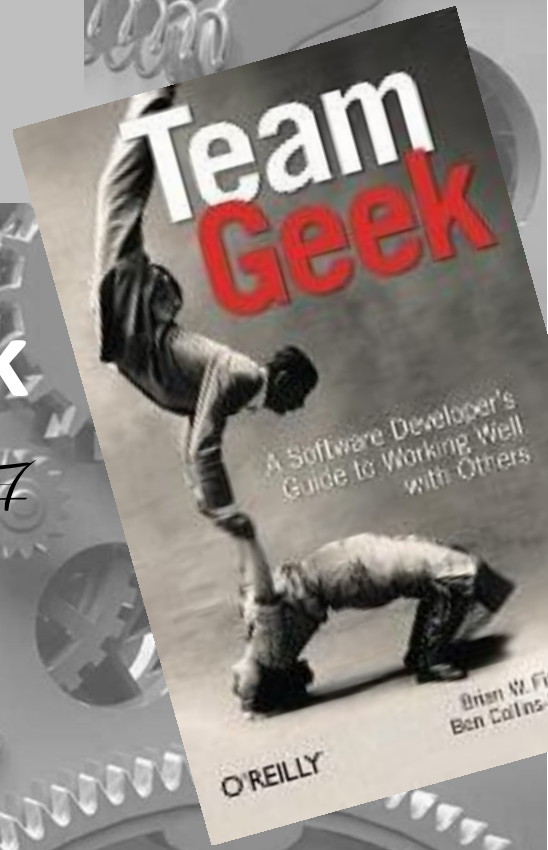
John Lasseter

500,000 TO > 80 million polygons per frame

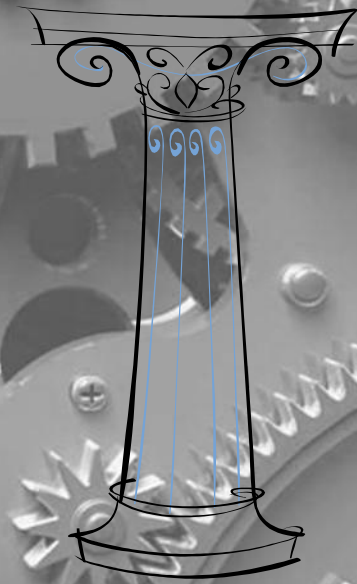
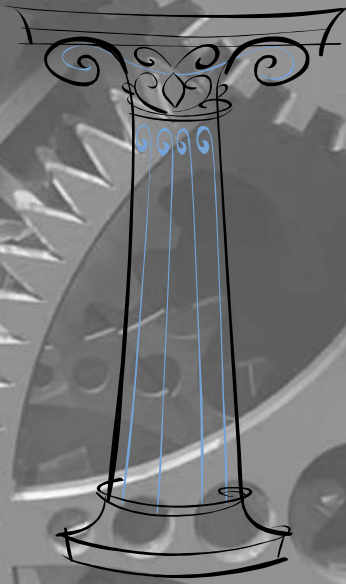
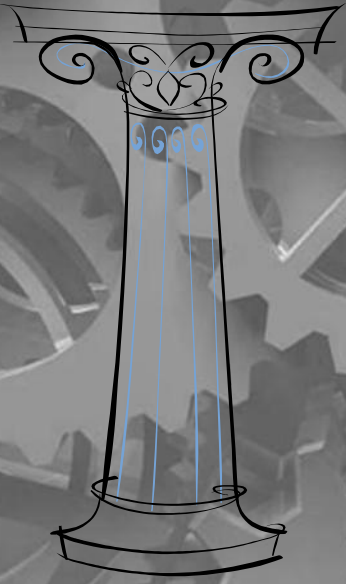


“Lose the ego – and don’t come across like a know-it-all” –

Brian Fitzpatrick, Senior Engineer, Google Labs , Team Geek



Pillars of Great Teamwork



Humility

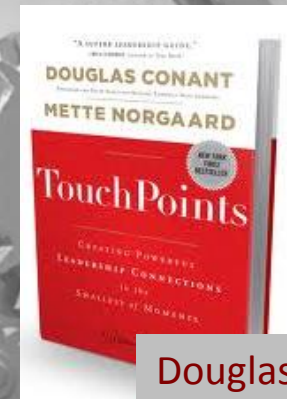
Trust

Respect

The Importance Of Personal Connecting

*“ If every day you manage three encounters a day **BETTER** than you did yesterday – you can fundamentally change the trajectory of your leadership profile. People who take on this discipline, **ONE INTERACTION AT A TIME**— start to improve their ability to **CONTRIBUTE.** ”*

Douglas Conant, Ex-CEO Campbell's,
Strategy+Business, Booz & Co. Autumn, 2012



Douglas Conant



Summary...

Talent Without Discipline And Focus Can Be A Roller-skating Octopus – That Lacks Control & Direction

1

2

Talented People Need To Work Within High Performance Teams – That Promote Trust And Often Embrace Conflict And Friction

No Matter How Talented You Are - It Will Pay To Become Very Effective At Working Collaboratively And Constantly Managing Your Networks...

3



**Avoid The
Roller-Skating
Octopus**



**Talent Needs To
Work In Teams**

Additional information

Who Are You?



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Corporate
Express

BOISE

VERDICT

WALT DISNEY

Career Profile – Andrew Armour, M.D. and Founder, Benchstone Limited

2005 – 2011: Digital and Media Content Partnerships & Media Product Development

Innovation Projects, Relationship Management, Sponsorships, Editorial, Syndication, Commissioning

1997 – 2004: Agency Account Management , Campaign & Partnership Management

Advertising & Promotions – FMCG & B2B, Campaign Development, Design & Print Management

1990 – 1997: Entertainment Licensing Executive, Brand & Partnership Management

Media Licensing, Music, TV, Film (3rd Party Rights / Project Management & New Ventures)



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Just Some Of The Brands And Projects We Have Managed

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CUP

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ASSOCIATION OF
STRATEGIC ALLIANCE
PROFESSIONALS

ZONES
DROPS
FRESH MINT
VIVAZOLE
For Lasting
Mouth Freshness
22g

4

Transport
for London

2

CITY UNIVERSITY
LONDON

benchmark

“We help brands and organisations to plan, implement and maximise partnership opportunities. From co-promotions to content deals, from sponsorships to innovative co-ventures and more effective cross-business communication - relationship management and collaboration is what we do.”

1

Interim Marketing & Relationship Management

Interim Partnership Director
Interim Marketing Director
Interim Project Teams
Project Management
Pitching & Proposals / RFP
NDA's / Contracts & Reviews

2

Collaboration & Innovation Consultancy

Advice & Consulting
Research & Development
Concept Development
Business Planning
Reviews & Recruitment

3

Marketing Workshops & Training Programmes

Meeting Management
Workshop Facilitation
Conference Presentations
Education & Training
CollaborativeEdge
MarketingCafe

For more information

benchstone

Andrew Armour
Managing Director
m. 07971 231 025
e. andrew@benchstone.co.uk
w. benchstone.co.uk
b. andrewarmour.com
t. twitter.com/andrewarmour

Please get in touch