

How To Be an Ally with Your Employees

Manager Workshop

THE EMPLOYEE RELATIONSHIP IS BROKEN, leaving managers with a seemingly impossible dilemma: you can't afford to treat employees like family (which they never were). But you can't build a lasting, innovative business when every employee acts like a free agent.

The answer (elaborated in *The Alliance: Managing Talent in the Networked Age*) is to stop thinking of employees as either family or free agents and start thinking of them as *allies*.

An alliance is a two-way relationship that lets company and employee work together toward common goals, even when some of their interests differ. The paradox is that recognizing an employee's independence is what allows a company to rebuild the loyalty and trust that's missing in today's employment relationship.

More important, by offering employees the opportunity to transform their careers, companies can attract and retain the entrepreneurial talent they need to drive innovation.

The Transformational Tour of Duty is a way of choreographing the progressive levels of commitment in an alliance. A Transformational Tour of Duty represents a commitment by the employer and employee to a specific mission of finite duration that, if completed, transforms the company and the employee's career.

Everyone commits in smaller steps and, as with any kind of meaningful relationship, the relationship deepens as each side proves themselves to each other.

By recasting careers at your company as a series of successive tours, you can communicate honestly and build trust with entrepreneurial employees. When recruiting top talent, offering a clear Transformational Tours of Duty with specific benefits and success outcomes beats vague promises like "you'll get valuable experience." It lets you point to concrete ways that it will enhance the employee's personal

brand—while he's at the company and if and when he works elsewhere—by integrating a specific mission, picking up real skills, building new relationships, and so on.

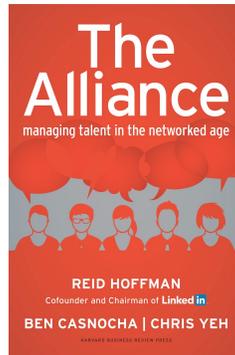
To register, or to view other workshop offerings, go to: www.AlliedTalent.com/workshops.

OUTCOME: Managers will learn how to have high quality career conversations with top talent on their teams.

This interactive workshop and subsequent coaching sessions teach managers how to better manage talented employees with ambitious career goals. Going forward, managers will know how to better attract, manage, and retain talented employees.

Exercises and activities will teach attendees to:

- How to carry out high quality, honest career conversations with an employee.
- Elicit the employee's genuine career values and aspirations.
- Define alignment between the employee's career goals and those of the company.
- Define a mutually beneficial mission objective with an employee with a specific time horizon.
- Identify meaningful metrics.
- Manage misalignment and difficult conversations.



We want Kapost to be where top talent wants to work and reached out to Allied Talent to help us. They exceeded expectations and we're seeing results already. For example, a key hire said the Alliance was one of the reasons he accepted our offer. I highly recommend Allied Talent.

—Toby Murdock, CEO, Kapost

How do you scale high quality career conversations based on trust and mutual benefit? ... Allied Talent have actually figured this out and they have a solution set that is long overdue. Dealing with them is refreshingly simple and down-to-earth. They listen to the issues specific to your culture and people. And they don't throw a bunch of hype and noise at you. Just common sense ideas that build trust and real value. We'll continue to work with them.

—Anna Stillwell, Culture & Talent, Wikimedia Foundation



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Allied Talent is a Silicon Valley-based boutique management consultancy.