Developing Employees Through the 70:20:10 Model

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Session Objectives

- Understand the history and breakdown of the 70:20:10 model.
- Highlight examples of the model in industry and academia.
- Allow participants to think about how to apply the model for themselves and others.
- Review resources to help implement the model.
Far Too Often…

*Copyright Scott Adams, *Dilbert*
The History of the 70:20:10 Model

- Center for Creative Leadership
  - Morgan McCall, Jr.; Michael Lombardo; Ann Morrison; Robert Eichinger
  - Series of interviews and survey questions with ~200 executives
Self-Reflection Activity

- Sampling of questions from *The Lessons of Experience*
- Take 10 minutes to answer the questions for yourself
- After you’ve answered the questions, take 10 minutes to share your answers with 2-3 people around you
Breaking Down The Ratio

- 10% formal training
- 20% feedback & coaching
- 70% experience
# Learn Through Experience

<table>
<thead>
<tr>
<th>Methods</th>
<th>Examples</th>
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<tbody>
<tr>
<td>• Expand the scope of the work</td>
<td>• Take on new responsibilities</td>
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<tr>
<td>• Learn through solving real problems</td>
<td>• Increase decision-making authority</td>
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<td>• Learn through new experiences</td>
<td>• Substitute for manager in meetings</td>
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<td>• Introduce new techniques and approaches</td>
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<td>• Participate in a group to solve a real business problem</td>
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<td>• Participate in coordinated role swaps</td>
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<td>• Take on community activities and volunteering</td>
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<td>• Take on stretch assignments</td>
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### 9-Box Descriptions

**High (Exceeds, Significantly Exceeds)**

<table>
<thead>
<tr>
<th>Box</th>
<th>Description</th>
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<tbody>
<tr>
<td>3</td>
<td>Well-placed, valued performer. Subject matter experts. May move laterally to apply their expertise in other positions with similar scope.</td>
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<tr>
<td>2</td>
<td>Highest performer. Potential to rapidly progress to increasingly higher levels of leadership.</td>
</tr>
<tr>
<td>1</td>
<td>Highest performing, current and future leaders.</td>
</tr>
<tr>
<td>6</td>
<td>Well-placed, effective performer. Likely in the right role for now, but may assume greater expansion in the future based on performance and development.</td>
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<tr>
<td>5</td>
<td>Effective performer with future potential to take on expanded role within the same level and/or advancement based on demonstrated performance.</td>
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<tr>
<td>4</td>
<td>Potential for rapid or near-term growth to a key leadership position within the Company.</td>
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<tr>
<td>9</td>
<td>Under performers with limited advancement potential. May not be able to keep up with changes to their present role. Consider appropriate actions.</td>
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<tr>
<td>8</td>
<td>Potential for expanded scope/responsibility exists only with improved performance. May include those recently stretched into a new and/or misaligned role.</td>
</tr>
<tr>
<td>7</td>
<td>Ability to progress directly tied to improved performance. Not a likely combination.</td>
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Experience: CCR

• Communication
• Creativity
• Reflection
Learn Through Others

- Coaching
- Mentoring
- Informal feedback
- Internal and external networking
- Professional associations
Learn Through Formal Training

- Workshops
- Conferences
- eLearning
- Professional accreditations
- Certifications
- Formal education
  - e.g. Bachelors, Masters, Doctorate
Real World Case Studies

• O₂ Mobile Phones
  • Sales team members not meeting targets
  • Adopted 70/20/10: Within 6 months, members meeting targets rose from 50% to over 80%

• Duke University
  • Problem with turnover due to lack of better, internal job opportunities
  • Adopted 70/20/10: From 2006-2016, over 75% of people who used the model for their professional development had achieved a lateral move or a promotion

• University of California-Davis
  • Employees felt professional development opportunities were lacking
  • Adopted 70/20/10: From 2012-2014, employee satisfaction with professional development went from 65% to 91%
The Manager’s Role in 70:20:10

Manager A is ineffective at developing employees.

Manager B is very effective at developing employees.

Performance of Employees Reporting to Manager A

Performance of Employees Reporting to Manager B

25-27% Performance Improvement directly attributable to Manager B’s effectiveness at employee development.

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The Manager’s Role in 70:20:10

**Employee Retention**
- Manager B’s direct reports are almost 40 percent more likely to stay with the organisation than Manager A’s direct reports.

**Employee Satisfaction**
- Manager B’s direct reports are 37.2%.

**Organisational Commitment**
- Employees Reporting to Manager A: 29.4%
- Employees Reporting to Manager B: 39.7%

**Employee Adaptability**
- Manager B’s direct reports are more than 8 percent better at responding to change than Manager A’s direct reports.

Source: © Corporate Leadership Council / Learning and Development Roundtable Employee Development Survey. Used with permission.
Application Activity

• Take 10 minutes to work through the Professional Development Plan Handout for an employee or yourself.

• Take 10 minutes to share your plan with 2-3 people around you to get their thoughts and ideas about additional ways to develop the skill.
Final Reminders

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Resources

- Fully Prepared to Lead
- Fully Prepared to Manage
- Thrive @ UW
- OHR Conferences and Special Events
- Registration System Catalog
- Talent Recruitment and Engagement Toolkit
- Performance Management & Development Program (PMDP)
- UW Division of Continuing Studies
- Lynda.com
- Campus Supervisors Network
- HR Communities of Practice
- http://go.wisc.edu/7z607d
- https://www.volunteermatch.org/