ICAG

STRATEGIC TALENT MANAGEMENT:

UNEARTHING YOUR TALENTS

“GOING BEYOND BORDERS”

THURSDAY, MARCH 20, 2014.

FACILITATOR
KWAME BOASIAKO OMANE – ANTWI
Agenda @ a Glance

- Creating Opportunities to Excel
- Human Capital Asset Development Model
- Transmogrifying your CV
- Soft skills and People Intelligence
- Omane-Antwi’s Philosophy of Leadership
- Concluding Thought
THE CORE OBJECTIVES OF THIS SESSION

ICAG wants you to:

• develop your noble ability to reason
• strengthen four faculties of mind
• perfect your physical capacities for beauty of form and grace
• nurture your ability to act angelically
• prepare you to add value to your qualification
CREATING OPPORTUNITIES TO EXCEL – THE ICAG INITIATIVE!!!

The Cry of many ACCOUNTANTS today:

‘Who will help me to make the breakthroughs, explore the unknown, communicate insights, and fly higher than I thought was possible’
WHAT IS THE MEANING OF ICAG CERTIFICATION TO YOU ???

• Recognised for your certification
• Valued for what you do with it
• Certification is a platform that can elevate your career
THE LEADERSHIP MIND

Is about development of:

• Skills, Knowledge, And Talent
  ➢ Skills – “how – to’s of role”
  ➢ Knowledge – “what you are aware of”
    • Factual knowledge
    • Experiential knowledge
  ➢ Talent – “the pattern of thinking and feeling that comes from the very core of the individuals”
TALENT: A TOTALLY DIFFERENT PHENOMENON

Philosophers break talents into three (3) categories:

- **Striving Talents** – ‘explain the why of a person’
- **Thinking Talent** – ‘explain the how of a person’
- **Relating Talents** – ‘explain the who of a person’

N/B The better you understand your own skills, knowledge, and talents, the better you can identify where to improve yourself, and when to bring others close to you to help fill in gaps.
WATCH OUT !!! TALENT ALONE IS NEVER ENOUGH TO SUCCEED IN LIFE !!!

The following elements will add value to your talent

✓ **Belief** lifts talent
✓ **Passion** energizes talent
✓ **Initiative** activates talent
✓ **Focus** directs talent
✓ **Preparation** positions talent
✓ **Practice** sharpens talent
✓ **Perseverance** sustains talent
Talent Alone Is Not Enough Cont’d

✓ Courage tests talent
✓ Teachability expands talent
✓ Character protects talent
✓ Relationship influences talent
✓ Responsibility strengthens talent
✓ Teamwork multiplies talent

(John Maxwell, 2008, Pearson Education)
THE GOSPEL ACCORDING TO TED TURNER, FOUNDER OF CNN

“We won’t be signing-off until the world ends. We will be on and we will cover the end of the world, live, and that will be our last event we will play ‘Nearer, my God, to Thee’ before we sign off!”
IN A NUTSHELL- WE NEED TO BRIDGE THE SKILLS GAPS IN STRATEGIC TALENT MANAGEMENT

TOP SIX LEADERSHIP SKILLS GAP

1. Performance Management
2. Leading and Managing Change
3. Leading People and People Management
4. Coaching, Mentoring, developing staff
5. Business and Commercial Acumen
6. Communication and Interpersonal Skills
HUMAN CAPITAL (ASSET) DEVELOPMENT MODEL

THA = IQ + EQ + \( L_1Q + L_2Q \) + CQ + RQ

Where THA = Total Human Asset Personality

IQ = Intelligence Quotient

EQ = Emotional Quotient

\( L_1Q \) = Learning Quotient

\( L_2Q \) = Leisure Quotient

CQ = Cultural Quotient

RQ = Risk Quotient

\( -\text{(Omane–Antwi, B.K, 2011)} \)
# RANK ORDER OF AVERAGE PERFORMANCE IN LEADERSHIP COMPETENCE IN 3 AFRICAN REGIONS

<table>
<thead>
<tr>
<th>Leadership competencies</th>
<th>Southern Africa</th>
<th>Egypt</th>
<th>West Africa</th>
<th>Europe (for comparison only)</th>
</tr>
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<tbody>
<tr>
<td>Putting people first</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>4</td>
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<tr>
<td>Resourcefulness</td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>3</td>
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<tr>
<td>Decisiveness</td>
<td>7</td>
<td>13</td>
<td>10</td>
<td>6</td>
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<tr>
<td>Straight Forwarders/Composure</td>
<td>9</td>
<td>14</td>
<td>8</td>
<td>6</td>
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<tr>
<td>Compassion &amp; Sensitivity</td>
<td>11</td>
<td>6</td>
<td>12</td>
<td>11</td>
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<tr>
<td>Participative Management</td>
<td>10</td>
<td>8</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>Self-awareness</td>
<td>13</td>
<td>10</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>Leading People</td>
<td>14</td>
<td>11</td>
<td>9</td>
<td>14</td>
</tr>
<tr>
<td>Balance between personal life and work</td>
<td>15</td>
<td>16</td>
<td>16</td>
<td>15</td>
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</tbody>
</table>

(Source: Centre for Creative Leadership Reserve 2010)
The concept of Transmogrifying your profile (Personality traits) (CIMA, March 15, 2002)

Transmogrifying your profile is necessary in our environment of business and economic turbulence, complex international interactions, growing span of business, speed of communication, changing nature of work, and knowledge focus.
TRANSMOGRIFYING CAN START FROM WRITING YOUR CV

Your curriculum vitae to stand out in the following four top rated skills:-

- Analytical / interpretive
- IT / System knowledge
- Broad business knowledge
- Integrating non – financial information

*(2005 SURVEY OF ICAEW)*
“A cv has essentially only one purpose to make me, the reader, want to interview you. Therefore it has to be targeted to my position. It has to reflect, the fact that you meet the required criteria in terms of capability and qualifications in a manner that is quick and easy to read”

(Andrew Mclaren, Smith and Williams)
WHAT DO I PUT IN A CV?

3 KEY Things

- The duties you actually performed
- The skills you developed from them
- The evidence you can provide to back your claim
ADAPTING YOUR CV – THE TIPS!!!

- HRM reviewing a cv can be put off by a generic profile which does not fit with the actual attributes required in the advert specification.

- Use the hobbies section as an opportunity for you to illustrate your personality and to make your cv more three – dimensional.
ADAPTING YOUR CV – THE TIPS!!! CONT’D

- Be honest and make sure the skills you include are up to date.

- Conduct a web search for sample cv to help you target the top job you are applying for.
OPTIONAL EXTRAS IN A CV

✓ Personal profile
✓ Achievements
✓ Hobbies and interests
OBVIOUS THINGS IN A CV

✓ Personal Details
✓ Education/Qualifications
✓ Career or Employment History
✓ Technical Skills
✓ Referees
✓ Date
WHAT YOU SHOULD DEFINITELY LEAVE OUT IN A CV

- Inappropriate email address
- Negativity
- False information
- Mistakes
- Irrelevant facts
- Long list of duties or course modules
“A cover letter is an application letter. It introduces you to the employer, explains why you are applying for a position with their company, and demonstrates how your skills and interests fit the requirements for the job”

(The Careers Group – University of London)
INTERVIEWING STRATEGY
QUESTIONING TECHNIQUES
(Behavior – Based Interviewing)

In order to prepare for the most appropriate questions, you need to review and analyze the job profile, job description and extract the competencies, man specs and job specs and specific demands. This will serve as the key inputs to develop questions you are likely to face at the interviewing table.
36 Tough INTERVIEWING Questions and ways to structure the responses (COURTESY RANDY BLOCK, 2006)
1. **Tell me about yourself**  
Frame it: Describe what you are today vs. a long story re-capping your resume.

2. **(If unemployed): What have you been doing since your last position?**  
Frame it: Show them that you are interviewing them as well. E.g. “I have been very discerning about the position and company that I wish to work for.”
3. Why did you leave your last position?
Frame it: tell the truth but keep it positive. Say something like: “to obtain a position which will fully utilize my talents and strengths.” or “we saw thing differently and agreed to mutually part ways.”

4. What would your previous boss say about your performance?
Frame it: Accentuate your success and strengths. E.g. “My previous boss will substantiate my success in—He will mention my strengths in.”
9. **What are your strengths?**
   Frame it: Opportunity for you to connect your qualifications to what is required for the position being filled. Mention relevant personal talents as well as work content skills. Have some achievement stories in reserve in case the interviewer wants some examples.

10. **What are your weaknesses?**
    Frame it: Focus on relevant “preferred” quality (very low on the list in the job description and candidate profile). Concentrate on your relevant transferable skills and natural talents. Stay away from “I am too intense” or “I work too hard.” or “I have excessive expectations of my people.”
13. *Tell me about your negotiation skills.*

Frame it: Story time. Discuss a specific negotiation accomplishment. Mention how you read the situation and cues.

18. *What is the Number 1 achievement of your career?*

Frame it: Pick the one that you were the most proud of. Be sure that you were the lead as primary accountable (revenue or increasing productivity). Make it relative to what the company is looking for. And by the way, only give one!!
20. Why should we hire you for this position?
Frame it: BINGO!! This an opportunity to demonstrate the relevance of your talents and skills to the job that you are interviewing for.

21. What are your compensation requirements?
Frame it: Always fend off this question until you have completed all of the interviewing rounds. Say, “When we have completely discussed the position and finished the screening, I will better be able to answer that question. “ Or, “I’m sure that you will make the very best offer that is fair to you and to me when the time comes. “ It’s ok to tell a recruiter the details of your compensation.
30. How would your subordinates describe you?
Frame it: Focus on your strengths as a leader, and manager and coach. (e.g. “I believe that a vast majority of individuals who have worked for me, will tell you that I am honest, fair and above board. They will also tell you that I am a good listener.”

31. Describe your management style?
Frame it: Discuss your leadership style as well. Focus on the concepts of creating and building teams that contribute to growth and revenue, as well as being the key decision maker with the accountability. Discuss how you have increased productivity.
32. **Have you fired an employee for poor performance? What happened?**

Frame it: choose one without naming names. This response should demonstrate your ability to pull the trigger, in a timely way that helps the group and the employee in question.

33. **What do you like the best about managing people?**

Frame it: Answer the question. “Growing them and having them be more productive. I like to be both coach and manager.” Be sure you have examples.
34. **What do you dislike the most about managing people?**

Frame it: be truthful here. Something like: “when paper work gets in the way of productivity.”

35. **Are you more of a leader or more of a manager?**

Frame it: choose one or the other. Managers develop and leaders influence. The red flag answer is “I do both well.”
36. Are you better at managing up or managing down?

Frame it: basically, if you can’t manage up, you won’t get the chance to be successful managing down. Mention 360 degrees reviews you have received.
1. WHAT IS EMOTIONAL INTELLIGENCE (EQ)? (Courtesy Randall Grayson, PhD)

- EQ addresses the emotional, personal, social, and survival dimensions of intelligence.
- EQ is concerned with understanding oneself and others, relating to people, and adapting to and coping with the immediate surroundings.
2. WHY IS EQ IMPORTANT? CONT’D

Two-thirds of workers say communication problems are the leading cause preventing them from doing their best work.
3. EQ – THE ESSENTIAL TIPS

“EQ is a leadership concept that has received a lot of attention in the 21st century. This concept has been defined by many others to mean several things, including leadership with a heart, common sense and gifted leadership”

4. WHAT ARE SOFT SKILLS

Communication & Presentation Skills
Leadership
Teamwork
Problem Solving
Project Management
Interpersonal Skills

They determine your strengths as:
1. A Leader
2. A Listener
3. A Negotiator

Soft skills are acquired and experienced. They cannot be developed by merely reading textbooks...
5. BENEFITS OF SOFT SKILLS

- Soft skills help advance your career
- Soft skills empower you & create opportunities
- Soft skills help you stand out among job seekers
- Soft skills offer personal growth
- Soft skills help you grow beyond money motivation
The key to success is making your soft skills and hard skills complement each other.

Technical Skills are also important.
Philosophy in EQ - Working in *a Church* Environment.

EQ carries much more weight than IQ in determining who emerges as a leader.

Anyone can become angry that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose and in the right way; this is not easy.
Be self aware

Be internally – motivated all the time

Take charge of yourself always

Identify with other people’s feeling

Develop strong people – skill:
- Your mental skill
- The measure of your person – hood (Proverbs 23:7; Proverbs 27:19)
- Your physical skill
OMANE-ANTWI’S PHILOSOPHY OF LEADERSHIP - CATAPULTING YOURSELF TO THE TOP CORPORATE LADDER

You need CEO level corporate skills

- Political Sensitivity
- Business and Commercial acumen
- Strategic awareness
- Communication and persuasion
- Networking and public relation

- Information Management
- Team Building
- Leading Change
- Organization and Control
- Understanding funding streams and mechanisms
Trained Leader’s good attributes

Seven competencies for strengthening resilience at the leadership level

- Determination
- Organization
- Interaction
- Relationship
- Problem solving
- Vision
- Self-confidence
LEADERSHIP – OMANE-ANTWI’S PHILOSOPHY & TIPS CONT’D

• Explore – do not limit yourself to your comfort zone. Build a jumping ground.

• Make sure you do a lot of reading that will enable you to complement your education

• It is you who are the stumbling block—nothing else. Just believe in yourself, and work hard to achieve what you want.
LEADERSHIP – OMANE-ANTWI’S PHILOSOPHY AND TIPS CONT’D

• Get your fundamentals right
• Have courage. Grab opportunities. Identify them and take them – “I believe and I receive” – the 4 words of biblical leadership drive.
• It is important to enjoy what you do
• Love God
  ➢ *Golden rule – Love Your Neighbour*
  ➢ *Platinum Rule– Love Your Enemies*
• Integrity – The Watch Word!
THE INTEGRITY TREE

Open
Reliable
Principled
Trustworthy
Fair
Dependable
Whole
Scrupulous
Ingenious
Honest
Consistent
Truthful

Faithful

JEREMIAH 17: 8 “... IT DOES NOT CEASE TO BEAR FRUIT”
CONCLUDING THOUGHT
GETTING RESULTS AND BUILDING THE TALENT YOU REQUIRE TO EXCEL- THE WATCH WORDS !!!

• “Be fruitful and multiply” Gen 1:28
  ➢ Enhance your potential
  ➢ Be empowered to serve
  ➢ Exhibit humility
  ➢ Exert yourself to lead (Romans 12: 8)
Leadership is a combination of strategy and character.
If you must be without one, be without the strategy”

Gen H. Norman Schwarzkopf
“If **today** you will be a **servant** to those people and **serve** them and **give** them a **favorable** answer, they will be your **servants** forever”

- (1 Kings 12: 7)
THE END

WISH YOU WELL WITH YOUR NEW STATUS AS A CHARTERED ACCOUNTANT.

Remember your ICAG status is rooted in IFAC. Hence, shine and go beyond borders.
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