

SUMMIT 2008



Meeting of the Minds

Passion Inventories & Learning Plans

Vince Kellen

Vice President, Information Services (CIO)

Faculty Lecturer, College of Computing & Digital Media, DePaul University

Senior Consultant, Cutter Consortium

vkellen@cutter.com

PASSION

Obsession

EXCELLENCE

What is Passion?

- It is more than engagement, job-fit, organization-fit
- A strong desire, an emotional bond
- An identification of the self in the task
- It can transcend the organization and the role
- It can look obsessive
- Is it another word for an addiction?

EXPERTS

versus

Non-Experts

Experts

- Experts possess greater skills, make better judgments, perform significantly better than non-experts
- Experts engage in more structured, deliberate and more challenging “practice” sessions of greater amount than non-experts
- Experts do this deliberate practice for many years
- Experts can look obsessive
- Some form of deep passion drives experts

Effort Needed to Become Experts

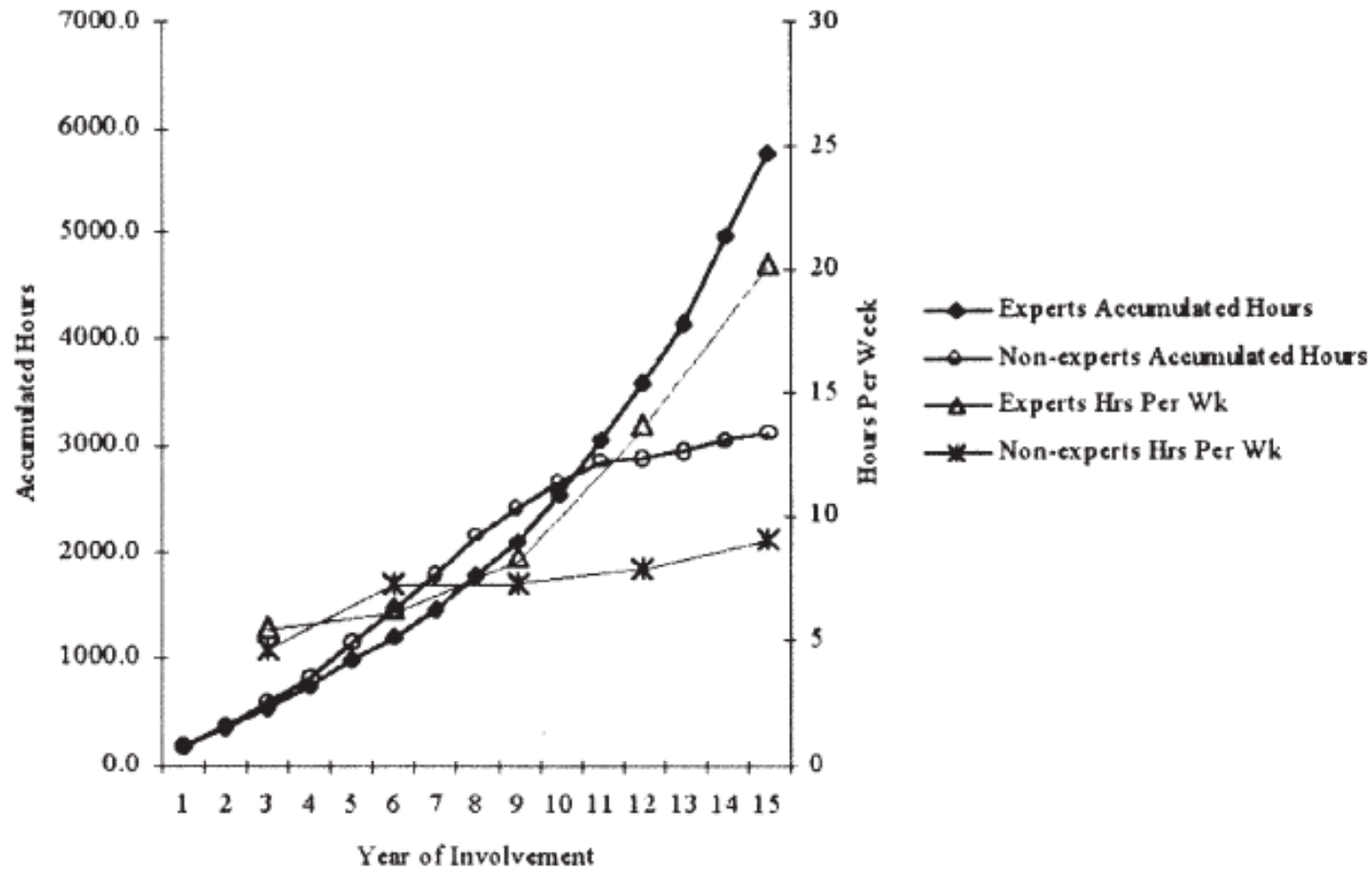


Figure 1. Comparison of expert and non-expert cumulative training hours and training hours per week by year of involvement.

Sport-Specific Practice and the Development of Expert Decision-Making in Team Ball Sports, Joseph Baker And Jean Côté, School of Physical and Health Education, Queen’s University; Bruce Abernethy, School of Human Movement Studies, The University of Queensland
Journal Of Applied Sport Psychology, 15: 12.25, 2003

This is a Simple Game

Passion + Lots of Effort Over Time = Experts

(plus coaching)

Passion methodology

1. Elicit and assess

- Assess a person's passion, get the person to elicit their passion, reassess a person's passion
- Get the person to assess their own passion, jointly assess role/passion fit

2. Develop and monitor

- Build a learning plan, understand learning style; identify materials, resources, mentoring; schedule and fund activities; look for role; monitor
- Look for premature "drift" which can signify inaccurate passion identification

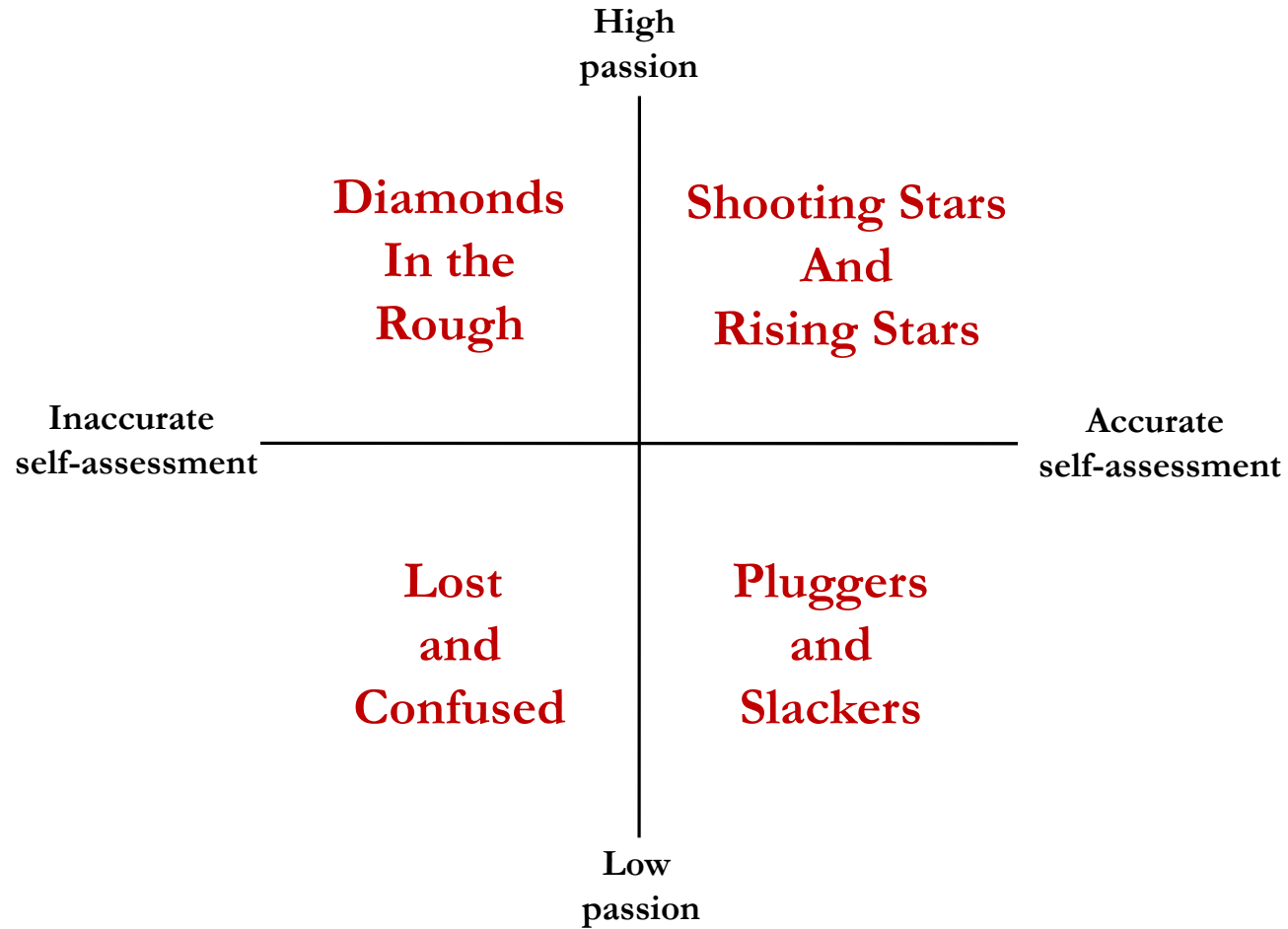
3. Revisit and adjust

- People can sustain themselves quite a long time on a well-identified passion. Younger employees require shorter durations, more experienced employees seem to prefer longer durations
- Repeat 1 and 2 should passion begin to shift, otherwise anticipate and jointly discuss future passion shifts, schedule them!
- Multiple assessors, multiple assessments

Spot the Passionate Person

- Watch what they do with their free time
- Watch their level of work activity. More hours *may* indicate more passion
- See what they proudly display
- Hear what they commonly talk about
- Check their education history, current activity
- Look for level of attainment and commitment
- See if they engage in long-term skill development activities

Self-assessment and Passion

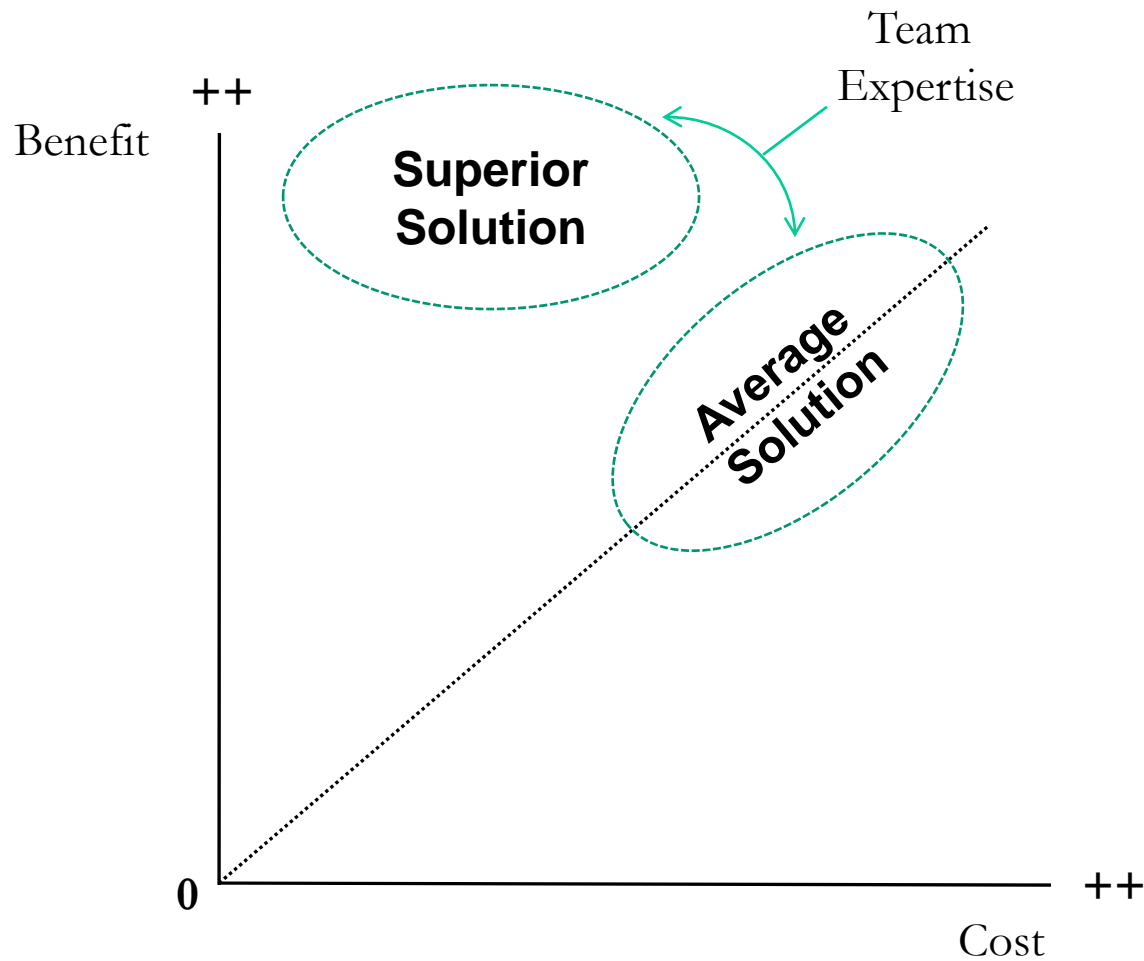


Passion for Leadership

- False leadership passion
 - People more often enjoy the idea of being a leader than actually doing what a leader often does

- True leadership passion in so-called “non-leaders”
 - Instinctual development of others, servant-leadership
 - Ability to work well with different personality types
 - Others can sense their passion
 - Reasonably good introspection
 - Senses and shapes the future
 - Can handle manage ambiguity, complexity
 - Possesses technical-human intelligence
 - Comfortable with politics, human imperfections, conflict

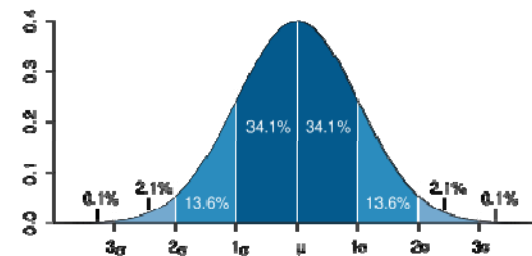
Passion Outcomes



Team Expertise =

- ++ Passion
- ++ Passion/role alignment
- ++ Team/passion ensemble
- ++ Team self-assessment

Can individuals and teams accept being average?



Tidbits

- Share all this with them!
- Make sure they understand the rules of the passion “game”
- Promote skilled, passionate people. This sends a strong signal
- Let your most passionate and skilled people share their problems, disagreements and displeasures, as difficult as it may be. Elicit this.
- Pay particular attention to those who have a passion for leadership. Do not promote passionate techies into leadership!
- Be open to redemption and late bloomers
- Check your own biases for your own likes/dislikes
- Among assessors, discuss each other’s biases
- Let people fail and try again
- Failing at leadership is an important part of learning to lead
- The passion identification/learning plan cycle leads to natural praise and leads to better managed difficult conversations regarding weaknesses. Make the passion the object of attainment and the weakness to opportunity to address. Moth to a flame
- Overtime, the system of passion management can become more self-regulating
- Leaders who manage this must truly enjoy seeing people improve and advance

**GREATNESS
DEMANDS
PASSION**