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The Role of HR in Talent Retention Strategies



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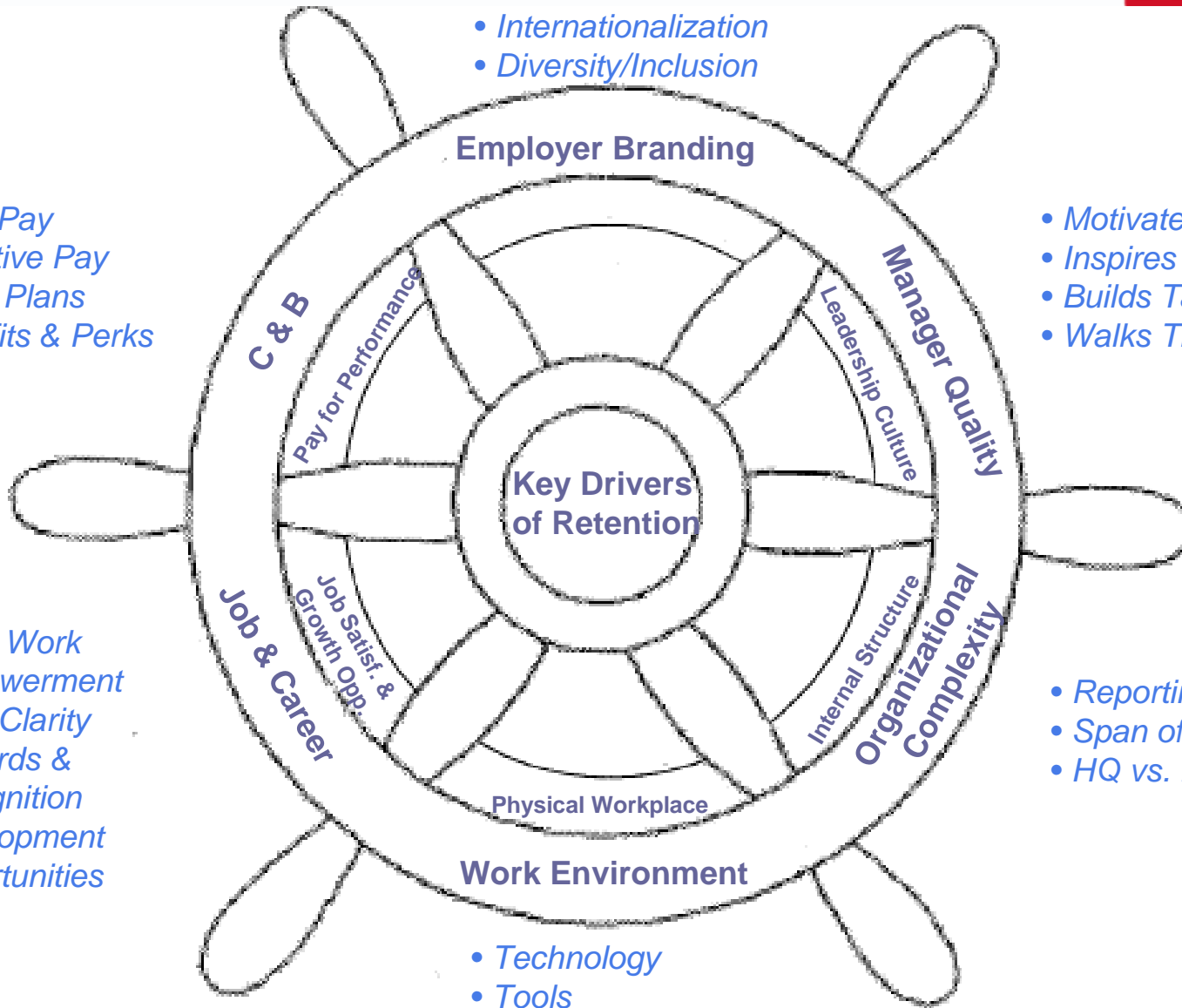
- *Company Culture*
- *Innovation*
- *Internationalization*
- *Diversity/Inclusion*

- *Base Pay*
- *Incentive Pay*
- *Stock Plans*
- *Benefits & Perks*

- *Motivates Others*
- *Inspires Trust*
- *Builds Talent*
- *Walks The Talk*

- *Team Work*
- *Empowerment*
- *Work Clarity*
- *Rewards & Recognition*
- *Development Opportunities*

- *Reporting Complexity*
- *Span of Control*
- *HQ vs. Local Relations*



- *Technology*
- *Tools*
- *HR Processes*
- *Working Conditions*
- *Safety*

What is driving retention?

e.g. Corporate Culture

Companies that have developed a strong performance and leadership culture have found:

It is easier to recruit & retain talent

It improves employee engagement & productivity

It helps break down silos and stimulate change

It helps deliver high level of performance

WHAT DO WE MEAN BY COMPANY CULTURE

- Our shared values, norms, and expectations that guide our employees in terms of how to approach their work, interact with each other, and relate to our customers.

WHY CULTURE MATTERS

- Strong culture is linked with performance. Organizations that approach their culture deliberately and planfully are more successful, and their culture is more sustainable.

WHAT MAKES A CULTURE WORK

- One of the biggest misconceptions about corporate culture is that **good cultures just happen**, or that somehow you got it right.
- Senior leaders must have a clear vision of what the culture should be and must be prepared to commit resources required to nurture and sustain it.

Corporate Culture

WHERE WE COME FROM

**Traditional
cultural pattern**



WHERE WE GO TO

**Progressive-
adaptive cultural
pattern**



DENISON

Model of Corporate Culture

Bringing
Organizational
Culture and
Leadership to
the Bottom Line!



Adaptability

Pattern..Trends..Market

Translating the demands of the business environment into action

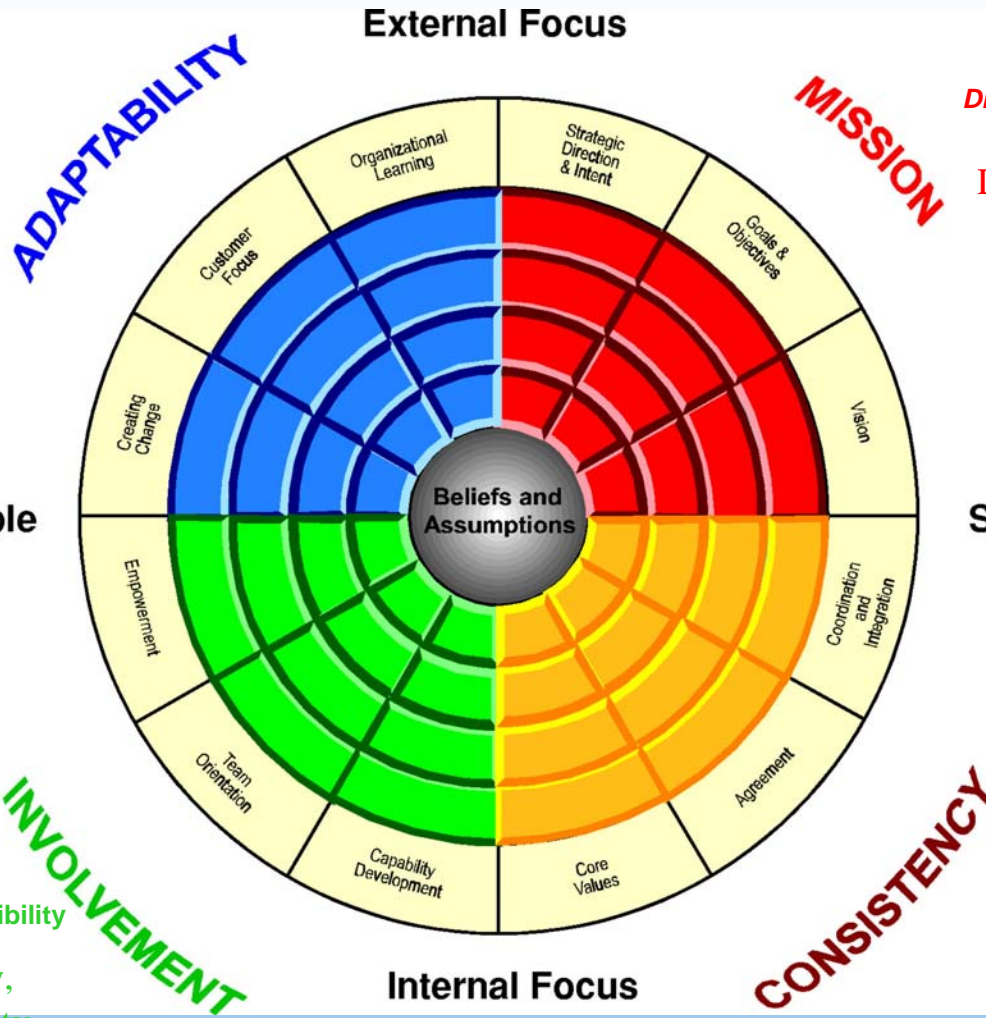
“Are we listening to the marketplace?”

Involvement

Commitment..Ownership Responsibility

Building human capability, ownership, and responsibility

“Are our people aligned and engaged?”



Mission

Direction..Purpose..Blueprint

Defining a meaningful long-term direction for the organization

“Do we know where we are going?”

Consistency

Systems..Structures...Processes

Defining the values and systems that are the basis of a strong culture

“Does our system create leverage?”

The Link to Performance





Form, develop and manage a winning team...





Best Team

Attract best players

Form, develop and manage a winning team

Ensure succession (talent development)



“There is no “I” in team but there is an “I” in win!”

Michael Jordan, basketball star



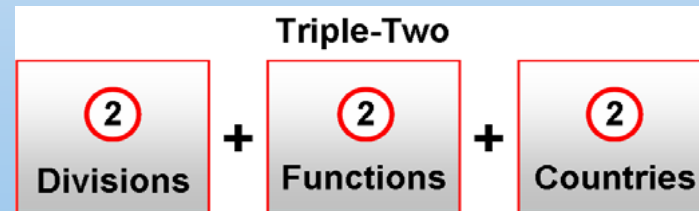
... based on real diversity



Foster **international** staff composition
 Secure **gender** balance of your team
 Assure to have various **age brackets** and experience levels on board



Spread V&V world-wide



Indispensable for promotion to senior management

Ensure succession



Take responsibility of your own career

Take ownership of succession

Proactively approach development of future leaders

Career and succession go together imperatively!

Set financial targets and business strategy



FINANCIAL PLAN

Fulfill KP and prepare
for 2008 targets

Innovation



Growth & Margin



Cash Flow



Regions



Strengthen Culture





Delegate and execute!



Prioritize according to targets

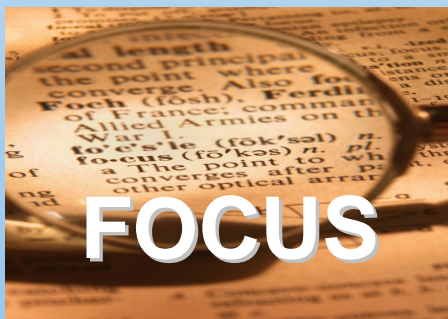
Make priorities and decisions transparent

Delegate and communicate

Effectively allocate resources

Be accountable and make people accountable

It's you who manages performance!

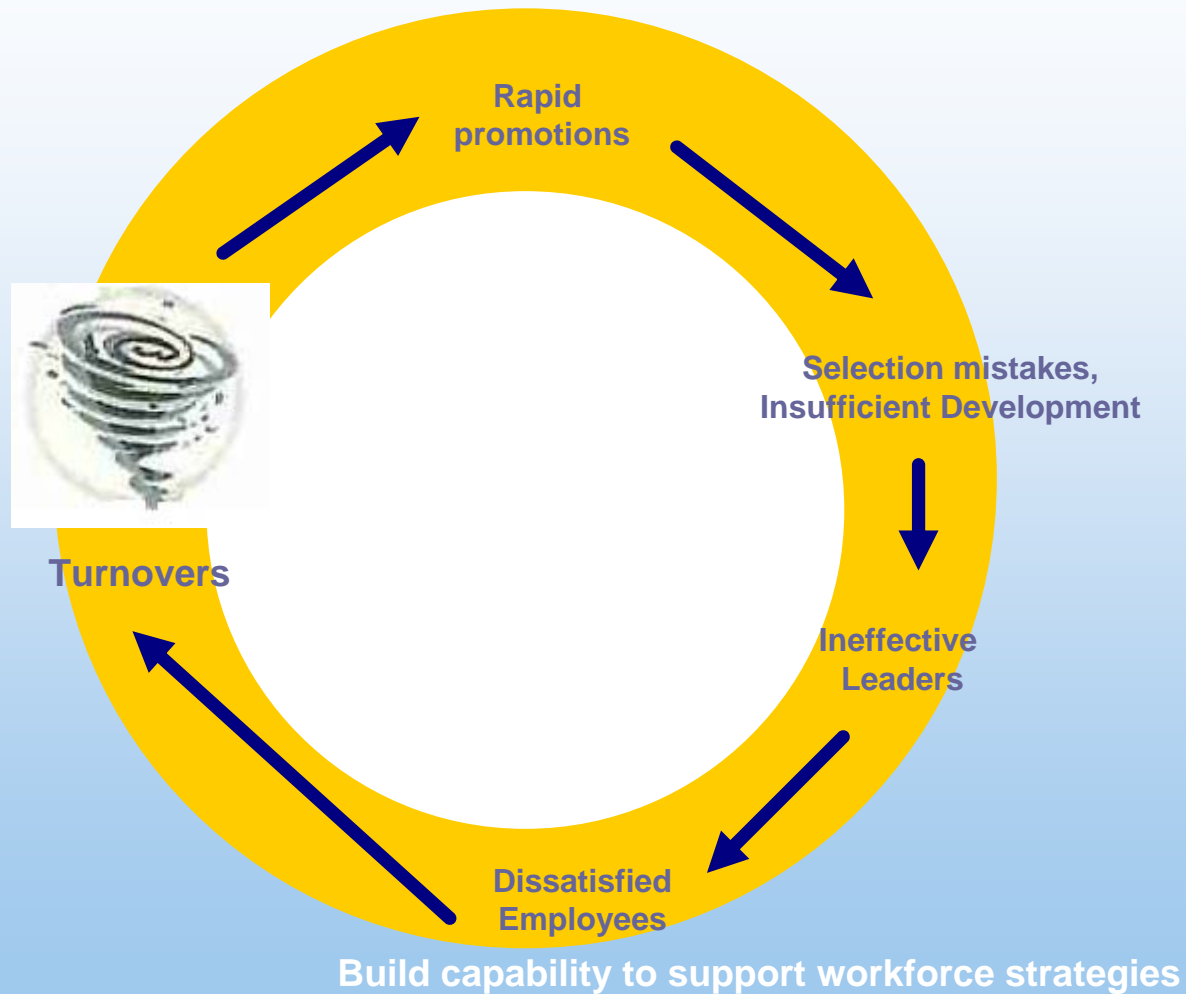


- Live **Vision & Values**
- No sustainable business community without **performance**
- **Accountability/responsibility** go hand in hand
- Attract best **players**
- Form, develop and manage a winning **team**
- Ensure **succession**
- Set financial **targets** and business **strategy**
- **Delegate** and **execute!**

What is driving retention?

e.g. Leadership Quality

Vicious Cycle of People Turnover



Source: DDI Employee Retention China Report 2006/2007

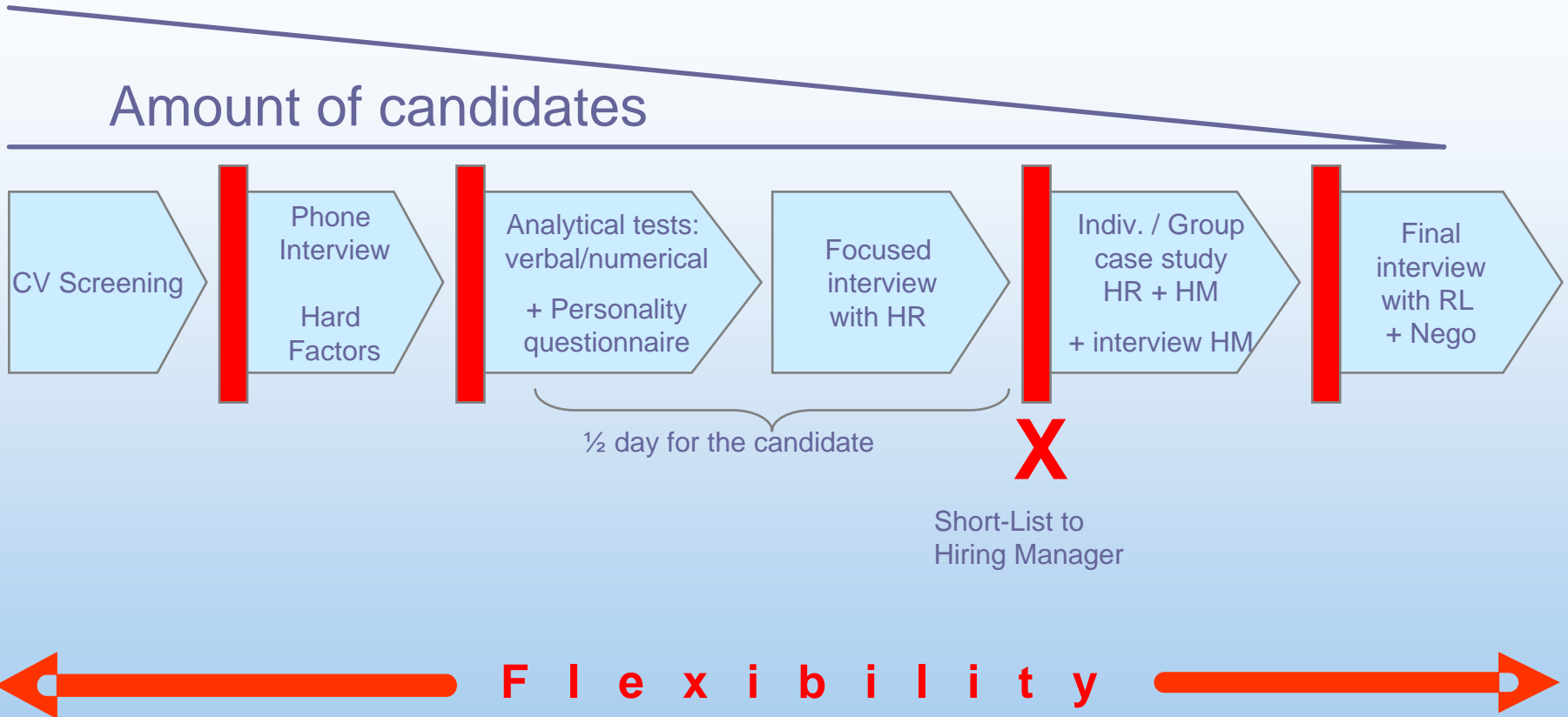
Increasing leadership requirements

	MC3	MC2b	MC1/2a
Leadership Requirements	Code of Teamwork & Leadership	Performance Leadership	Strategic Leadership
Inspiring trust	X	X	X
Setting targets	X	X	X
Assigning tasks and delegating decisions	X	X	X
Convincing and Motivating	X	X	X
Achieving targets and evaluating performance	X	X	X
Leading by example	X	X	X
Proactively deals with change		X	X
Expects highest performance and standards		X	X
Masters new technical and business knowledge		X	X
Is steadfast, relies on fact-based positions		X	X
Encourages and leverages the diversity of people		X	X
Connect well with others			X
Develops strong successors/talents			X
Create vision, strategy and direction			X
Demonstrate excellent Leadership capabilities			X

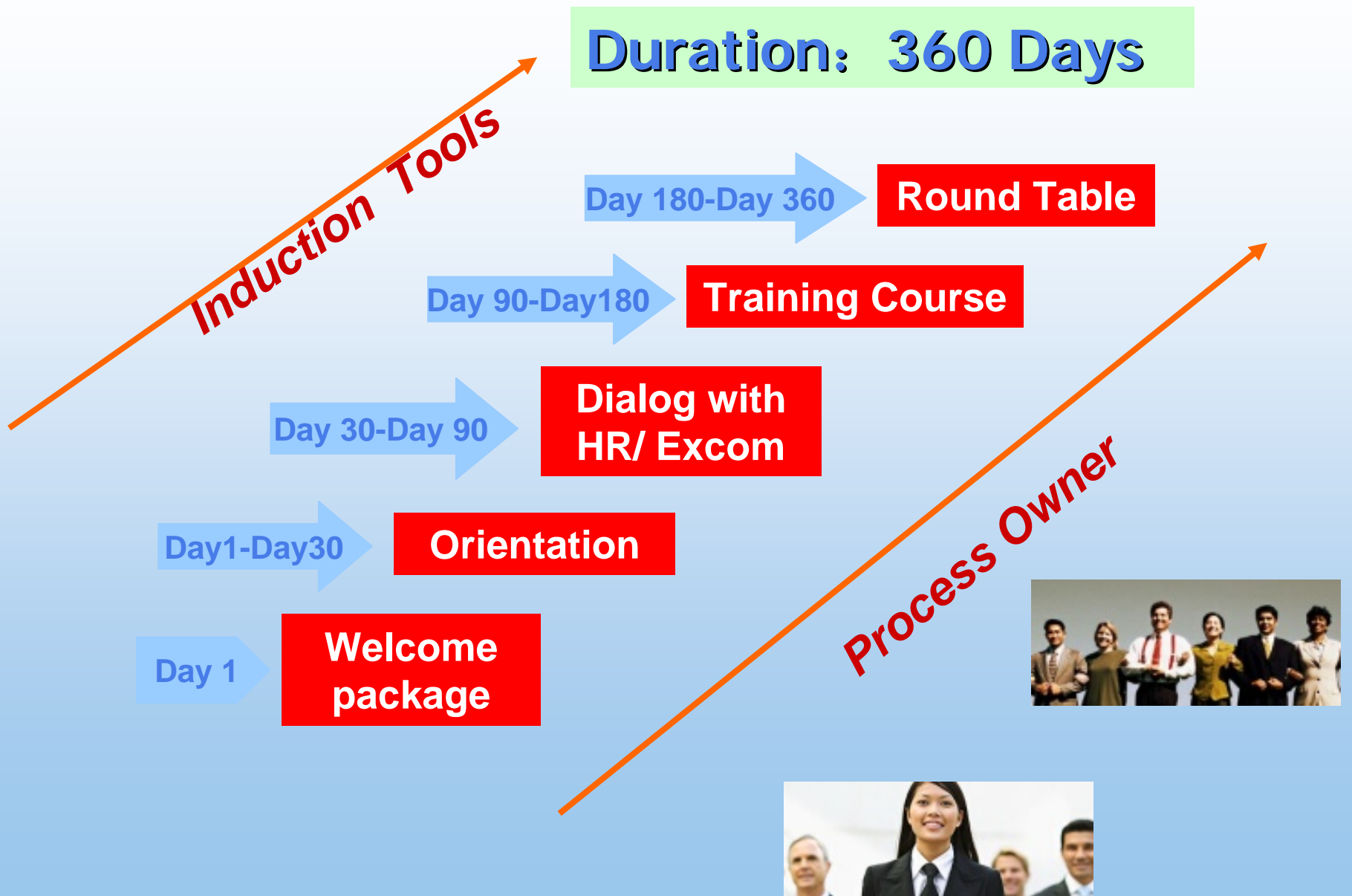
What is driving retention?

e.g. Talent Management process in place

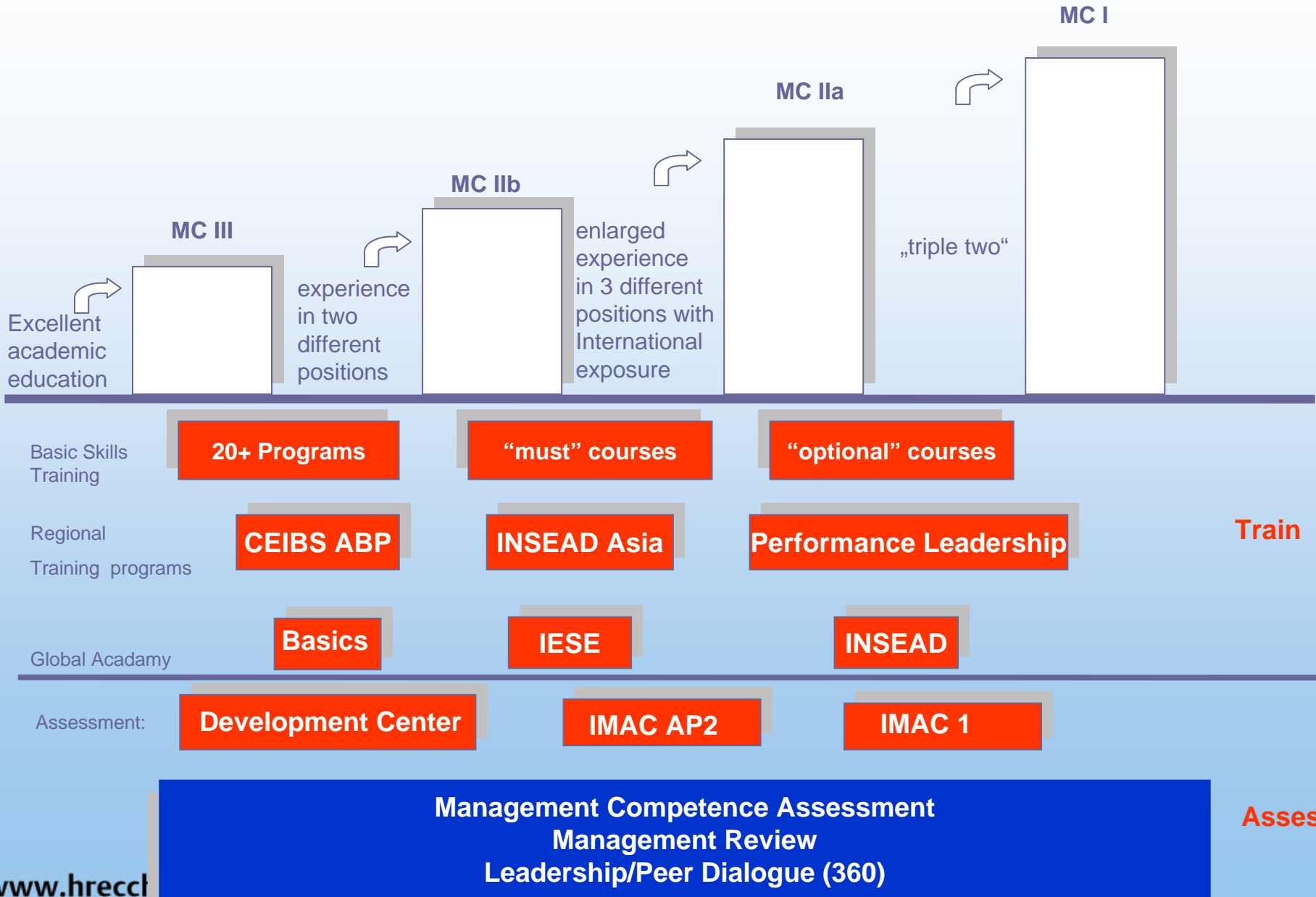
Recruiting Process



Inplacement Roadmap

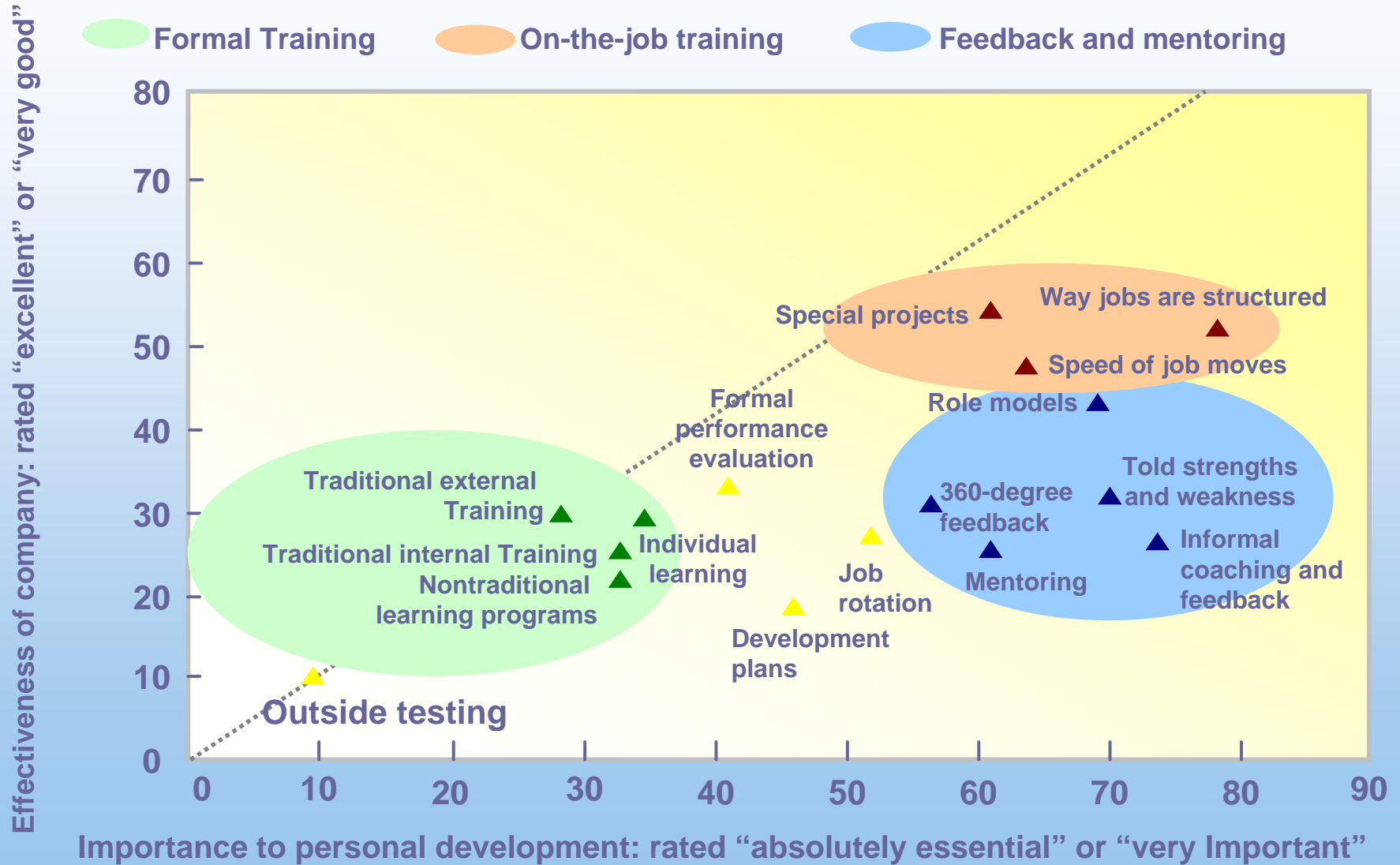


Talent Development – Career Path

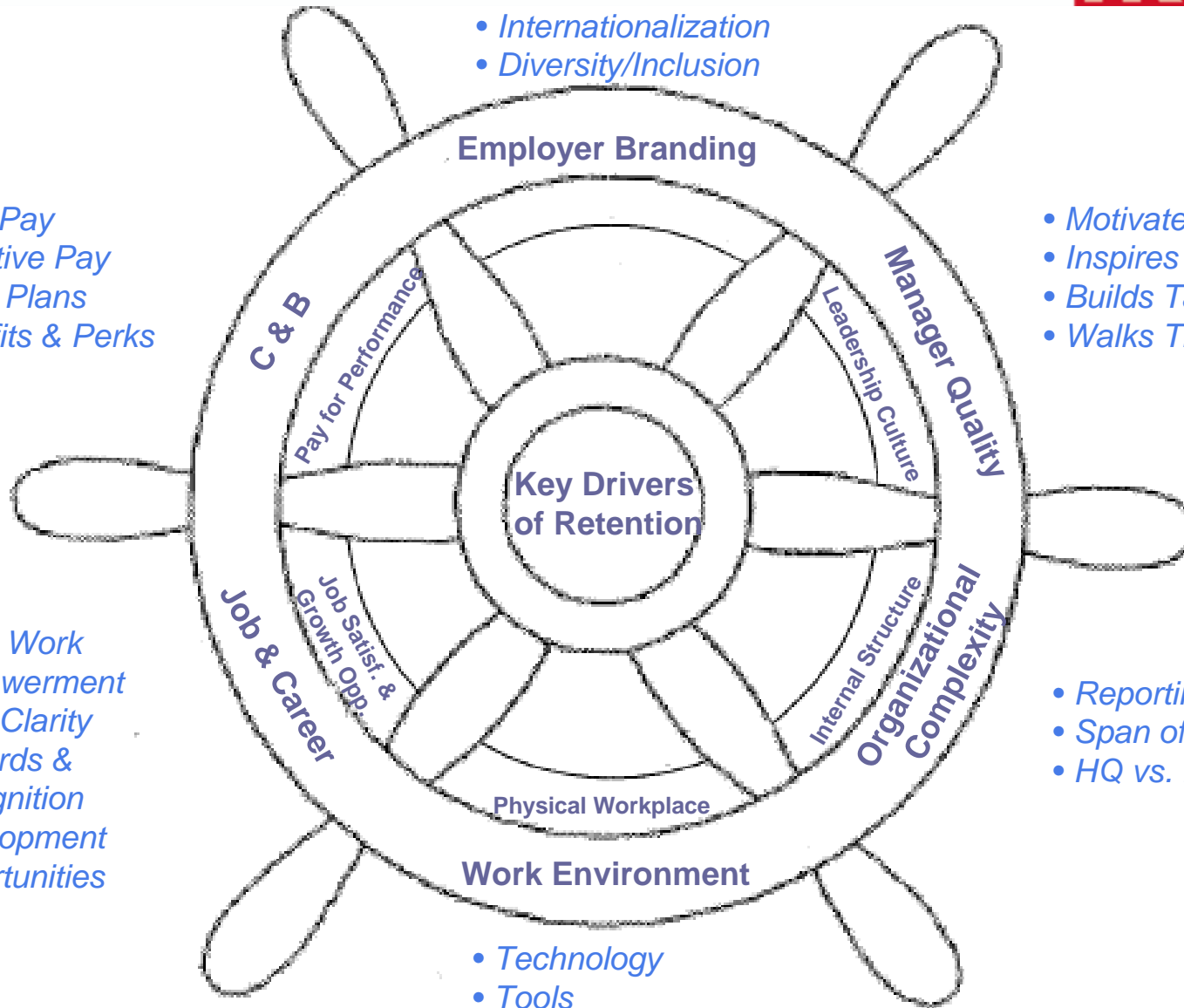


Jobs and Feedback drive development

Percent of 200 executives in 50 large US companies



- Company Culture
- Innovation
- Internationalization
- Diversity/Inclusion



- Motivates Others
- Inspires Trust
- Builds Talent
- Walks The Talk

- Reporting Complexity
- Span of Control
- HQ vs. Local Relations

HR Strategy

Human Resource Strategy

We create a competitive advantage by building a world class **organisation** and by attracting, developing and retaining best performing **people**

We provide the best **tools and processes** to enhance the Human Capital of the company

We deliver **operational excellence** at low cost

We foster “Vision and Values” by ensuring compliance with high **ethical standards**

Human Resources Focuses on 10 Key Processes

Management	Strategic	Employee Life Cycle	Transactional
<ul style="list-style-type: none"> Management of Regional & Local HR Teams/ Structure / Processes & Resources 	<ul style="list-style-type: none"> Total Rewards Planning Organisation Development and Workforce Planning 	<ul style="list-style-type: none"> Staffing Workforce Development Labor Relations Compensation & Benefit Policies/ Tools 	<ul style="list-style-type: none"> Rewards Administration Payroll Services Data Management/ Reporting

Why must Human Resources change its approach?

Increasing complexity (globalization, virtualization)

Complex organizational structures

Dynamic of change

Increasing competition

Cost pressure

“War for talent”



CHANGE



COMPETITION

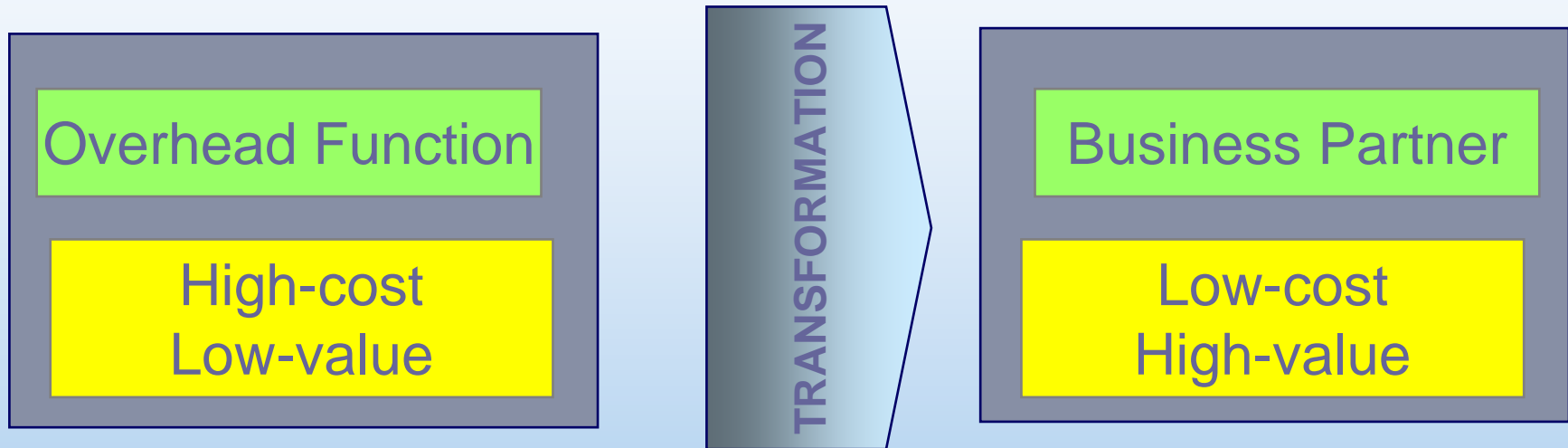


TALENT



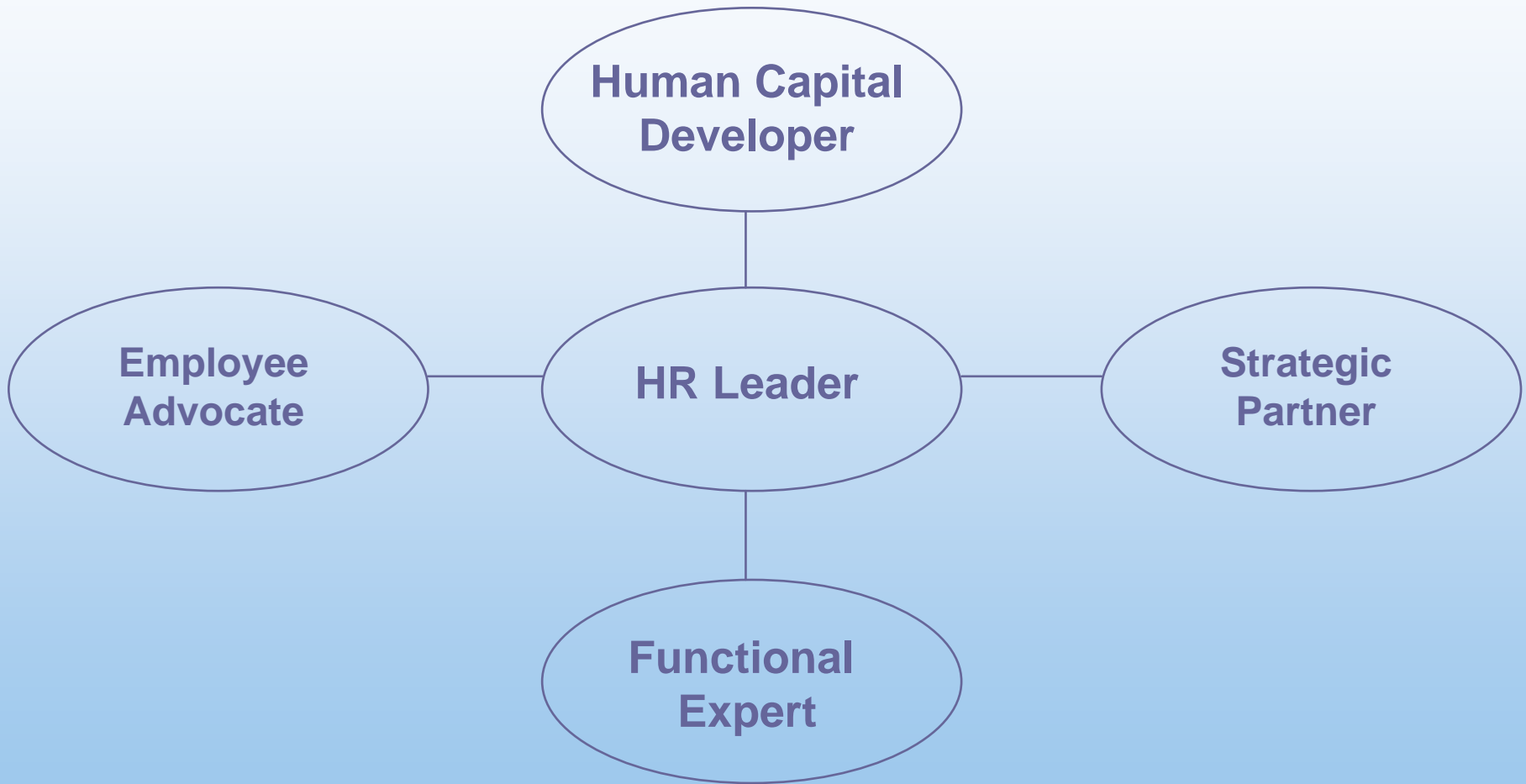
COST

Perception and reality of HR...



HR Transformation

MID-2000's



What Business Contribution is Expected from HR:

Aligning the Organization

Capability Building

Developing Leadership Skills

Nurture a Performance Culture

Enhancing Commitment of People

Facilitate Change

Ensuring Ethical Standards

HR Professionals Most Have

Functional Skills

Professional Credibility

Business Acumen

Customer Awareness

Courage to Challenge

Result Focus

I hear and I forget;
I see and I remember;
I do and I understand;



闻之不若见之,见之不若知之,知之不若行之

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