


decision making, influence organizational culture, encourage collaboration, save money associated with search and start-up costs, minimize churn and plan ahead for transitions.

By providing our leaders (and future leaders) with the tools and resources they need to hone their skills, enhance

their strengths and deepen their knowledge base, we're setting them up for success, and in turn, helping ensure the continued success of the university. 

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5 Reasons to Build Your Internal Talent

By Patrick Sanaghan and Steve Riccio

As higher education faces a complex and ambiguous future, it is imperative that institutions are well equipped with a cache of competent, talented and committed administrative staff members, and we need to be disciplined and rigorous in developing the many gifted individuals throughout our institutions.

Unfortunately, too often institutions target only the top levels of the organization when designing mentoring programs, selecting individuals for participation in leadership development programs or coordinating "stretch" assignments to extend the knowledge base of internal talent. However, we believe that everyone, regardless of administrative level, should be developed, as leadership is fostered through actions, not positions.

Here are some important considerations for senior leaders as they think through the conscious development of their people through robust talent management practices.

- 1) Having a comprehensive talent management program indicates to all employees that leadership skills are important and that people are valued as a positive asset to the institution.
- 2) An emphasis on talent management communicates to everyone that leadership is an institutional value. Too many values of colleges and universities are aspirational in nature. But when values are actually lived, it creates a strong, collaborative institutional culture that is able to meet current and future

challenges. This leadership culture becomes a strategic asset in times of complexity and change.

- 3) An investment in developing internal talent relays that an institution is committed to developing its own people and not seeking outsiders to fill key positions. As people become more effective in their jobs, they are able to contribute at a more strategic level. This helps create explicit career paths for those who aspire to more responsibility and authority.
- 4) Employees are more committed to an institution's success when they feel that resources are being invested in their development.
- 5) Finally, an investment in internal talent helps ensure that institutions are preparing for the future in a deliberate and conscious manner. Effective talent management cultivates the leaders we will need in the future and builds a leadership pipeline of individuals that are dedicated to the institution's mission, values, goals and future.

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