

Leading Workforce Solutions

Your In-House Solutions to Develop Future Talent



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OPTIMAL TALENT

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GET SLIDES
HERE



A Shift for HR Leaders

Who is our customer?

What is our role?



**GET SLIDES
HERE**





**GET SLIDES
HERE**



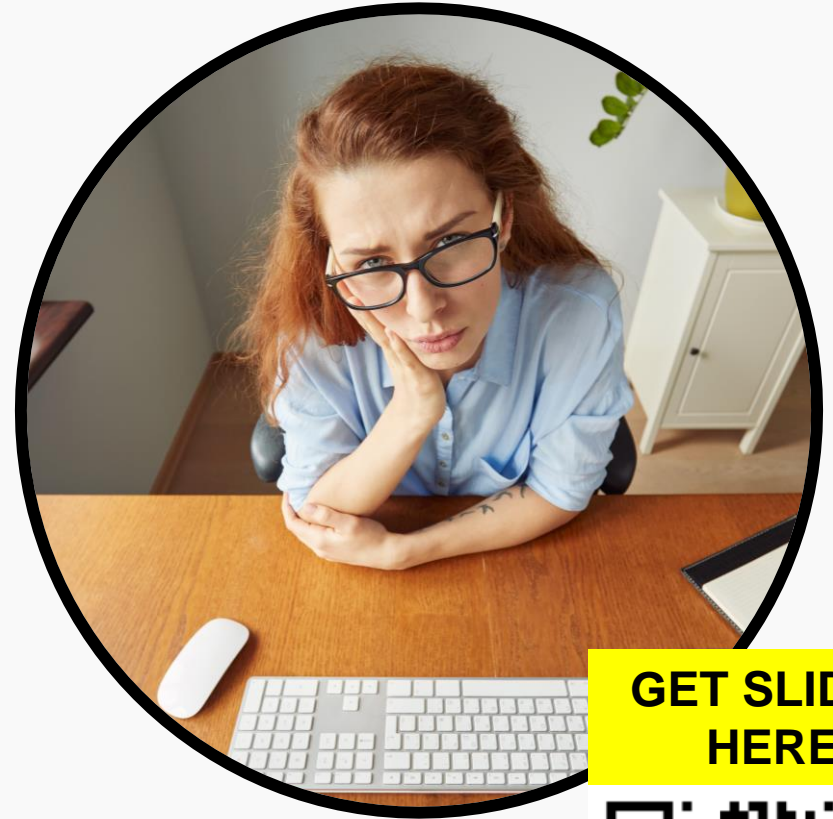
Talent Situation...Same?

- Numbers
- Capabilities
- Availability, Interest
- Work Ethic

**MULTI-GENERATIONAL
PROBLEM**

Situation...

- Managers = Denial
- Never the same again...
- Many applicants, but no one
- Turnover continues...



**GET SLIDES
HERE**



Constants

Address Internal Problems First

- Managers
- Culture
- Wages



Constants

- Internal Problems First
 - **Numbers are the Numbers**
 - Cyclical trend false security
 - Industry #'s Vary
 - Not Solving the Barriers
-



Constants

- Internal Problems First
 - Numbers are the Numbers
 - **Skills Deficiencies Remain**
 - Core Competencies
 - Learning Capability
 - Schools Can't Fix Alone
-



Constants

- Internal Problems First
- Numbers are the Numbers
- Skills Deficiencies Remain
- **Waiting Won't Work**
 - No “Pool” at the End



TRADITIONAL STRATEGIES:

- Design Better Lures
- Improve Fishing Techniques

TRADITIONAL ASSUMPTIONS:

- Sometimes more plentiful, but...
- There are enough fish...
- Fish long and hard enough...





CONDITIONS

- Pond is fished out
- Fish don't reproduce naturally
- Hatcheries aren't restocking



Make More Fish

**HOW CAN WE
“MAKE” MORE?
MOST SUSTAINABLE
OPTIONS**



Grow Fish



Why In-House?

- Top Reasons for Leaving/Staying
- Control Excellence
- Brand Differentiation
- Value Proposition



In-House Development

MANAGERS

NEW HIRES

UPSKILL

WHERE TO BEGIN?

3 Questions...

- *What do you want?*
- *Why do you want it?*
- *How? (this follows)*



**INDIVIDUAL
ROLE**



**COMPANY
GOALS**

What Must They

KNOW

BE

DO

**To Be Successful in
the Position?**

Foundation for training
assessments, curriculum,
evaluation, promotion,
rewards, etc.



In-House Development

MANAGERS

- **Front Line**
- **Managers**
- **Directors**
- **Executives**
- **Influencers**
- **Leaders**

NEW HIRES

UPSKILL

Managers

- 70%
- To your employees...
- Managers succeed when...
- Must shift managers to...
- Our primary role is...



Managers

Why so critical?

- Without them, nothing works
- Get them involved in training
- Use them and their SMEs
- Need a “Learning Culture”



Managers

Delineate Experiences...

FRONT LINE

- Skills Focus
- Don't Assume
- Tactical
- People & Processes
- "How To"

CORE CLASSES

- Welcome to Management
- Communication (Esp. Listening)
- Management Style
- Coaching & Feedback
- Time Management & Prioritization
- Guiding, Motivating, & Rewarding
- Leading Performance
- Business Operations
- Budgeting & Finance

Managers

Delineate Experiences...

FRONT LINE

- Skills Focus
- Don't Assume
- Tactical
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- "How To"

MANAGERS

- Competence
- Application
- New Concepts
- Scenario Base
- Engaging
- Case Studies

- Situational, scenario, discussion
- Teams & cohorts
- Internal support network
- Build confidence

Managers

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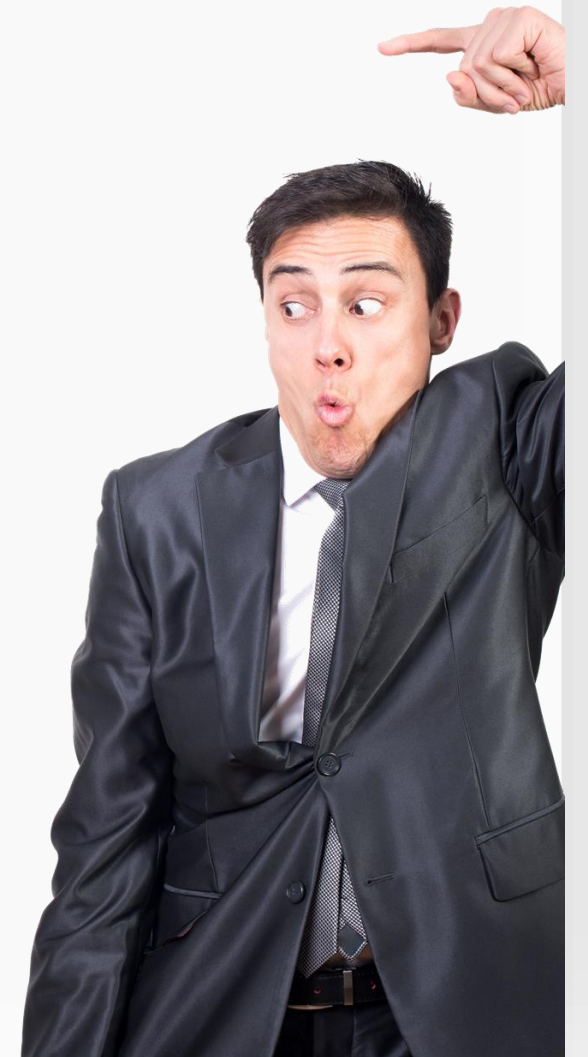
LEADERS

- Experience
- Application
- Cohort
- Longer Term
- Apply to Job
- Accountability

Managers

In All Cases...

- “One and Done” Doesn’t Work
- “Spaced Learning” Improves Retention
- Follow-up Application for Results
- Accountability Improves Outcomes
- Without These, Don’t Expect Anything



In-House Development

MANAGERS

- Front Line
- Managers
- Directors
- Executives
- Influencers
- Leaders

NEW HIRES

- All Hires
- Core Training
- Technical
- Manager
- Mentoring

New Employees

- When they arrive, **what do they do?**
- They're **experts**, but **not for you...**
- You **ASSUME...**
- **TOP 3 REASONS** they leave



New Employees

KNOW / BE / DO

- **CORE:** All Employees need this
 - **Values** – What matters most
 - **Culture** – How we do things
- **TEAM:** Unique to their Department/Team
 - How do you succeed? How do you get along?
 - What do you get fired for?
- **FUNCTION:** Position Specific

New Employees

CONSIDERATIONS – General

- **AVOID “HR DAY”**
 - Pre-Boarding – online for general info
 - Avoid Day 1 “Policy Bombing”
 - “Spaced Learning” for retention (30/90/180)
 - Manager and Employee in charge
 - Automate learning – Mgr/EE manage flow

New Employees

CONSIDERATIONS – Team

- **INTEGRATE FAST**
 - Get them to the workplace on Day 1
 - Interact with the team on Day 1 (e.g., Lunch)
 - Set up MENTOR
 - Expectations and Goals
 - Coaching, “Passport”, and Pathways

New Employees

CONSIDERATIONS – Functions

- **TIME TO PROFICIENCY**
 - Invest in training
 - Impact to outcomes & quality
 - Impact to retention
 - “Phased” integration as employee completes stages of demonstrated proficiency

In-House Development

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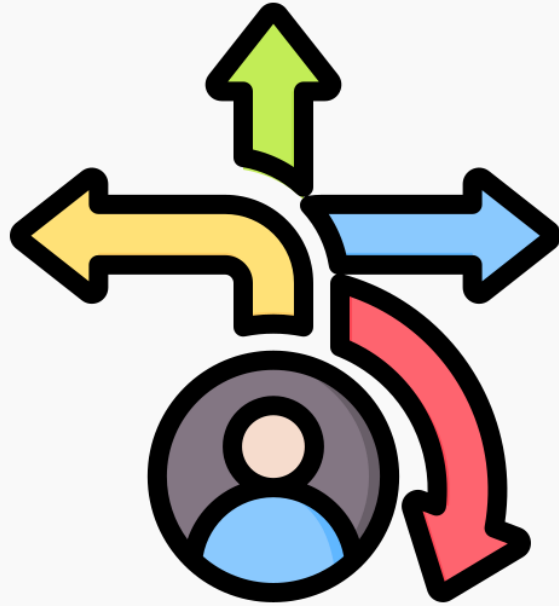
NEW HIRES

- All Hires
- Core Training
- Technical
- Manager
- Mentoring

UPSKILL

- Competency
- Pathway
- Leader/Non
- OJT/Class
- Badging
- Promotions

UPSKILLING

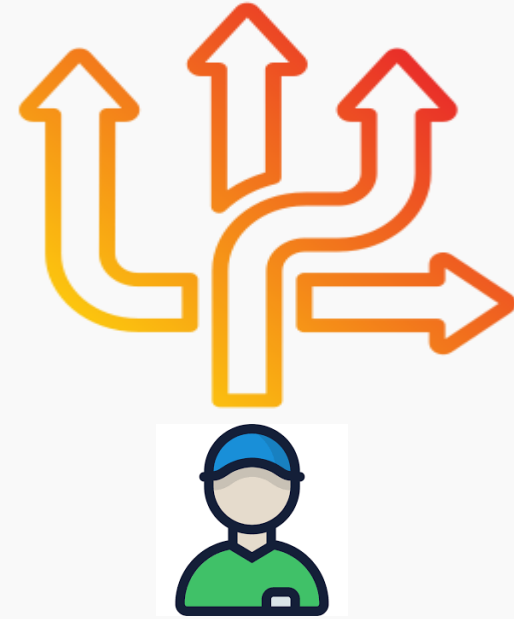


AS AN INDIVIDUAL...

How to I Grow?

“Lattice” / “Rock Wall”

DESIRED CAREER PATH



TO BECOME A...

How to I GET THERE?

PATHWAYS

Upskilling

- Employees want a **FUTURE**
- Need a clear **PATHWAY**
- If we don't offer one, they will **find someone else**
- Need for ongoing **GROWTH**



UPSKILLING

MOST RELIABLE OPTION

- **Hire for Potential:** Flexibility
- **Make it Selective:** Not all are eligible
- **Provide “Dual Tracks”:** Management & Technical
- **Put “Skin in the Game”:** Investment + Rewards
- **Create “Pools” to Tap Into:** What awaits at the end?

UPSKILLING

BEST PRACTICES: Building the Program

- **Commitment**: Managers must buy in
- **SMEs**: Current top performing S
- **SME vs Teacher**: Not the same
- **Format**: What is class, in-house, external, online, etc.
- **OJT**: Build it in the time, schedule, program.
- **Mentor**: Who is a best mentor...
- **Include in Goals/Performance**: Formalize it.

Your Next Step?

MANAGERS

NEW HIRES

UPSKILL

- **What / Why** (How comes later)
- **Prioritization** – Can't do it all at once
- **Get Commitment** – Managers (Top, Middle)
- **Get a Team** – Mgrs, SMEs
- **Develop a Plan**
- **Take Your First Step** – Pick One (Action)

OVERALL

BEST PRACTICES: Avoid Distractors

AUTOMATION

Build with
Automation in
Mind, but...

**Program &
Process First...**

COMPLICATION

Keep it as Simple
as Possible

**Employees Need
Simplicity**

Managers Even
More

PEOPLE

**Build this so
Even a Manager
Can Make it Work**

Start with What &
Why

“How” should be
built around You...

Thank you!

Questions?

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WA SHRM Annual Conference
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