

Take Charge of Your Talent:
Three Keys to Thriving in Your Career, Organization, and Life



TAKE CHARGE OF YOUR TALENT
 How to Thrive in the 21st Century

DSD TALENT TEAM
KEY #1, MAY 20, 2021

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Objectives for this session

- Spark your imagination
- Introduce you to proven tools
- Engage you in using the tools together
- Get your input to optimize the next session for you

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THE WORLD BELONGS TO THE TALENTED



AND THAT MEANS YOU

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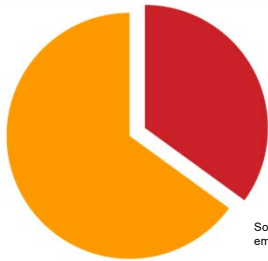
What is talent?

Your talent is not simply your strength or your skill set. It is your *self-expression* – the joyful demonstration of your unique abilities that benefit both you and the world.

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Untapped talent
... even among the best



**30% to 40%
 untapped**

Source: surveys of leaders and employees across industries

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Talent ↔ Satisfaction

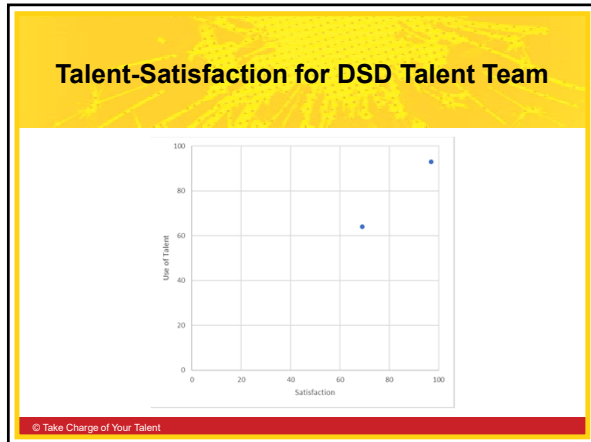


Use of Talent

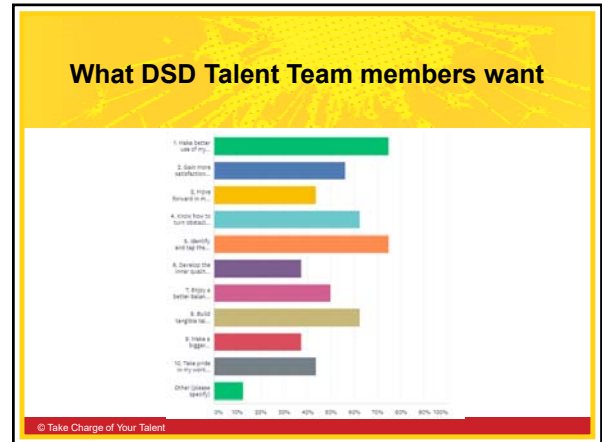
Satisfaction

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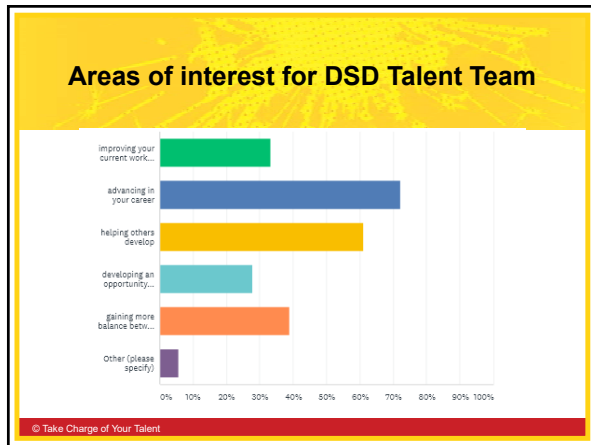
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Our “buts” get in the way

“I could be doing more, **but** . . .

- > “I don’t have time”
- > “I’m already overworked and there’s no help”
- > “I don’t have the pre-requisites for what I want”
- > “we don’t have a budget for it”
- > “there aren’t any positions open”
- > “my boss won’t let me”
- > “they wouldn’t pay me any more”
- > “it will conflict with my home/life priorities”

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We lose our best thinking to fear

Source: Antonio Damasio

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Hope stimulates best thinking

Source: Antonio Damasio

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Why your "hopes" are valuable

"Hope is an idea with an engine." Tracy K. Smith

Your "Talent Train"

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Putting your hopes into action

Latest insights

Decades of experience + Psychology = successful coaching

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What works to change?

PUTTING THE KEYS TO TALENT DEVELOPMENT IN YOUR HANDS

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The Take Charge approach

1. Victims	➔	Heroes
2. Obstacles	➔	Opportunities
3. Ideas	➔	Assets

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The Keys to Take Charge of Your Talent

Key #1: Power Up Your Talent Story 

Key #2: Accelerate through Obstacles 

Key #3: Multiply the Payoffs for Yourself and Others 

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Organizational experience




over 10,000 attendees

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Sample results



20% increase
in team's use of talent

some as much as 67%



13% increase
in team's satisfaction

some as much as 100%

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THE TAKE CHARGE OF YOUR TALENT PARTICIPANT GUIDE

DSD Talent Team
City of Fort Lauderdale

In "Handout" at www.DonMaruska.com/FtLauderdale

NAME

DATE

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What's your area of focus?

GET STARTED

PICK YOUR FOCUS

What's important to you now?

- Improving current work situation
- Advancing in your career
- Helping others develop
- Developing a new opportunity in your organization
- Gaining more balance between work and other interests
- Other

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Chart your Talent Opportunity Profile

Page 3

USE OF TALENT

How well is your current situation tapping your talents and what you are capable of delivering?

[0=grossly underutilized; 100=fully engaged] **60%**

What is your desired utilization target? **90%**

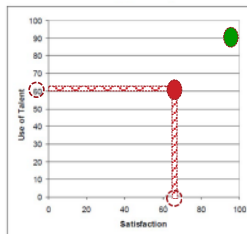
SATISFACTION

How satisfied are you with your situation?

[0=totally dissatisfied; 100=fully satisfied] **65%**

What is your desired satisfaction target? **95%**

TALENT OPPORTUNITY PROFILE



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Key #1: Power Up Your Talent Story



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Your heroes

- My former division manager Porshia. She's intelligent, confident, and is an excellent leader.
- Porshia Williams-She is smart, intelligent, assertive and extremely helpful. She truly believes in looking back to help others!
- Noam Chomsky is an individual who I admire for the use of his philosophical knowledge to advocate for moral rights.
- My father. My father had a brilliant mind when it came to business opportunities. He would seek out these opportunities and utilize previous resources and connections to build them into this new opportunity.
- Both of my parents: My dad, he passes onto me his "can do" attitude, he is always teaching me to do things, supportive and pushing me to do my best. Taught me to use tools and to not be afraid to work hard. Also my mom, she is always available and very giving to me and others, she persevered through great adversity as a young mother and wife.

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Your heroes (cont'd)

- Robert Dunckel - Assistant City Attorney His capability to critically analyze an issue, provide an informative assessment of the issue, while taking in both sides (applicant & city) and ensuring the "bigger picture" items are always in both parties best interests makes him a hero to me. Although, I am capable of seeing the "bigger picture" on most issues I am dealt with, I struggle to translate a critical assessment.
- Michelle Obama ability to use her platform to reach millions
- Dr. Lynn Locklear, D.D.S. While she shows great care and concern for her patients, she knows that to make her vocation a passion she needed to discover greater depth in her work by training in and performing procedures that would truly make a difference.

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Write next chapter with you as hero



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Victim → ? Hero



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Talent Catalyst Conversations



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Connect with a Catalyst



Catalyst: a stimulus in bringing about or hastening a result ...
... **but** doesn't get consumed itself.




- Willing partner
- Follows structured questions
- Generous listener
- Keeps Hero in charge
- Agrees on confidentiality

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What's special about generous listening?

- ✓ Curiosity
- ✓ Suspension of judgment and evaluation
- ✓ Desire to understand both meaning and motivation



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Round I: Enliven Your Hopes

Step #1: Connect with Your Hopes
What are your hopes for your talent?
Why are they important to you?

Step #2: Consider Your Concerns
What's standing between you and realizing your hopes?
Which concern is most important to address now?

Step #3: Tap Your Success Stories
How have you dealt with these concerns before?
What did you learn that might help now?

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Guidelines for your Conversation

1. Decide who will be Talent Catalyst and who will be Hero for this Conversation.
2. Agree that you'll keep the contents of the discussion in the breakout room unless your Hero asks you to share.

But, what if I don't have anyone to partner with now?

1. Review page 6 and identify who would be a good Talent Catalyst for you.
2. Read through the Talent Catalyst Conversation on pages 7-10 and write down some notes for when you have a Conversation.

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Talent Catalysts: What to focus on in Round I

Round I: Enliven Your Hopes

- Give your partner your full and generous attention.
- Reflect what you hear from your partner: the words, the feelings and any inklings of what's underlying them.
- Keep the momentum of the Conversation moving.

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Let's watch the start of a live Talent Catalyst Conversation

[video of unrehearsed Conversation]

<https://www.youtube.com/watch?v=X7fvbK99c5w>

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Key #1: Power Up Your Talent Story

Complete a Talent Catalyst Conversation (Chapter 2)

A major benefit of Take Charge of Your Talent is the carefully designed Talent Catalyst Conversation. It has been developed through a process of research and a proven practice change in three talent centers. You'll want to read about these changes in Chapter 2. The discussion center on the central of each includes: "Frequently Asked Questions about the Talent Catalyst Conversation" and "Talent Catalyst Conversation and Summary." As noted in the book, we've designed the Conversation to be something that you can complete in about an hour.

HOW TO USE THE CONVERSATION: STEP-BY-STEP

The Talent Catalyst Conversation consists of two steps that are designed and tested to result in the critical components of hope, opportunity, and action. You can proceed straight through all the way to the end of the Conversation or use the results as conversation break points, as needed. When you follow the original format, the complete Talent Catalyst Conversation typically takes about 45 minutes and an hour for a coaching session to follow for Conversation design. The original Talent Catalyst Conversation needs that level of detail for sessions or on per step work with. If you get stuck on a particular step, there is no need to feel that way. You have to know you, as it is the last of the steps that create the impact more than any one step in particular. Valuable insights and breakthroughs can occur at any point.

Circle one area of Talent Catalyst that most inspired you for each step as you proceed. Then the Talent Catalyst can use this information to help you and provide the following questions for the step.

What follows is an overview from the Talent Catalyst Conversation Guide that explains the book. After a change of the book. This overview includes: what you and the Talent Catalyst should be asking the Conversation. Learn how this catalyst appears in the book! The Talent Catalyst questions for you are in each.

Be sure to return the results of your Conversation to that you can review the progress and look upon them. Ask your Talent Catalyst to have them on your progress in the questions included in the Conversation. You can also return them, depending on the Talent Catalyst's ability to accommodate the Conversation, you need to be able to contact them.

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Key #1: Power Up Your Talent Story

STEP 1: ENLIVEN YOUR HOPES

The second helps you to focus on what's important, connect concerns, and make contributions to the progress for success. It doesn't mean your conversation missing to top the creativity and motivation to move forward.

STEP 2: CONSIDER YOUR CONCERNS

When we focus on our deepest hopes, our brain often attempts to protect us from harm by generating stories of concern. Ignoring them could be dangerous, yet assuming they can't be overcome will also limit what is possible. For now, we suggest that you simply acknowledge their presence.

STEP 3: TAP YOUR SUCCESS STORIES

We can look to the past to see how we have successfully dealt with similar concerns. Retrieving memories of past successes can provide clues to overcoming current issues, situations, or concerns.

Read the introduction for each Step

Talent Catalyst: ask the question and write the Hero's responses in his/her Guide.

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Round I: Enliven Your Hopes

Step 1: Connect with Your Hopes

Step 2: Consider Your Concerns

Step 3: Tap Your Success Stories

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Step 1 – Connect with Your Hopes

You need energy to make positive changes in your life. When you connect with your deepest hopes (that is, your interests and aspirations about the topic you've chosen), the energy you produce will help you to see possibilities and opportunities around you with more clarity. You will be more likely to make sound, creative choices that lead to better use of your talents; greater personal satisfaction; and more powerful contributions to your family, community, team, and organization.

What are your hopes for your talent?
[listen, reflect, then ask]
Why are they important to you?

Talent Catalyst Conversation

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Step 2 – Consider Your Concerns

When we focus on our deepest hopes, our brain often attempts to protect us from harm by generating stories of concern. Ignoring them could be dangerous; yet assuming they can't be overcome will also limit what is possible. For now, we suggest that you simply acknowledge their presence.

What's standing between you and realizing your hopes?

Which concern is most important to address now?

Talent Catalyst Conversation

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Step 3 – Tap Your Success Stories

We can look to the past to see how we have successfully dealt with similar concerns. Retrieving memories of past successes can provide clues to overcoming current issues, situations, or concerns.

How have you dealt with these concerns before?

What did you learn that might help you now?

Talent Catalyst Conversation

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What was your experience with the start of a Talent Catalyst Conversation?

Enter in chat:
 H: [a few words about your experience]
 TC: [a few words about your experience]

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Round II: Expand Your Opportunities

Step #4: Identify Opportunities to Grow and Develop
 How will you need to grow, what will you need to learn to address your concerns and realize your hopes?
 What inner qualities may you need to develop to support you?

Step #5: Use Your Resources
 What resources do you have that can help you to realize your hopes?
 How can you use these resources?

Step #6: Revisit Your Hopes
 Do you have greater clarity about your hopes?
 How would you express your hopes now?

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Round III: Energize Yourself with Actions

Step #7: Make a Healthy Stretch
 Is there a particular stretch you would like to make?
 Is there a way that you could start now to enjoy greater fulfillment of your hopes?

Step #8: Enlist a Talent Fulfillment Team
 Who would be ideal to have on your team?
 Can you see them cheering you on?

Step #9: Target Concrete Actions
 What forward moving actions can you take now?

Step #10: Reflect on Your Possibilities and Progress
 What have you gained from this Conversation?
 What will help you follow through on your intentions?

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Conversations yield results

Overall, how useful was the Conversation in stimulating your thinking and prompting your interest in taking action for yourself?

Usefulness Category	Percentage
not useful	~10%
somewhat useful	~10%
useful	~45%
very useful	~25%
major breakthrough	10%
Other (please specify)	~5%

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Where else in your life might you find generous listening useful? [check all that apply]

Location	Percentage
with my boss	~35%
with my customers/clients	~25%
with my family	~40%
none of the above	~5%
all of the above	~55%
Other (please specify)	~5%

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You can complete your Talent Catalyst Conversation in < 1 hour

III. Actions
 I. Hopes
 II. Opportunities

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Calendar for program

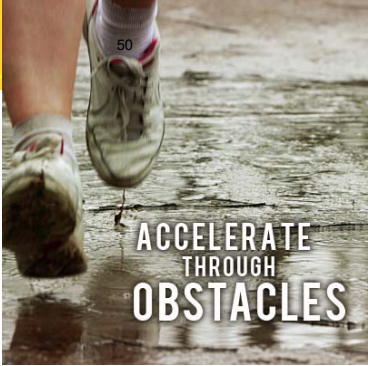
- ✓ Key #1: Power Up Your Talent Story 10:30- 11:45 a.m. EDT, Thurs., 5/20
- Key #2: Accelerate through Obstacles 10:30- 11:45 a.m. EDT, Thurs., 6/17
- Key #3: Multiply the Payoffs 10:30- 11:45 a.m. EDT, Thurs., 6/22

Resources at www.DonMaruska.com/FtLauderdale

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Key #2:



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Obstacles Opportunities



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15 tools tailored to needs

- A. Keep your hopes humming**
 1. Take 5
 2. Make your hopes visible
 3. Hope Holders
 4. Get your "but" out of the way
 5. Flip concerns to hopes
 6. Craft an inspiration story
- B. Grab opportunities to grow**
 7. Recipe for Growth
 8. Develop Inner Qualities
 9. Resource Power-Up
- C. Challenge yourself to stretch**
 10. Healthy stretch
 11. Self care
 12. Talent Fulfillment Team
 13. Talent Action Plan
 14. Daily Action Pack
 15. Surgeon's Schedule

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What obstacles would you like tools to overcome?

[polling questions]

1. For which of these obstacles would you like tools to overcome them?
 - a. Lack of time
 - b. Not enough resources
 - c. Don't have a plan on how to move forward
 - d. Not confident about how to ask for what I need
 - e. Need qualifications I don't have to get desired role

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What obstacles would you like tools to overcome? (cont'd)

2. Obstacles (continued—add more through the "Chat")
 - f. Getting distracted or discouraged
 - g. Many concerns feel overwhelming
 - h. Not seeing opportunities
 - i. Not attracting what I need
 - j. Difficult to get started and keep momentum going

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TAKE CHARGE OF YOUR TALENT

Your advance preparation for Key #2

1. Complete your Talent Catalyst Conversation for yourself and serve as a Talent Catalyst for someone else.
2. Start taking action on the items from your Talent Catalyst Conversation and observe the obstacles you encounter
3. Read Key #2 in your Participant Guide (pages 12-20).
4. Recommended: read Key #2 in book (pages 56-112).
5. Watch related videos (optional):
 "Drive" by Daniel Pink
http://www.ted.com/talks/dan_pink_on_motivation.html
 "Mindset" by Carol Dweck
<http://www.youtube.com/watch?v=MTsF2TaEaJA>



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Key #3: Multiply the Payoffs for Yourself and Others



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Ideas Assets



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Talent-Opportunity Equation

Your brand promise that creates a preference for you + Proof points tangible assets = Opportunities you want

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www.DonMaruska.com/FLauderdale

Take Charge of Your Talent Program

Enjoy a productive and rewarding program for you to take charge of your talent. As we demonstrate, peak performance comes with people who have a hopeful frame of mind, view obstacles as opportunities, and find ways to translate their talent into tangible benefits for themselves and others. In that light, if you have any fears about the program ("Will this work for me?" "Will I look good?" "Where will it all lead?"), we encourage you to look at the hopeful flip side ("I'm interested in exploring some new ways of looking at things," "I'd like to stretch and learn," "Let's see where we can go together").

All materials and information for the program appear here or are linked from this landing page. So, you can return here to find what you need.

Preparation prior to Key #1, Power Up Your Talent Story, 10:30 a.m., Thursday, May 20

There are a few things for each of you to do before our first session "Key #1: Power Up Your Talent Story" at 10:30 a.m., Thursday, May 20, so that you get the most out of the session.

1. Complete the pre-program survey by May 13 so that I can compile the results. The survey should take less than 5 minutes to complete. Your candid response will remain anonymous and help you get more out of the first session.
2. Download your personal copy of the Take Charge of Your Talent Participant Guide and read pages 2-11 and be thinking about the questions in the Talent Catalyst Conversation (but you don't need to have the answers filled out). We'll be discussing Talent Catalyst Conversations in the session. When you practice this key, you'll be in the role of the Hero in the Conversation and a Talent Catalyst for someone else in another Conversation. Note: The Guide will be your resource as you develop the next chapter in your talent story. The Guide is in an interactive PDF format. Please bring a hard copy or have the PDF available for each of the sessions.
3. Recommended: read the first 35 pages of the book "Take Charge of Your Talent. These pages provide background and insights for Key #1: Power Up Your Talent Story.

Want to see an example of a complete Talent Catalyst Conversation? Watch this 29 minute video of a live, unscripted, Talent Catalyst Conversation. See how a Conversation unfolds to provide fresh perspectives and actionable ideas. This session features an executive assistant and Public Information Officer for a local government agency with Don Maruska as her Talent Catalyst.

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How have you gained value from today's session?

Enter a word or phrase in the chat

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