



TRAINING & DEVELOPMENT



Goates Consulting Group

Organization Effectiveness & Leadership Development

Strategic Human Resource Leadership



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Identifying and Developing Executive Talent

Succession Planning & Executive Development Needs Analysis Process at Callaway Golf Company

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Callaway Golf T&D Goates Consulting Group

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Our Workshop Agenda:

- Provide **Brief overview** of Succession Planning & Leadership Assessment Process used at Callaway Golf
- **Experience** the Self Analysis Process we use for Leadership Development at Callaway Golf
- **Questions and Answers**

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Why Succession & Talent Management?

" The most important corporate resource over the next 20 years will be talent: smart, sophisticated business people who are technologically literate, globally astute, and operationally agile. And even as the demand for talent goes up, the supply of it will be going down."

Fast Company, "The War for Talent"



Why Succession & Talent Management?

" As organizations will be forced to compete aggressively to attract and retain the very best leaders, they must commit to the development of an integrated and progressive succession and leadership-development planning system to ensure they have the future skills required for sustainability."

*Barbara Ross-Denroche,
Centre for Exceptional Leadership Vancouver*

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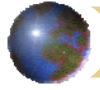
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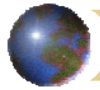


Our Objectives & Timeline

- Develop a succession plan that identifies successors for all officer positions
- Prepare for future staffing needs through the development of talent within the organization
- Identify "risk" areas in the organization and action plans to eliminate or minimize these risks in gaps where external talent may need to be recruited
- Identify and support Callaway's Organization Drivers/ leadership competencies
- Completed by end of October 2006



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Background:

- Adopted the Lominger Leadership Architect Competency Model for succession planning and leadership development activities.
- In the 2nd quarter of 2006, CEO George Fellows identified 14 competencies critical to success for company officers organized in six cluster areas:
 1. **Strategic Skills,**
 2. **Operating Skills,**
 3. **Courage, Drive,**
 4. **Organization Positioning Skills,**
 5. **Personal and Interpersonal Skills**
- Officers evaluated for succession planning and talent management based on these leadership drivers + competencies determined CRITICAL by the incumbent for success in the officer position.



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Our Process:

Position Data:
Card Sort to identify critical position leadership drivers

1st Meeting with Callaway Officer

- Outcome: Prioritized list of critical drivers/leadership competencies for success for officer position and identification of potential internal succession candidates*

Position Competency Interview Questions:

- Major challenges this position has now and future?
- Success measured?
- Process responsible for?
- Barriers/obstacles to success?
- Position different than ones reporting to it?
- Prior functional requirements for position?

Our Process:

Candidate Evaluation:
ID strength and developmental areas for succession Candidates

2nd Meeting with Callaway Officer

- Outcome: Evaluation of potential succession candidates against identified critical drivers/leadership competencies for success for officer position*

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Our Process:

Succession Plan:
To insure leadership continuity at Callaway Golf

Dev Planning & Coaching:
12 mo. Ind. Dev. Plan & leadership coaching

OUR GOAL:

Succession Plan:

- *Outcome: Identification of potential leadership risk areas and succession plan to address them to insure leadership continuity at Callaway*

Individual Development Planning

- *Outcome: Individual Development Action plans for all employees reporting to Callaway officers*

- **Proactive Leadership Continuity, Talent Retention & Management**



Other Unexpected Benefits

- Process used for department development & career pathing
- Executive Development Opportunities:
 - Company Wide
 - Individual (Global)

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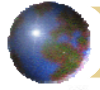
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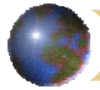
Individual Development Planning



DEVELOPMENT PLANNING TOOL

Employee: _____ Manager: _____ Date: _____

Lominger Card Sort Data	Myers-Briggs	Individual Interview/ Performance Review	Key Themes
Strengths (top 10)	Strengths (2-4)	Strengths (2-4)	Strengths (2-4)
Development Opportunities (top 10)	Development Opportunities (2-4)	Development Opportunities (2-4)	Development Opportunities (2-4)



A Leadership Competency Model

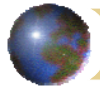
Lominger Leadership Architect includes:

Library Structure "Place Mat"

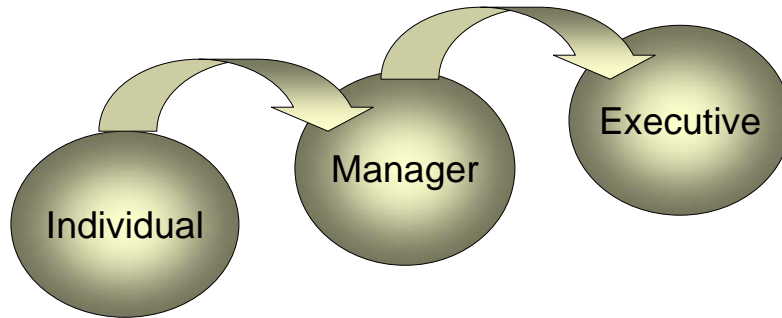
- 67 Competencies
- 19 Career Stallers and Stoppers
- Competencies and Stallers and Stoppers are further grouped into 26 Clusters
- 8 research-based Factors



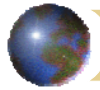
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Lominger Career Flow Research



- Performance
- Further Promotion
- Develop Early
- Most Likely Weaknesses
- Flame-out Factors



YOUR TURN: Card Sort Exercise

Directions:

- Clear your desk
- Access green divider cards A, B, C. Place in front of you to label piles
- Shuffle burgundy banner (front) side card, sort them into three piles:

A: High
22 Cards

B: Moderate
23 Cards

C: Low
22 Cards



- On Library Structure placemat, mark with **GREEN** highlighter Competencies in A: High pile. Mark with **ORANGE** highlighter, competencies in C: Low pile

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Lominger Card Sort Exercise

Directions:

- Prioritize your **GREEN** competencies and pick top 5 strengths
- Prioritize your **ORANGE** competencies and pick top 5 developmental areas
- Highlight critical competencies in **Pink** on your form

Development Key:

- **Pink** and **GREEN** = Area of Strength
- **Pink** and **ORANGE** = Area for Development



Competencies Critical for Success

The Big 8

Competencies significant with performance and potential across levels with low skill ratings – in short supply

- Dealing with Ambiguity
- Creativity
- Innovation Management
- Motivating Others
- Planning
- Strategic Agility
- Building Effective Teams
- Managing Vision and Purpose

Training and Development:

Competencies found significant with success in T&D Management:

- Motivating others
- Conflict Management
- Customer Focus
- Listening
- Problem Solving
- Sizing up People
- Business Acumen
- Comfort Around Higher Management
- Command Skills
- Timely Decision Making

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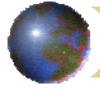
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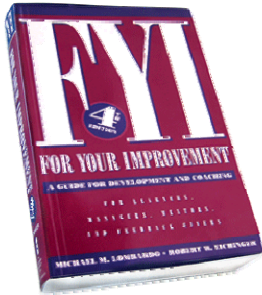
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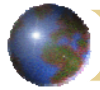


FYI: For Your Improvement



Each competency chapter provides:

- An unskilled, skilled, and overuse definition of the competency
- Possible causes for why there is a development need in this area
- A map explaining why the competency is important
- 10 or more tips for building the competency
- Book and audiotape suggestions
- Quotes that may prompt inspiration or reflection



Questions and Answers



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Workshop Evaluations
Thanks for Participating !



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