

The CEO Three Minute Test:

...when the CEO walks down the hall and asks a question about the talent in the organization...'our ability to drive the strategic agenda'

...can you come up with the answer in three minutes or less?

...if not, we should talk.

By Charles H. Bishop Jr. Ph.D.

Dr. Charles H. Bishop Jr. is the President of Chicago Change Partners; he received his Ph.D. in Psychology from the University of Georgia (1973). For twenty years, Dr. Bishop held senior level positions in recognized Fortune 100 firms undergoing significant change; transportation with Federal Express; in healthcare with Baxter International, and the Department of Psychiatry at the University of Georgia; banking with the predecessor of Bank of America. His book, **Making Change Happen One Person at a Time**, was cited by the University of Michigan as one of the ten best books on change in the past forty years. Dr. Bishop has focused on the issue of succession planning and talent management.





The CEO 3 Minute Test:

The CEO or a very key member of senior management walks down the hall and asks you one or two of the following questions...*not all the following, but a very pointed and specific question*. Can you provide a report within three minutes? If you cannot provide the answer—a report handed to him/her for that key meeting ...*with your system...can you do that?*

What you could be asked:

Overall...

- What does our total bench-strength look like across the organization?
- What does the team look like in this specific unit...
 - What are their individual strengths, development needs, challenges—do we have enough ‘game-changers’ in that unit to take on a bigger challenge?
- How much strength do we have in the pipeline across the organizations at various levels....top performers ready at the director, VP level?
- What does our functional depth look like across the entity?
- What does our diversity pool look like; and, are they given consideration for jobs when they come up?
- Are we insuring that our new leaders succeed---who has an on-boarding plan?

Looking at Our best talent:

- Are we rewarding our best talent...are they getting the largest raises, equity grants?
- Who are we vulnerable to losing...and what are we doing about those we truly *have to keep* ?
- Are our promotions coming from our agreed upon ‘promotability list’?
- With our best...are they reporting to solid managers who ...what does the total picture look like?
- Do we have some of our most talented leaders under-leveraged?
- Who needs to move for their development; and, this year...are we moving them into challenging jobs?
- With our best...do we have solid development plans with our most promotable?

Our...‘not so best’:

- Who are our poor performers and are we acting on the issue?
 - How many have a sound performance improvement plan?
- How much is poor performance costing us and ...how long have they been in position?
- Are there inconsistencies in our performance appraisal and talent ratings across the organization ?

With our key positions:

- Are our pivotal positions staffed with solid leaders...what does that picture look like?
 - Are we making progress in our ‘pivotal position’ fills or fixes?
- Where do we have open positions where we can move a high-potential for development?
- For what positions are we going external for...are those firms effective and efficient in supporting us?