



Talent Development & the Excellence Engine

Lessons from Non-Profit Leadership in a For Profit World

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Past President, ASQ (2020)

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ASQ

Excellence Through Quality™



**NY/NJ Metropolitan
Section**
Excellence Through Quality™



**Silicon Valley
Section**
The Global Voice of Quality™



**NATIONAL SOCIETY OF
PROFESSIONAL ENGINEERS**

Champion | Guide | Advance | Unite



**NATIONAL SOCIETY OF
PROFESSIONAL ENGINEERS - CALIFORNIA**

AIChE

The Global Home of Chemical Engineers



AIChE NORTHERN CALIFORNIA

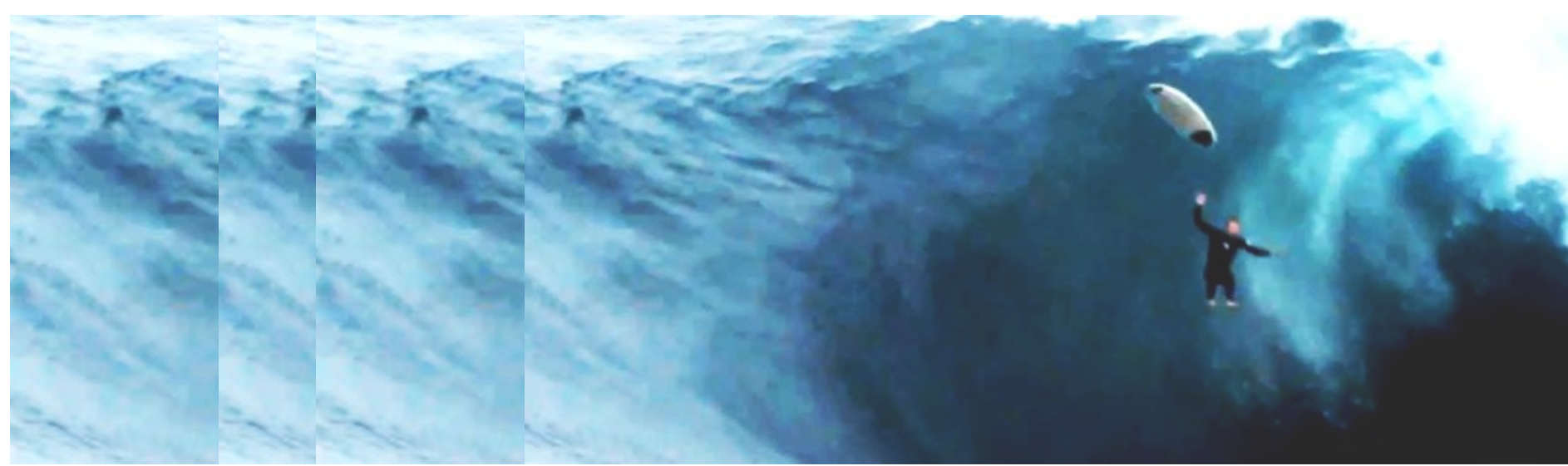
Powered by Volunteers Leaders Since 1946



MGMT

Management Division

An AIChE Community



No Pay

More Work

Must → **Want**



Volunteer Growth

Purpose

Opportunity

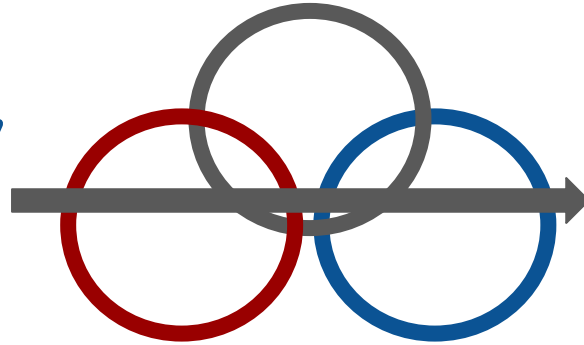
Connection

Contribution

Recognition

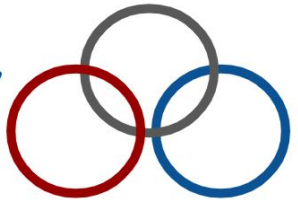
Inclusion

**Company
Input**

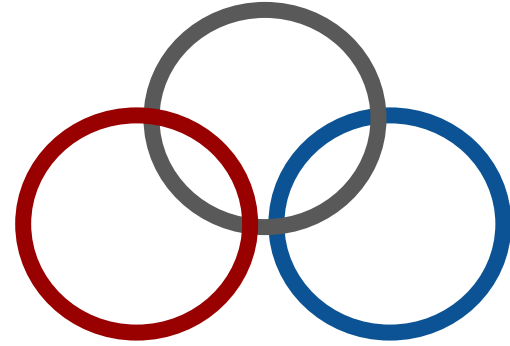


**Company
Growth**

Company
Input



Employee
Growth



Company
Growth

1.5X to 2X Salary per Employee
\$1 Trillion loss

[-Gallup Workplace \(2019\)](#)



“Losing your best people means losing your reliable winners, your constant innovators and your most effective problem solvers.”



[-Gallup Workplace \(2019\)](#)

Employee Growth

Purpose

Opportunity

Contribution

Connection

Recognition

Inclusion

Purpose

“I believe in our mission.”

Opportunity

“I can improve & grow.”

Contribution

“I can make an impact with my talent.”

Connection

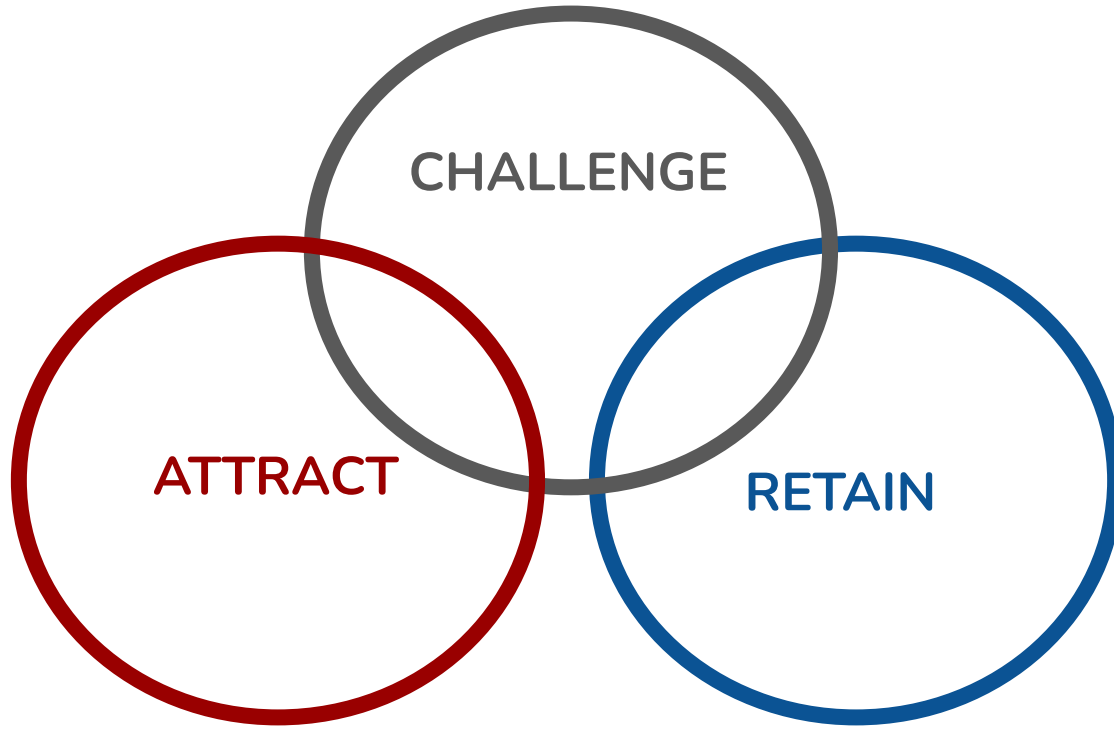
“We can help each other.”

Recognition

“I am appreciated & supported.”

Inclusion

“I belong here.”



CHALLENGE

ATTRACT

RETAIN

// ATTRACT & CHALLENGE

Purpose

Opportunity

Contribution

COMPANY GOAL

UNIT GOAL

UNIT GOAL

DIVISION GOAL

DIVISION GOAL

DIVISION GOAL

DEPARTMENT GOAL

DEPARTMENT GOAL

DEPARTMENT GOAL

DEPARTMENT GOAL

DEPARTMENT GOAL

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INDIVIDUAL GOALS

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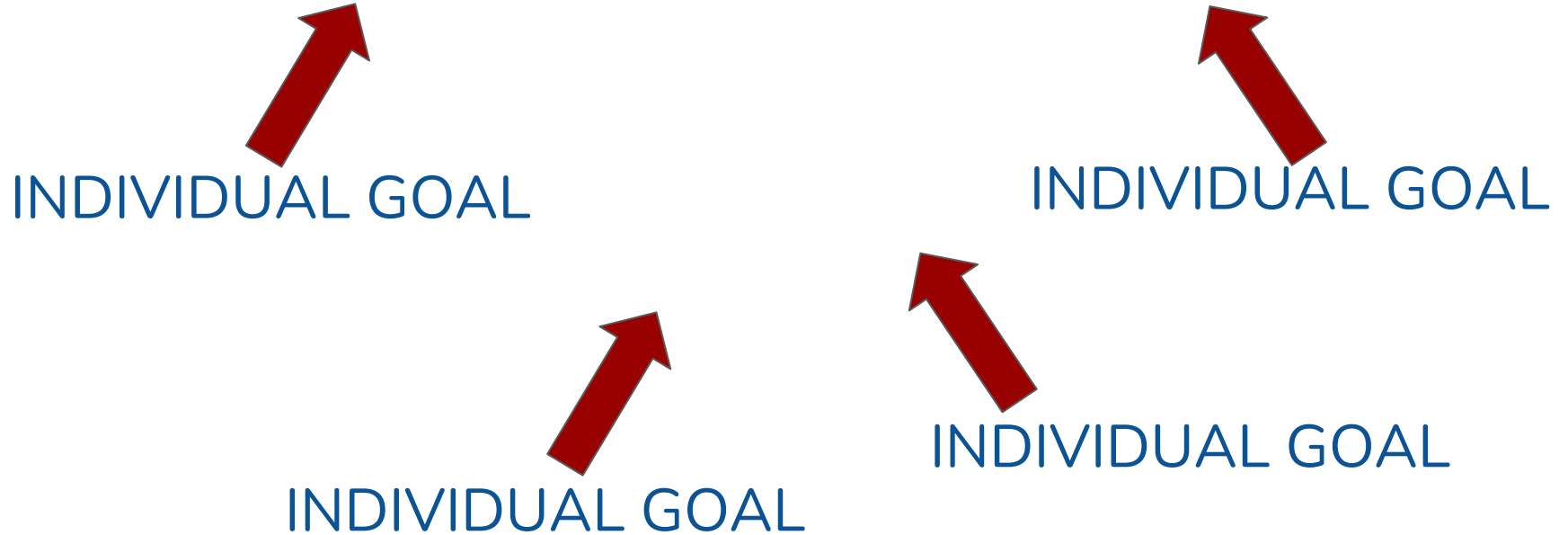
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COMPANY GOAL





// RETAIN

Connection

Recognition

Inclusion

COMPANY \neq CAREER

CAREER

COMPANY

ROLE

ROLE

COMPANY

ROLE

ROLE

COMPANY

ROLE

ROLE

ROLE





Great Place to Work research into the 2021 100 Best found that when employees felt good about how their company contributed to their communities, they were:

- 1.9 times more likely to **experience pride** in their organization
- 1.7 times more likely to report receiving a **fair share of the profits** made by their organization
- 1.7 times more likely to say their work has **special meaning** rather than being "just a job"
- 1.6 times more likely to say that their **executives fully embody the best characteristics** of the company