

# Cloud as Coach

*"How Cloud Technology Can Reverse the Widening Talent Gap"*



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**Cloud as  
Coach**



**Your Questions?**

**Industry  
Insights into  
Widening Talent  
Gaps**

**Business Opportunities of Making  
All of Your People as Good as Your  
Best**

**Microsoft's  
Cloud as Coach  
Case Study**

**How New Cloud  
as Coach  
Technologies are  
Closing Talent  
Gaps**



# You Face Many Challenges Daily

*Recruitment*

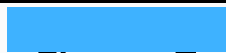
*Retention*



# You Face Many Challenges Daily

*Recruitment*

*Retention*

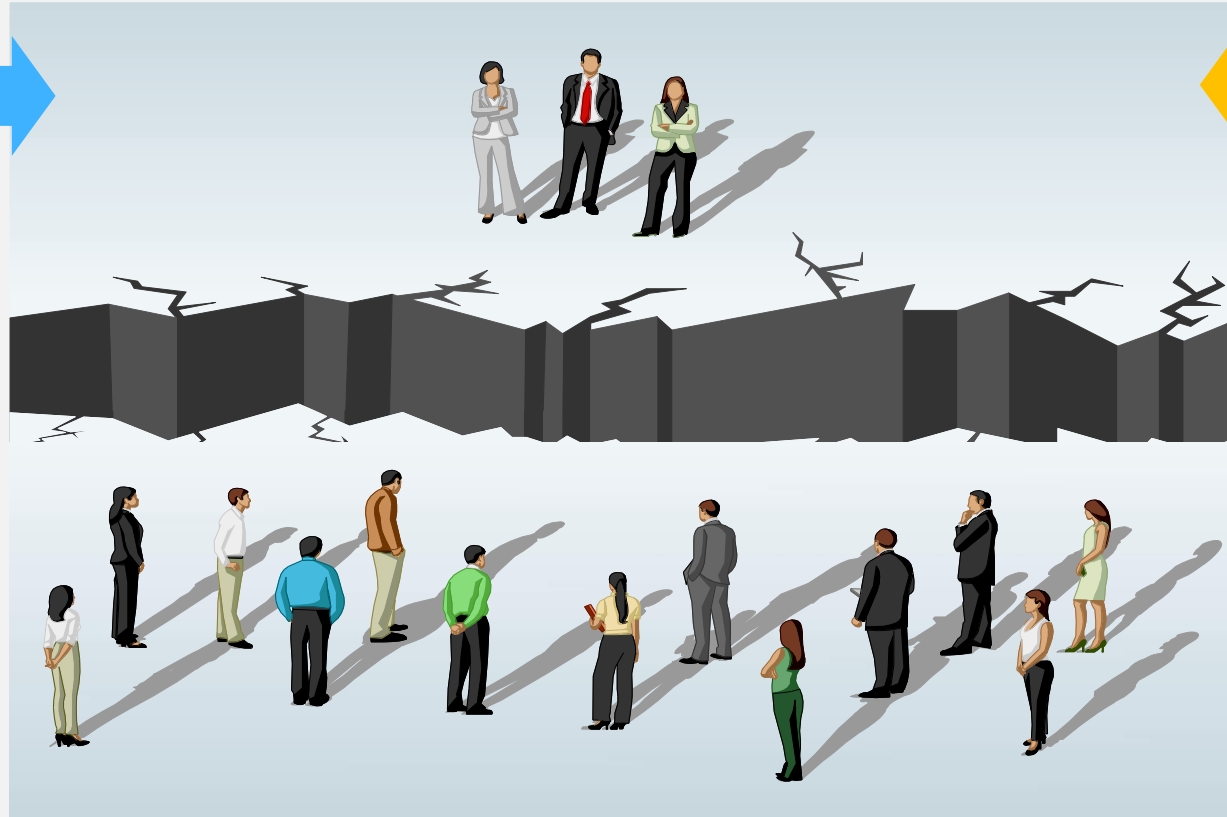


# The Widening Talent Gap

Through the lens of the Corporate Executive Board, Authors of The Challenger Sale

In transactional selling environments the performance gap between average and Star Performers is

**59%**



In Complex Solution Selling Environments the performance gap between average and Star Performers is

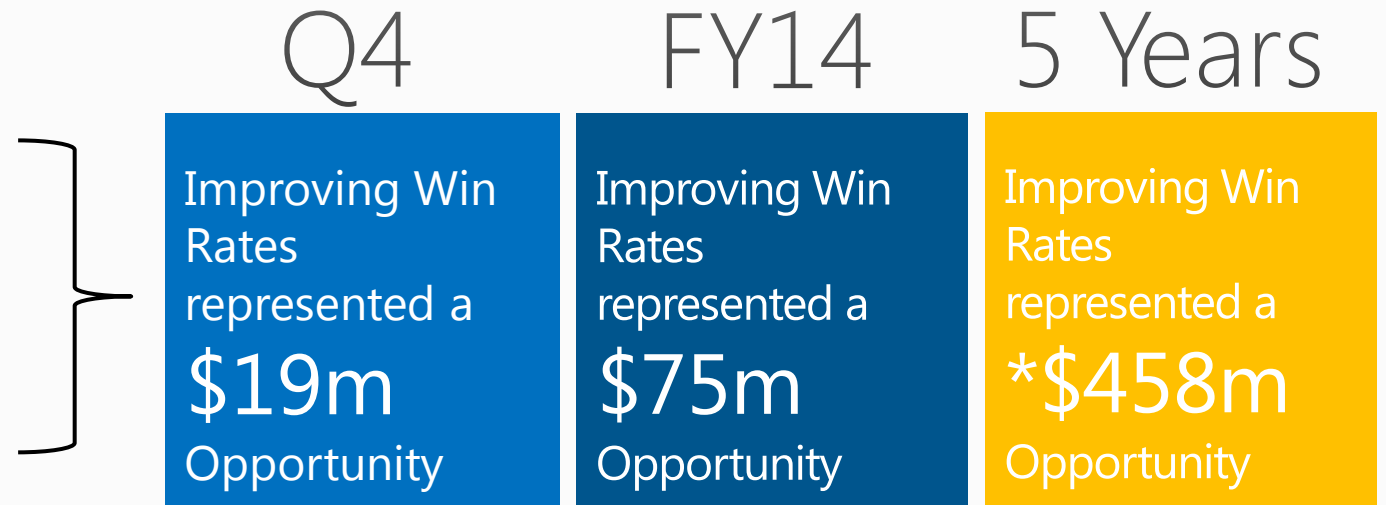
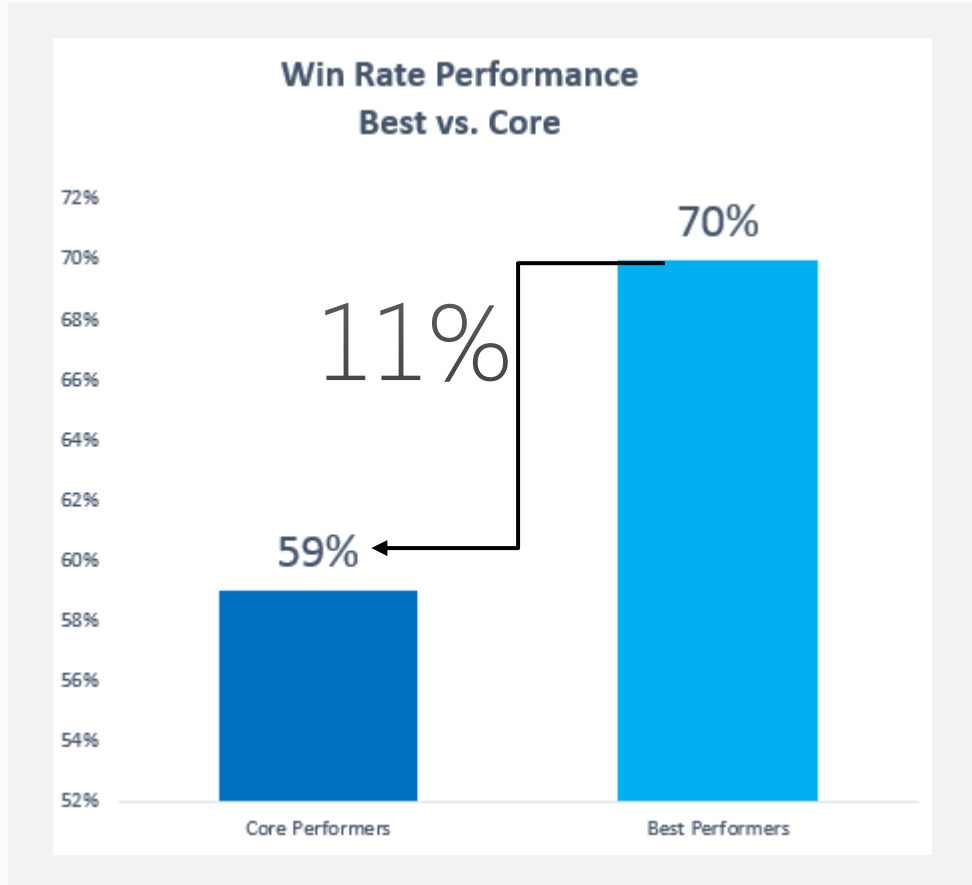
**200%**

"Of One Hundred Sales Reps, 2 were responsible for 80% of revenues" Business Services Co.

Dramatic rise in Key-Person Dependency problems

1. Do you know if you have a Talent Gap?
2. Do you Know How big the Talent Gap is?
3. Do you know the Impact of reducing the Gap?

## Impact of Closing the Talent Gap



\*Assume CAGR of 10%

Division of Software Company  
Based on comparing Win Rate data blended for 2013/14  
Data is for example purposes only.

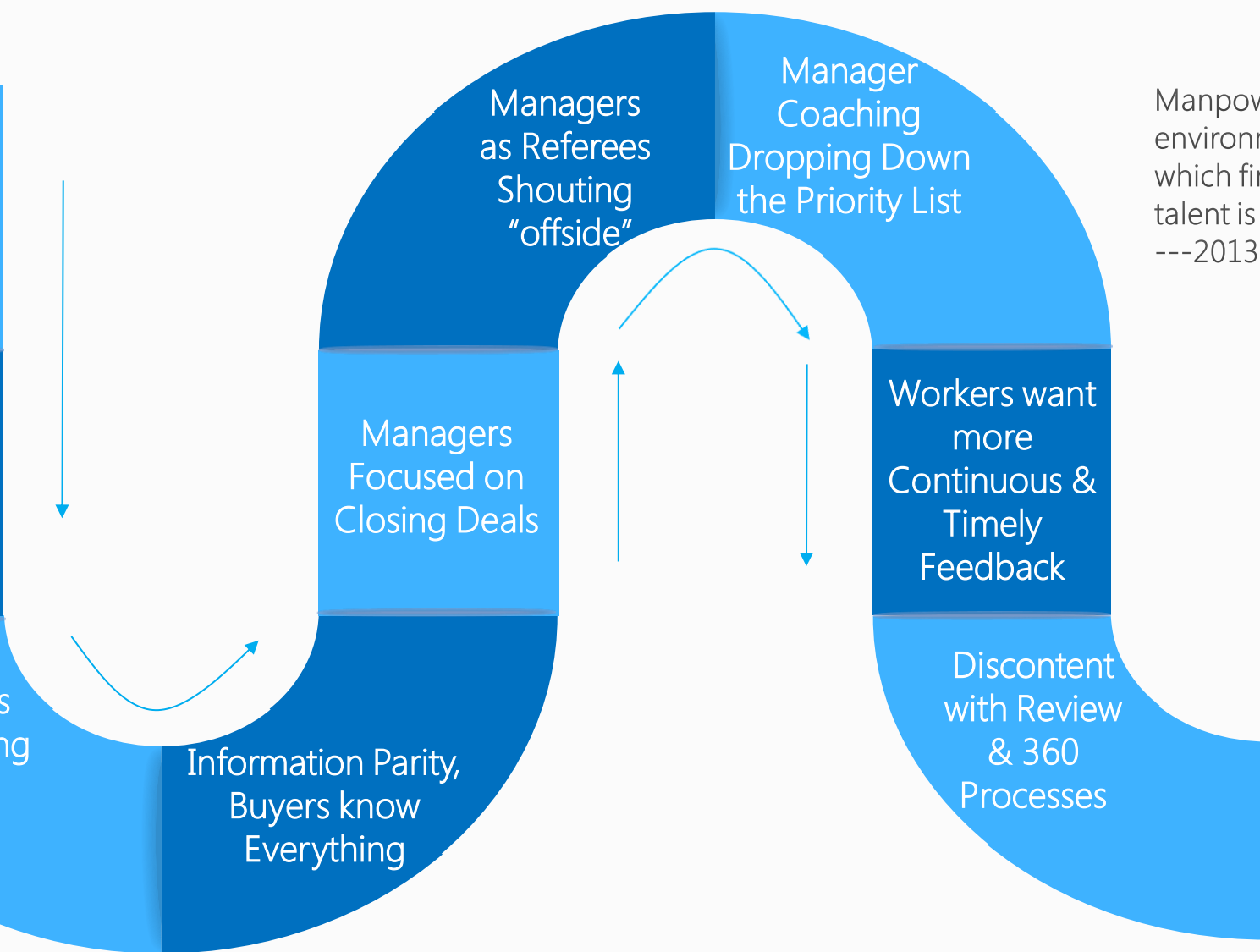
# The Pain Chain

Global Economic Downturn

New Business Environment

Reduction in Budgets

Consensus Based Buying



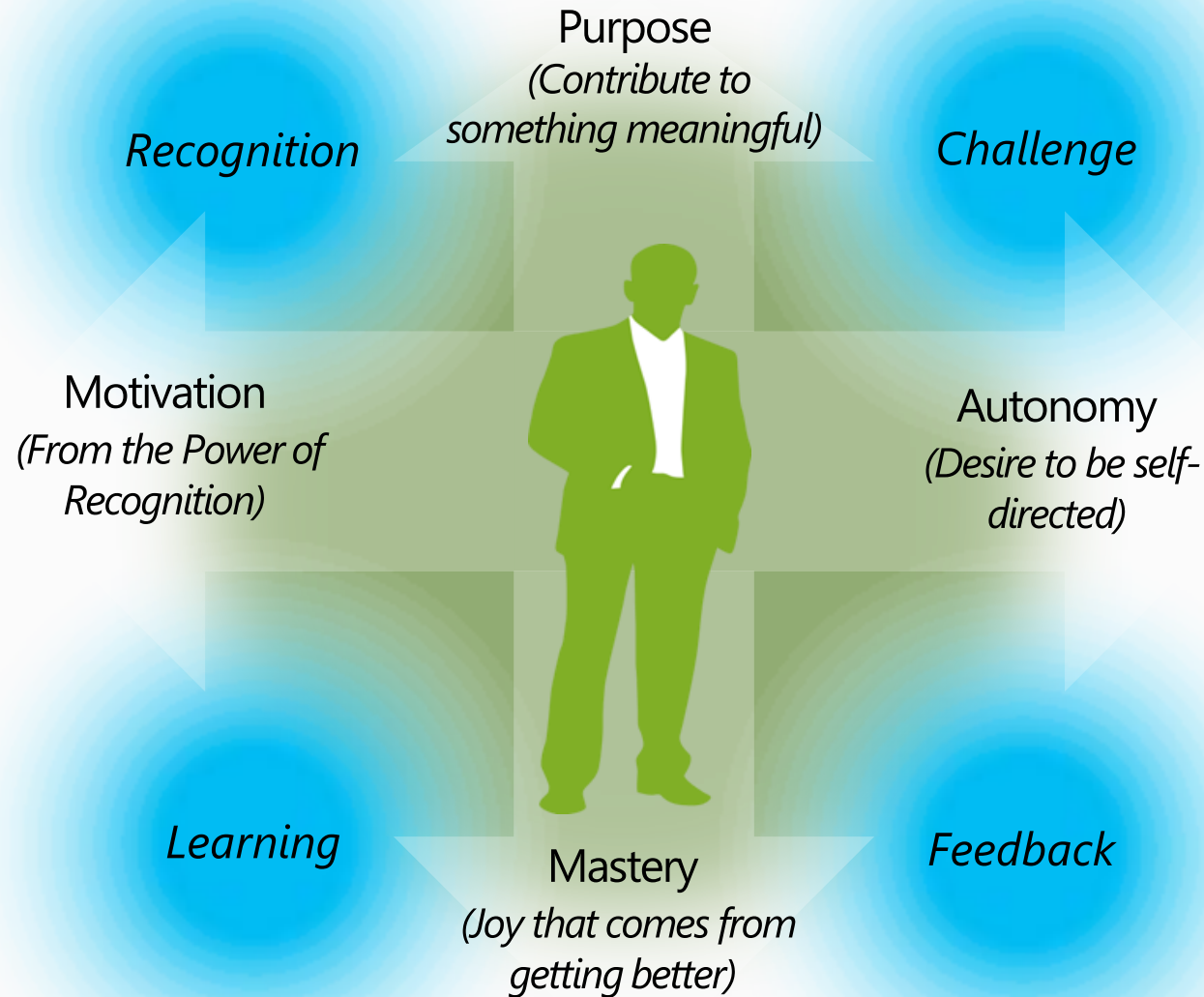
Manpower describes the new environment as the "Human Age" in which finding and keeping the right talent is a critical strategic priority. ---2013 Manpower Survey

→ Widening Talent Gap

Core Performers falling behind the Best



# Impacting Core Performers



## Factors that Drive Core Performer Success...

### Core Performers are Looking For...

- Challenge – Something that has purpose, is meaningful and desirable
- Feedback – The need for continuous feedback to identify ways to improve
- Learning – Learning from others and self-directing own roadmap towards Mastery
- Recognition – Joy that comes from Recognition from Peers



### A New Coaching Paradigm

Paradigm Embedded into New Cloud as Coach Technologies

1. Do you know the factors that drive Core Performer Success?
2. Do you have a Plan to focus on the factors?
3. Are You using Cloud Technologies to help You?

Technology that impacts the factors that Drive Core Performers...

## Recognition...

- Recognize great work with Medals & Badges
- Send messages of Appreciation
- Share with team through Social Integration

## Challenge...

- Profile of Excellence
- North Star for reaching highest performance levels
- Focused on "My Role"
- Based on what Best Performers do differently

## Learning...

- Development Roadmap
- Links to Training
- Connects with Best Performers
- Sets, Tracks & Shares Goals (Auto)

## Feedback...

- Network of Feedbackers
- Self-Administered
- Captures Standing relative to Peers

"Drivers for Core Performance"



Medals & Badges



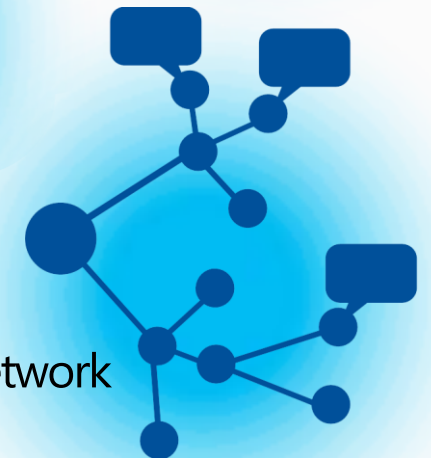
Cloud as Coach



Profiles of Excellence



Development Roadmap



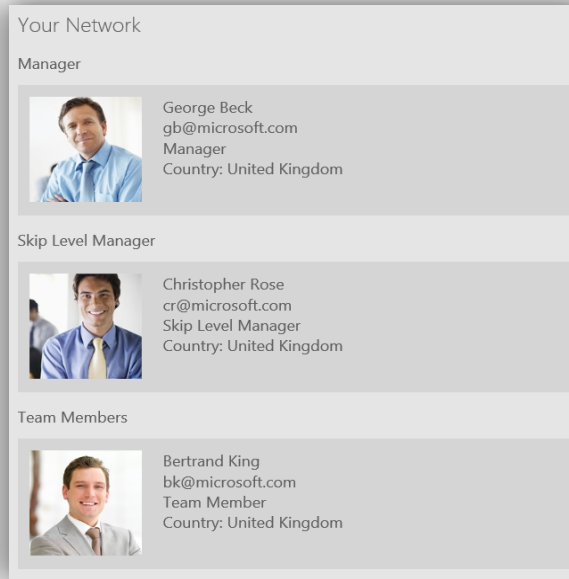
Feedback Network

## Success Factors for Microsoft...



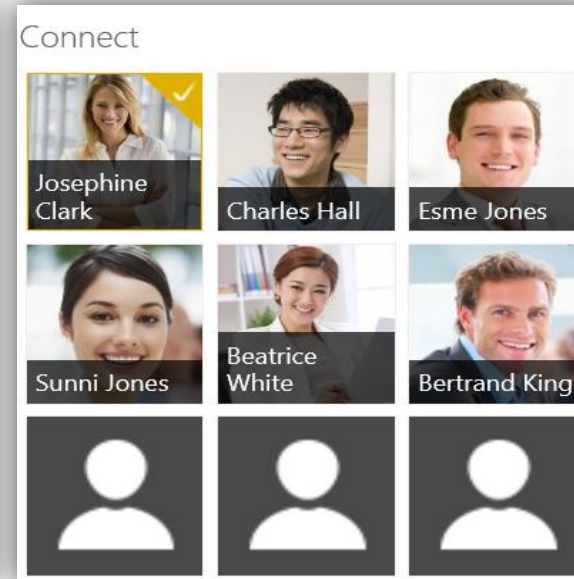
- Profiles of Excellence align Sales, Marketing, Partner & Leadership Roles
- Based on highest levels of Excellence

## Profiles of Excellence



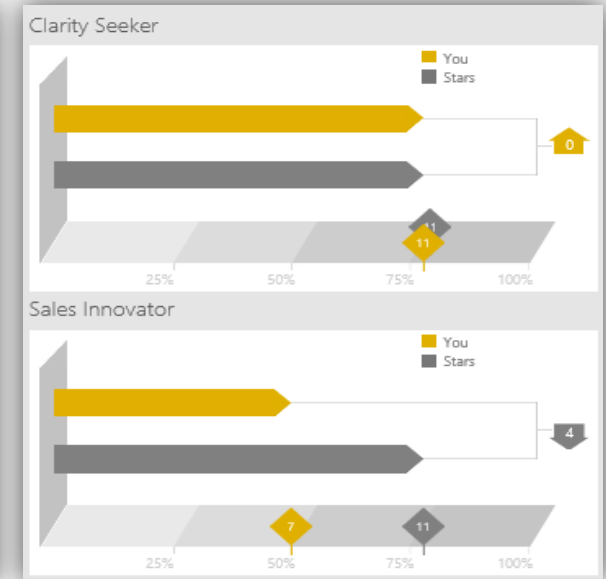
- Self-Administered Feedback Network
- Managers, Skip Level Managers, Team Members. Customers & Partners

## Feedback



- Connect with Best Performers
- Connections based on Priority Areas for Improvement

## Connect



- Everyone Knows where they stand vs. highest levels
- Reports show Development Priorities compared with Best Performers

## Development

Lessons Learnt through the Deployment of Cloud as Coach at Microsoft...

## Normalizing Data

- Feedback always has the possibility of inherent Bias
- Ways to Normalize:
  - Train Managers on how to give feedback
  - Compare Manager vs. Self Feedback and follow-up on gaps
  - 2 Feedbackers is good, 3 is best
  - Compare Data Metrics to help surface feedback issues

## Encouraging Feedback

- Data is only as good as the quality of feedback
- Ways to make sure the Quality & Frequency is good:
  - Make it Self-Administered
  - Reward Feedback
  - Build Dashboards
  - Avoid Annual Cycles
  - Encourage regular feedback cycles weekly with 2-3-5 questions
  - Always Give back something meaningful in return

## Action Planning

- Separate Performance Conversations from Development Conversations
- Deliver personalized Development roadmaps
- Link Development Priorities to Readiness Curriculum
- Provide Concierge to help understand results and make recommendations

## Goal Setting

- Establish Community Goals
- Rally Frontline Managers and Community around Gap to Goals
- Reward progress for reaching Goals
- Develop personal badges and awards from Key Stakeholders
- Publicize Key Stakeholders giving awards
- Link into main conversation feed such as Yammer



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