Introducing IMD Voyager

As an academic institution with a heritage in management development, our goal is to support leader development for real impact on leader and organizational performance. Drawing on our research and thought leadership, we have developed a suite of talent management solutions and tools to provide holistic and objective advisory on talent strategy, assessment and development.

Maximizing and Measuring Impact
IMD’s focus on Real Learning, Real Impact was a significant driver behind the move into Strategic Talent. IMD is constantly introducing new forms of pedagogical innovation to enhance the impact of learning. However, research also specifies the opportunity for increased impact to be achieved by targeting learning where it will make the biggest difference. IMD’s Strategic Talent Solutions offer an approach to systematically identify and target learning.

**Talent Strategy** forges links between organizational strategy, people strategy, talent planning and talent development, creating an integrated and coherent approach.

**Talent Assessment** harnesses technology and the latest insights into performance drivers to provide insights on current talent strengths and needs.

**Talent Development** targets learning based on what and how is needed to unlock the potential of individual leaders. This provides a link between andragogy (the inner work) and pedagogy (externally-driven learning).
MAXIMIZING IMPACT

IMD’s evidence-based approach to increasing the ROI of leader development on performance.

Performance Model
Ensuring the framework against which talent and needs are being assessed demonstrably linked to the drivers of future performance, ideally criterion-referenced.

Inspiring Assessments
Assessments should be as engaging and inspiring as possible to support learner motivation, with a strong focus on linking to individual development and career plans.

Targeted Development
Focus and prioritize learning for each person to maximize the individual impact of development investments.

Personalize Learning
Linking learning to personal aspirations and providing individually targeted content using multi-modal learning channels to support application.

Holistic
Capitalizing on cohort effects (groups of leaders learning at the same time and reinforcing support from line managers, HRBPs and senior leaders.

Impact Measurement
Linking impact measures to identified gaps and targeted learning.

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INCREASING TRANSFER

Our approach to strategic talent development is underpinned by research highlighting three key opportunities for increasing the transfer of learning into practice and performance.

Weber (2014) suggests that the effect of talent development can be significantly increased by ‘systematically and intentionally addressing the process of transfer of learning.’ According to Burke and Hutchins (2007) there are three main levers that can be used to increase the transfer of learning into the workplace in order to enhance impact.

INDIVIDUAL COMMITMENT

Personal motivation and a clear individual pathway for learning is a major contributor to transfer. IMD’s approach to strategic talent development uses engaging assessments and individual development planning processes to engage leaders in a future-focused personal path.

INTENTIONAL REFLECTION APPLICATION

Development pathways are most impactful when they include opportunities for active experimentation. IMD’s strategic talent solutions include recommendations for on-the-job learning. The reflective process is also important, with Halpern (1998) suggesting that transfer requires cultivation of higher cognition. IMD’s Situational Judgement suite of assessments aims to cultivate cognitive capabilities that support enhanced learning transfer.

ORGANIZATIONAL MIRRORING

The organizational culture reinforces the application of learning and utilises social networks to enhance transfer learning. IMD’s strategic talent solutions incorporate support, processes and opportunities for involvement from managers, HR Business Partners and peers.
**TRACKING IMPACT**

IMD Strategic Talent Solutions provides a clear framework for assessing learning transfer and impact across the learning journey.

<table>
<thead>
<tr>
<th>Insight</th>
<th>Identity</th>
<th>Inspiration</th>
<th>Innovation</th>
<th>Incubation</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in self-awareness</td>
<td>Change in aspirations</td>
<td>Change in energy and drive (less constrained), more resilience</td>
<td>Increase in breadth of perspectives and generation of ideas, capabilities</td>
<td>Stakeholder engagement, including peers, team and senior leaders</td>
<td>Team Performance Impact, Organizational impact</td>
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<tr>
<td>Increase in openness to feedback</td>
<td>Change in self-efficacy and self-belief</td>
<td>OTHERS</td>
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<td>OTHERS DATA</td>
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</tbody>
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**SELF**

**Insight**
Measurement of shift in self-insight, including reduction in gap between perceptions of self and others where a 360° is used.

**Identity**
Tracking how self-perceptions are changing, with leaders better appreciating and harnessing their individual strengths.

**Inspiration**
Measuring shifts in cognitive perspectives, individual characteristics and qualities such as self-efficacy.

**Innovation**
Enhancing Situational Judgement comprising cognitive, emotional and process flexibility as drivers of ambidexterity and leader performance.

**Incubation**
Shifts in perceptions of other stakeholders, measured through stakeholder interviews and multi-rater surveys.

**Impact**
Leveraging a range of performance measures at individual, team and organizational level to determine the impact of talent development.

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References


Through evidence-based integrated approach to talent development, we can:

✓ Increase the impact of leader development on performance
✓ Provide a seamless business-relevant learning journey with immediate benefits for job performance
✓ Increase ROI for talent development investments
✓ Support individuals to achieve their full potential faster
✓ Ensure that organizations have the talent they need to deliver their strategy today and sustain success tomorrow by developing Future Ready capabilities
✓ Harness diverse sources of talent, tapping into broader talent pools

Build Talent for Today & Tomorrow

Schedule a consultation and learn more about IMD’s Strategic Talent Development at https://www.imd.org/research/initiatives/voyager/