

The TAO* Playbook

**Design concepts for building a human
centered organization**

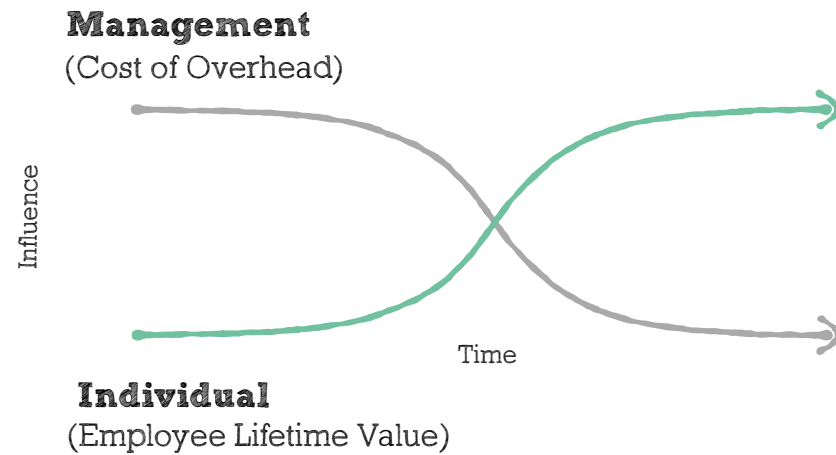
*Talent And Organization

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The Business Objective of HR

Reduce inefficiencies and increase impact

The traditional/industrial model of management views employees as a cost.



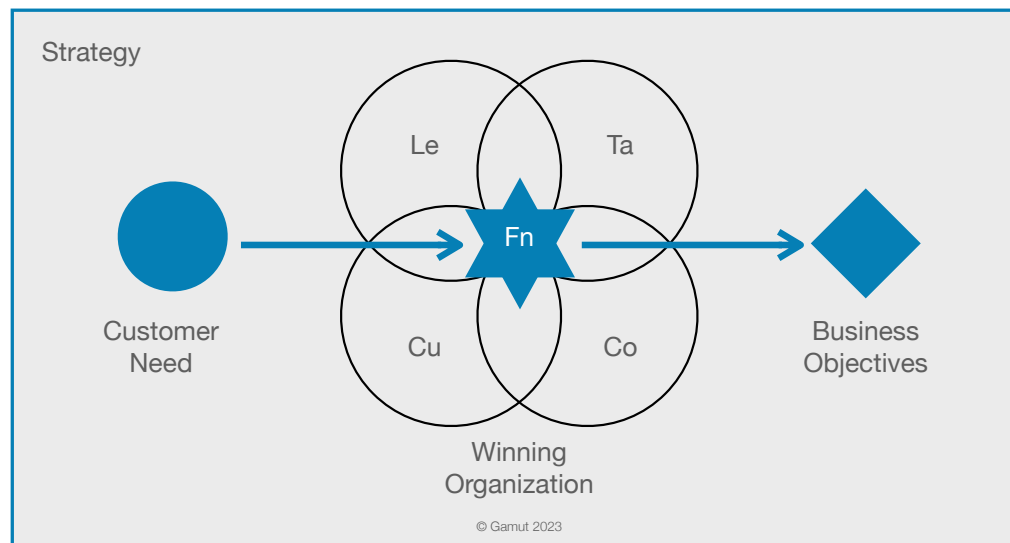
Creative, generative models of management value people as investments.

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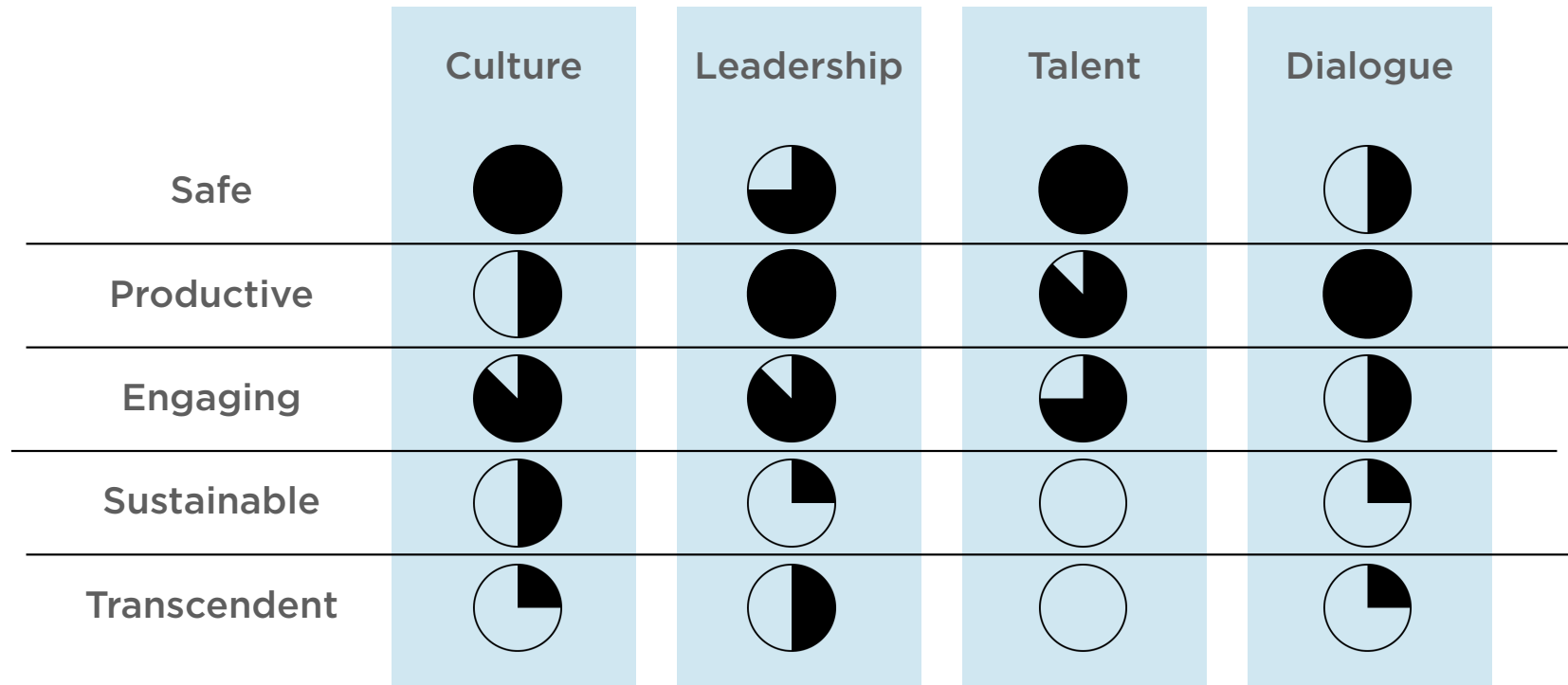
“People” Functional Expertise



Winning Organizations Design Framework



Winning Organization Scorecard



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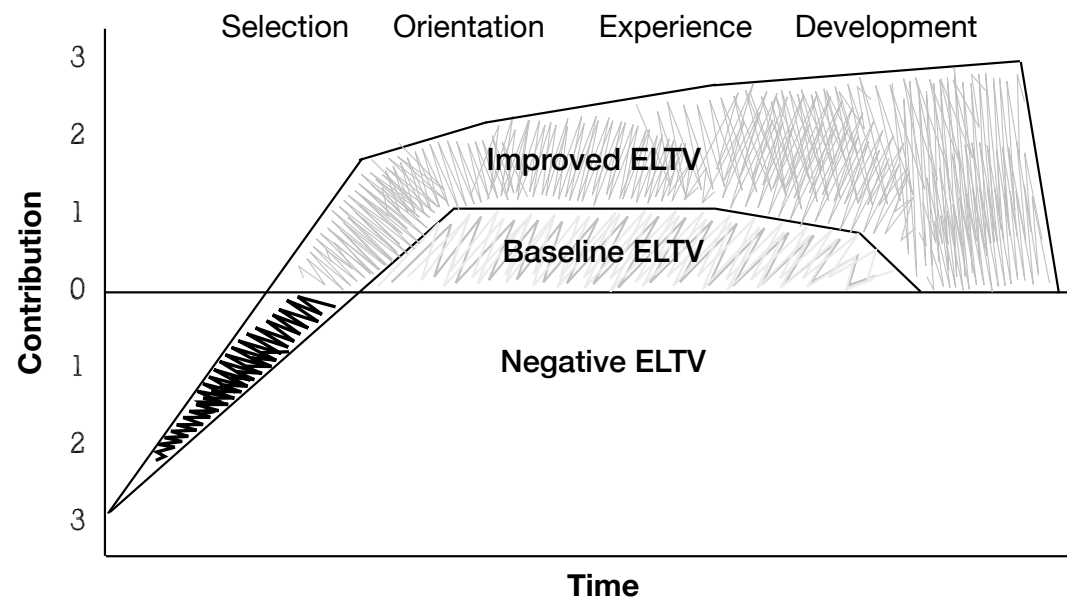
Employee Lifetime Value

Investing in talent leads to greater business impact

People are not assets to manage, nor costs to control. They must **choose** to perform and will vote with their feet based on the conditions they experience.

According to established research four factors are the most likely to increase the return on the invested capital through increased productivity and longer tenure. **Selection** is about creating the best fit between the individual and the organization and can be measured by Quality of Hire (QoH). **Orientation** is about creating an inclusive and welcoming initial experience. **Experience** is about delivering flexibility and support to create sustainable high performance, and

Development is about investing in skills and experiences that lead to internal mobility and longer tenure over several roles or assignments.



Additional Resource: [Understanding ELTV](#)

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Reciprocity Creates More Value

Learning from the Prisoner's Dilemma

Organization		
Individual		

	1,1	1,-1
	-1,1	0,0

Resource: [Nash Equilibrium- Investopedia](#)

Quality Managers Win The Day

Here I am, stuck in the middle with you

Executive Leadership



Professional Contributors

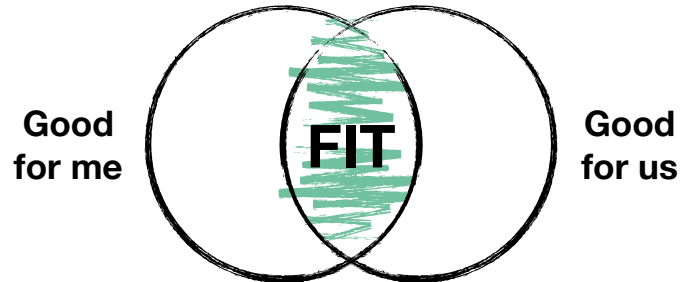
FIT & GROWTH: the best motivators

Pay is a weak incentive compared to play and purpose

Reciprocity

A respectful relationship with equal power.
Aligned on **craft** and **purpose**.

Are we aligned?



Hire for fit, not function

Performance Dialogue

Invest in playful, engaging, experimental, explorative
discussions that feel exciting and result in growth.

Are you effective?



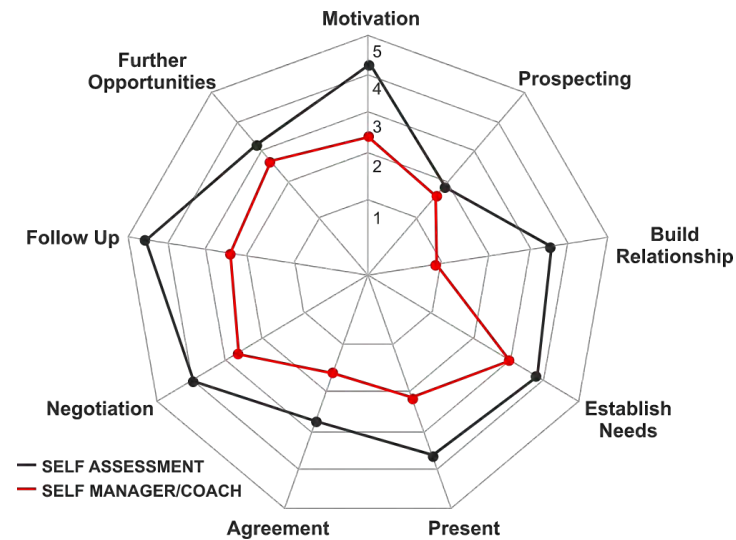
Pay for growth, not performance

Talent is a Compound

The original meaning of the word talent is “something of value.” Every person has unique, differentiated talents to offer, and all talents are a mix of at least four factors: *abilities, attributes, interests, and availability*. Getting to know each person and how they fit with the work you have planned is an equation that needs balancing for each person to achieve their full potential.

Each of the four factors in the talent equation help you customize situations and make adjustments for individual differences as you fit people together in a team or community that is built to accomplish your collective work.

$$\text{TALENT} = \text{ABILITIES} + \text{ATTRIBUTES} + \text{INTERESTS} + \text{AVAILABILITY}$$

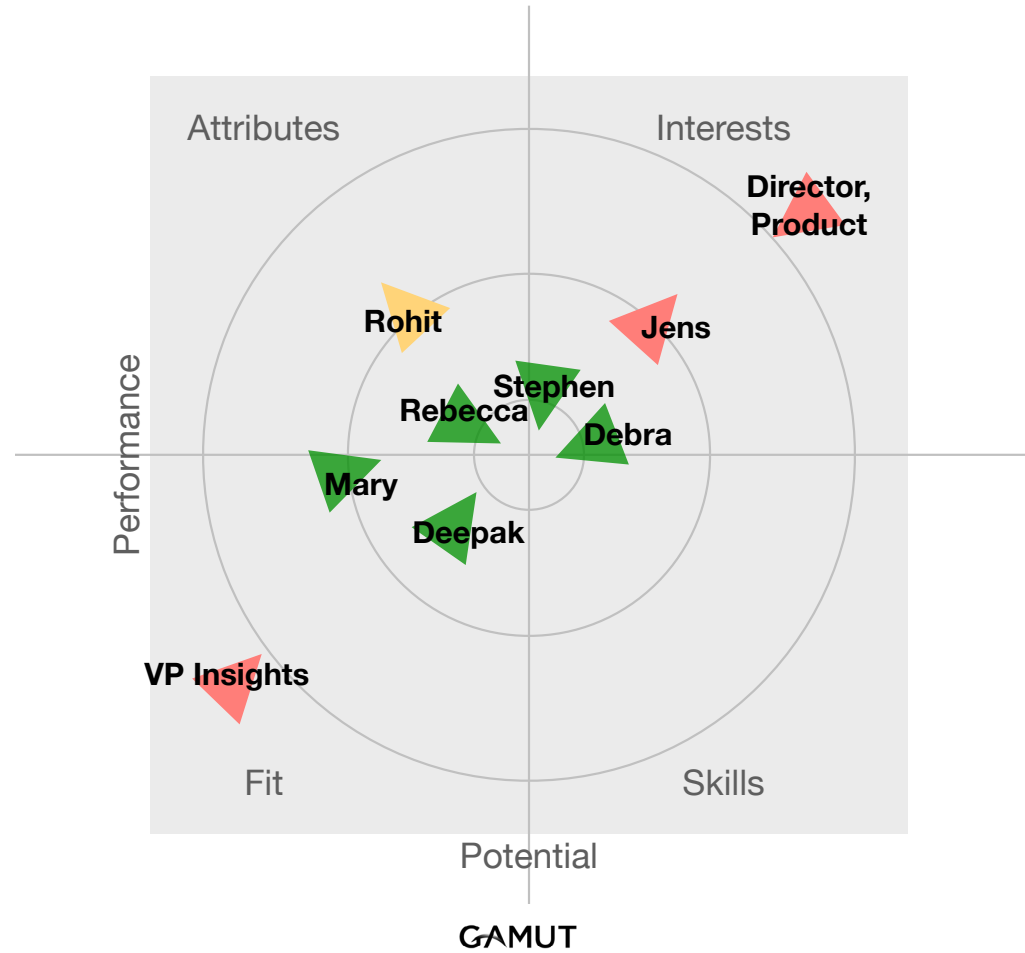


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Talent to Value Alignment: Talent Inventory

Updated: 02-JUL-2023									
Sample Team									
Incumbent Name	Title	Primary Value	Perform	Potential	Status	Comments	Temporary Replacement	Ready Now	Ready in <12 months
TBH	VP Insights	Scale	0	0		Not hired yet. New role to lead increasing scale and complexity and create Product vision and roadmap	None available	None available	TBD
Michael Green	VP Product	Product	3	1		Leaving mid July, search open; good opportunity for "next level" upgrade	Rebecca Halloran	External Hire	There are several candidates in the Product Team
Rohit Chauhan	Sr. Director, Insights	Product	2	2		Performance issues, not happy with role but not ready for promo	Jason Stilson	External Hire	TBD
Rebecca Halloran	VP Compliance	Risk	3	3		Has picked up new responsibility and she's excited about these new activities	Nora Matsuyama	external hire	Nora Matsuyama
Debra Moeller	VP Enterprise Relationships	Revenue	3	3		Very motivated, picked up new responsibilities with CS team	CEO	external hire	TBD
Deepak Kumar	VP, Engineering	Product	2	3		Deepak and team are fairly stable, still working on his people management skills	Anurag Das	external hire	TBD
Stephen Miller	Chief Of Staff	Culture	3	3		Leading internal comms, cross-company pollinator	Not sure???	External Hire	TBD
Mary Singh	Account Executive	Revenue	3	2		Has deep relationships established and fully aligned with roadmap	Hannah Renner	Hannah Renner	TBD
Jens Djorvak	Director, Product-Self-Service	Scale	2	2		Intervention underway, missing deadlines and team is disengaged	Deepak Kumar	external hire	TBD

Talent to Value Alignment: Talent Radar



The Talent Engine

A virtuous cycle tuned to specific technical challenges

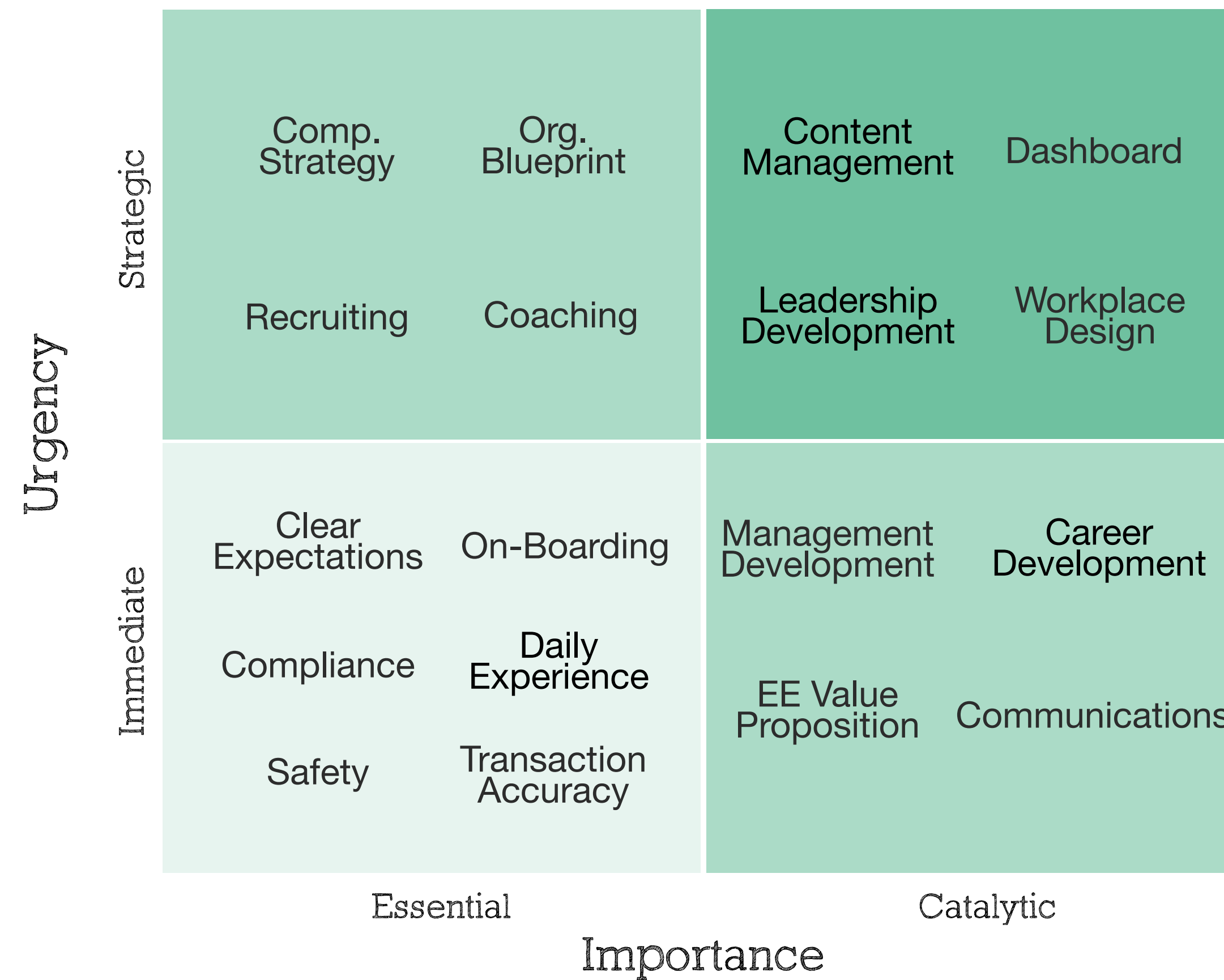


<http://firstround.com/review/Ive-Worked-with-Hundreds-of-Recruiters-Heres-What-I-Learned/>
<http://firstround.com/review/How-Etsy-Grew-their-Number-of-Female-Engineers-by-500-in-One-Year/>
<https://recruitingdaily.com/elevate-your-technical-sourcing-game-a-guide-for-technical-recruiters/>

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Where to Start?

A framework to determine priority and order of operations



The Eisenhower Principle: https://www.mindtools.com/pages/article/newHTE_91.htm