



知享会

HR Excellence
Center

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*Talent Management Leadership
Acceleration Program*



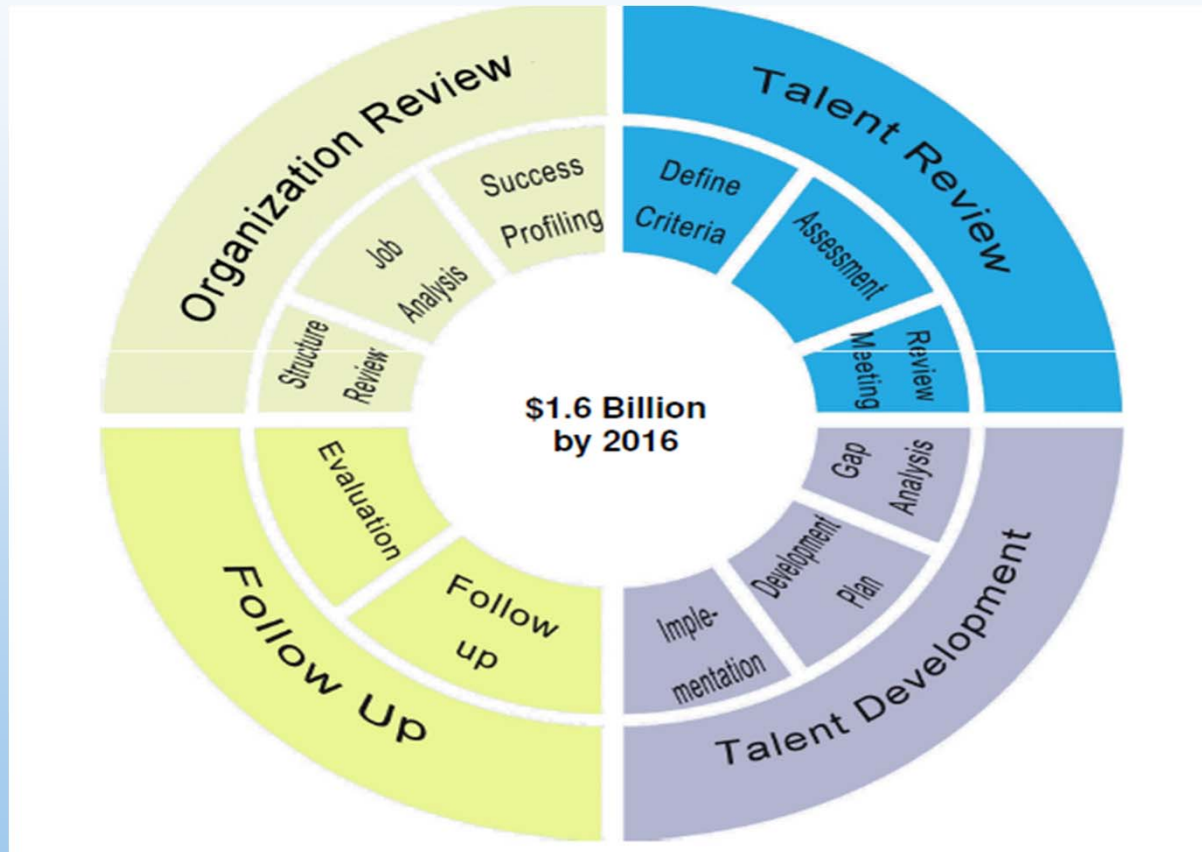
Agenda



- What is Talent Management?
- Processes and Tools
- Timeline and Action Required
- After Talent Review Meeting

LAP Project

Strengthen Leadership Pipeline to support Business Growth



LAP Project Objectives

Strengthen Leadership Pipeline to support Business Growth

Develop
Leadership
Bench Strength

Accelerate the
Development of
Key Talents

Key employees
& Hi-potentials
Retention

Build up Talent
Management
Process

What is Talent Management?



Talent Management provides a focus on the identification, assessment, development and movement of INTERNAL talent.

Our Talent Management Objectives



- To have an overall picture of talent pool
- To provide a structured focus on talent development within the organization
- To identify and accelerate the development of high potentials
- To retain talent through increased internal career movement and solid development
- To identify talent vacancy risk and succession planning
- To increase development plan follow-through and accountability
- To encourage career discussions and prepare the employees/leaders for future positions

Some Clarification please?

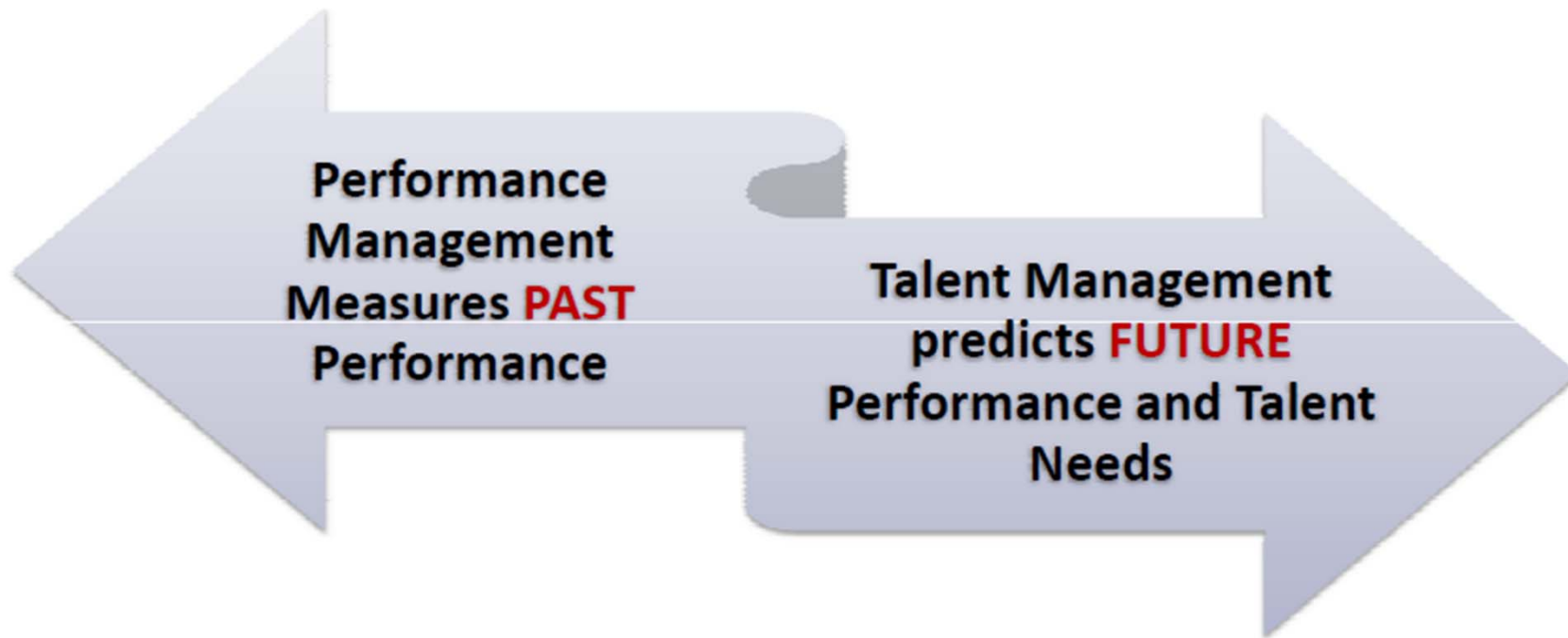


Same and Difference Exercises





- How are Talent Management and Performance Management the SAME? How are they DIFFERENT?
- How are Successors and High Potentials the SAME? How are they DIFFERENT?
- How are High Performers and High Potentials the SAME? How are they DIFFERENT?

Talent Management vs. Performance Management



Financial and People Process



	Processes and Tools Reviewing Past Performance ←	Processes and Tools Predicting Future Potential →
Financial Processes 	<ul style="list-style-type: none"> - Annual Report - Profit and Loss Reports - Balance Sheets - Asset Management Performance 	<ul style="list-style-type: none"> - Annual Budgeting Process - Rolling Budget / POR - Planning Conference / Profit Review - Procurement & Supply Chain planning
People Processes 	<ul style="list-style-type: none"> - Performance Management - Merit Increase - Sales Bonus - Employee Recognition Programs 	<ul style="list-style-type: none"> - Talent Assessment - Talent Review Meeting - Succession Planning - Workforce Planning

Successors vs. High Potentials



Successors

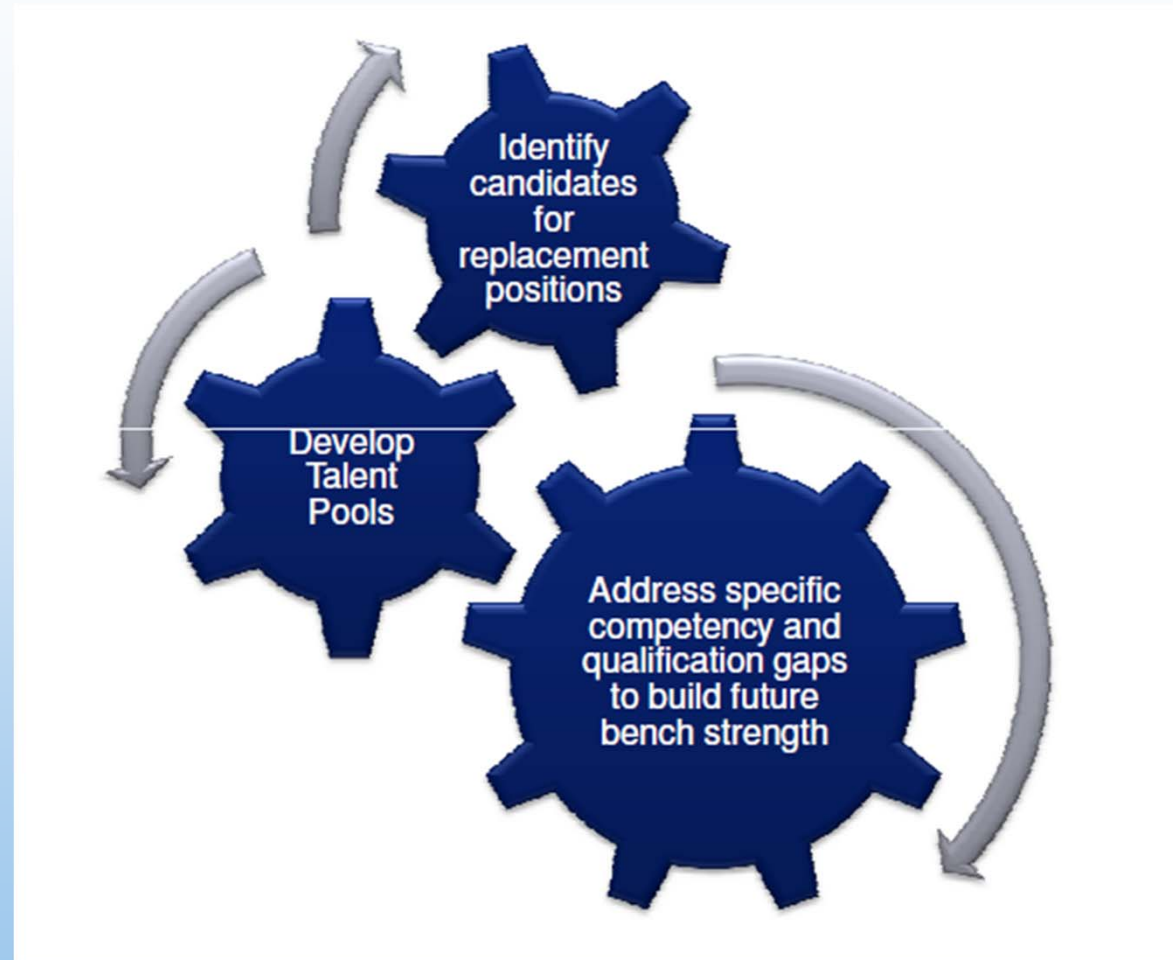
- Identified as an individual who could successfully fill one or more specific positions
- A successor may be a high performer or a high potential employee
- Valued employees

High Potentials

- Identified as an individual who could move up and/or across in multiple positions and/or levels
- Strong Performer + Learning Agility, Engagement, etc.
- Typically a small percentage of the population (5% or less)

Most of the time, Hi Potential can be successors(Ready/Future).

Succession Planning is designed to...



High Performers vs. High Potentials



High Performers

- Critical to Organization
- Dependable, strong work ethic, achieve results

High Potentials

- Small portion of High Performers are also High Potentials
- High Performers, +
 - Learning Agility
 - Leadership Ability
 - Desire to Advance
 - Highly Engaged / Motivated

High Potential Definitions

– Corporate Leadership Council



Ability 29%

Advancement Desire Engagement

High Potential Definitions

– KornFerry/Lominger



High Potential Definitions – Lominger



Essentially to qualify as a high potential, there should be evidence of things like:

1. Solid performance in the current assignment, better than most
2. New behavioral skills acquired
3. Increase in technical and business savvy
4. A willingness to take on first-time challenge
5. Openness to feedback
6. Key challenges/tasks/assignments they have handled that were different or first time for them
7. An analysis of these accomplishments so that high performance isn't credited in situations where almost anyone would have done well.

High Potential Definitions

– PDI Ninth House



...an individual's capability to develop the competencies and behaviors required for effective performance in a significantly more challenging leadership role

High Potential Definitions

– Other Criteria to be considered



- Willingness to take career risk / job movement / new job assignments
- Willingness and ability to follow through with development plan goals and actions
- Minimum 1 year in the organization to ensure consistent performance in the organization
- Relocation Ability

Talent Review Process



Preparation/Assessment

Calibration

Follow Up

Talent Profiles & Assessments

Validation Meetings with HR

Calibration Meetings with Senior Management

Analysis Development Plans

What is Talent Assessment?

A Review of Past Performance

An Assessment of Future Potential

Career Discussions with Employees

Talent Assessment Tools - The Performance and Potential Matrix



Talent Assessment Criteria

Past Performance



What?

PMP for past
three years

How?

Leadership
Competency

Emerson Process Management A-P's

23 Leadership Competencies



1 Vision	2 Knowledge Ability	3 Managing for Results	4 Empowerment	5 Making People "Calls"
<ul style="list-style-type: none"> • Dealing with Ambiguity • Decision Quality • Innovation Management • Managing Vision and Purpose • Perspective • Strategic Agility 	<ul style="list-style-type: none"> • Business Acumen • Presentation Skills 	<ul style="list-style-type: none"> • Command Skills • Customer Focus • Drive for Results • TQM/Re-engineering 	<ul style="list-style-type: none"> • Building Effective Teams • Developing Direct Reports • Motivating Others 	<ul style="list-style-type: none"> • Hiring and Staffing • Managerial Courage
6 Relating	7 Drive	8 Personal Productivity	9 Trust	
<ul style="list-style-type: none"> • Interpersonal Savvy 	<ul style="list-style-type: none"> • Action Oriented • Perseverance 	<ul style="list-style-type: none"> • Priority Setting 	<ul style="list-style-type: none"> • Ethics and Values • Integrity and Trust 	

Initiative: Refresh and re-communicate the Emerson Process Management Leadership Competency Model.



Action	Leader	Timeline for Completion
Engage PEG in process to review and refresh the Competency Model. - Consider competencies for working successfully in a matrix organization - Consider International Focus Areas	Shonka & Sonnenberg	Q2 FY12
Create communication package - Updated look and feel - Define what the model is used for (expectation setting, to facilitate performance and development discussions, priority setting in determining development plan) - Tool set to tie competencies to leadership behavior portion of the leadership chain	HR VPs	Q3 FY12
Sonnenberg to communicate new model at quarterly webcast	Sonnenberg	Q3 FY12
Division and World Area Presidents to communicate new model as part of their state-of-the business addresses	Division/WA Presidents	Q4 FY12
Tie new model to training and development offerings	HR VPs and Training leads	Q1 FY13
Integrate new model into coaching and 360 feedback initiatives as a priority setting tool	HR VPs and certified coaches	Q1 FY13
Assure Lominger © certified resources are available to all sites	HR VPs	Q2 FY12

Process



Discuss proposed “Additions” and “Deletions” that were suggested by 4 or more PEG members

The model should not exceed 23-24 total competencies

2. *Consensus “Adds”*

- Dealing with Paradox (9)
- Organizational Agility (5)
- Sizing up People (3)
- Interpersonal Savvy (3)
- Conflict Management (6)
- Innovation Management (3)
- Hiring and Staffing (4)
- Peer Relationships (3)
- Problem Solving (2)
- Creativity (2)
- Managing Diversity (2)
- Composure (1)
- Timely Decision Making (1)
- Directing Others (1)
- Process Management (1)
- Self Knowledge (1)
- Total Work Systems (1)
- Understanding Others (1)
- Work/Life Balance (1)

3. *Consensus “Deletions”*

- **Perseverance (4)**
- **Action Oriented (2)**
- Dealing with Ambiguity (3)
- Presentation Skills (3)
- Command Skills (2)
- Decision Quality (2)
- Motivating Others (2)
- Integrity & Trust (1)
- Perspective (1)

Emerson Process Management Executive Leadership Model



Brainstorming for FY16

Success on Sabee's review



1. Acquisition
2. Sales & operation consolidations
3. customer experience
4. China manufacturing capability
5. China autonomy
6. One China
7. Knowledge Depth
8. Solution integration
9. Government Relationship
10. Engage c-level customer
11. Local JVs
12. Infrastructure
13. Subject Matter Expert
14. Strategic Planning
15. Integrated marketing
16. Resources-how to attract
17. Global leaders in China
18. Local R&D
19. Leadership Bench Depth
20. Strategic Agility
21. Capture next industry wave
22. Adjacent space - industry opportunity
23. New product/technology acceptance
24. Sales Competency
25. Listening

Use 11 Leadership Competencies for 2012 China Talent Review



- Business Acumen
- Building Effective Teams
- Customer Focus
- Developing Direct
- Decision Quality
- Dealing with Ambiguity
- Developing Direct Reports and others
- Driving for Results
- Interpersonal Savvy
- Perspective
- Sizing Up People
- Strategic Agility

Talent Assessment Criteria Future Potential



Ability (Learning Agility, capability for more challenging role)

- New behavioral skills acquired
- Increase in technical and business savvy
- A willingness to take on first-time challenge
- Openness to feedback

Advancement Desire

- Willingness to take career risk / new job assignments
- Willingness and ability to follow through development plan

Engagement

- Minimum 1 year in the organization
- Highly engaged and intend to stay
- Relocation Ability

Case Study - Is Bonnie a High Potential?

You are a Manager in the Finance Department –
Bonnie reports to you.

Refer to the information about Bonnie, tell us how
you think Bonnie should be slotted into the PPM?

Performance & Potential Matrix

Performance				
High	4	7	9	
Medium	2	5	8	
Low	1	3	6	
	Low	Medium	High	Potential

The Performance - Potential Matrix



		LONG-TERM POTENTIAL		
		Lowest 1/3	Middle 1/3	Highest 1/3
LONG-TERM PERFORMANCE	Highest 1/3	4	7	9
	Middle 1/3	2	5	8
	Lowest 1/3	1	3	6

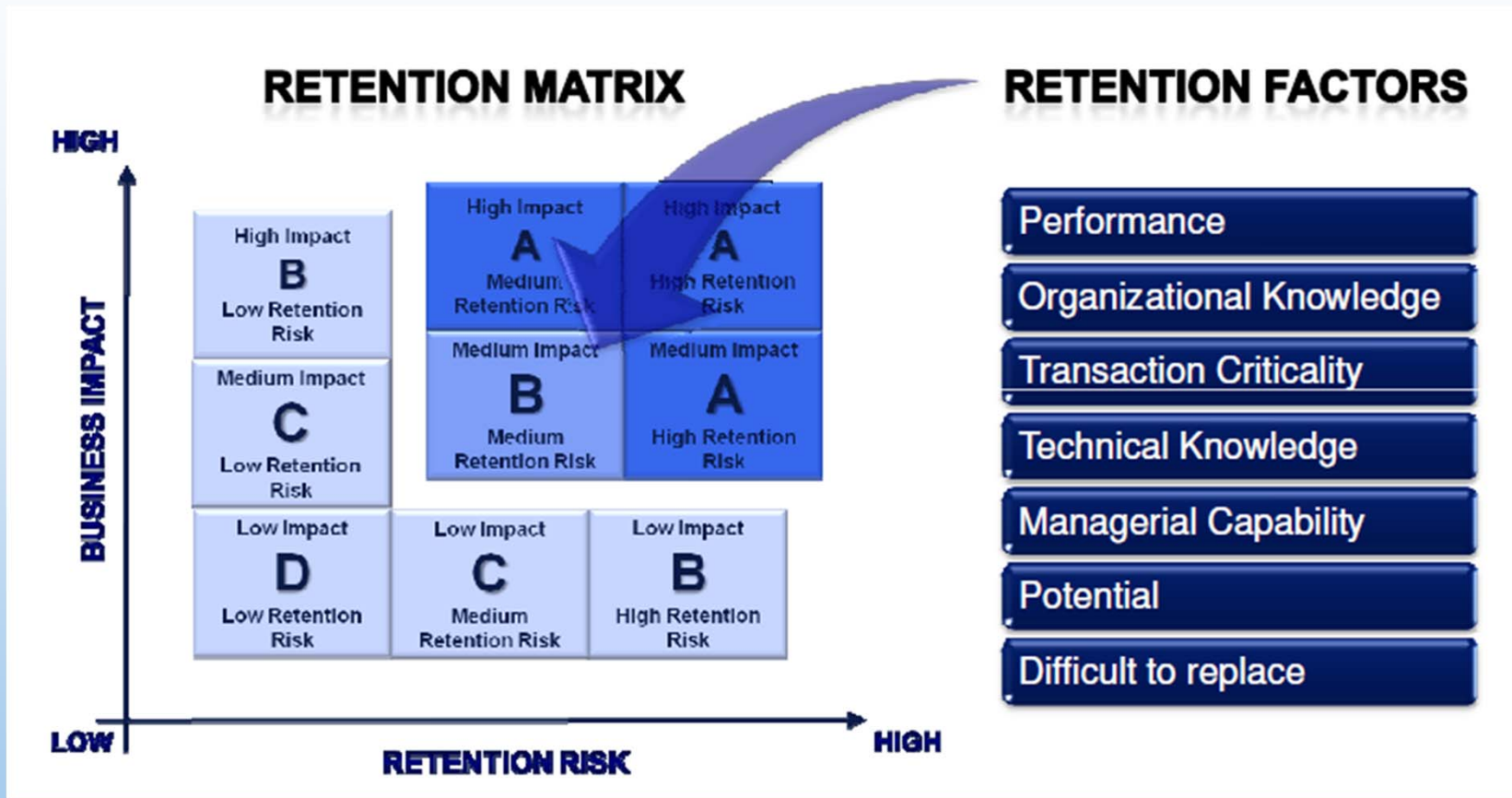
The assessment task is **relative**, not absolute. Use a **force distribution!**

Key Employees Retention Objectives

- Identify the top 10% - 15% professionals, whose contributions are especially critical to our business goals.
- These are employees that we cannot afford to lose... and must develop and protect.
- They can be:
 - Top performers
 - High potentials
 - Technology leaders
 - Knowledge holders



Retention Risk Evaluation



The Retention Matrix

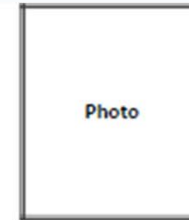
		RETENTION RISK		
		Lowest 1/3	Middle 1/3	Highest 1/3
VACANCY BUSINESS IMPACT	Highest 1/3	B	A	A
	Middle 1/3	C	B	A
	Lowest 1/3	D	C	B

The assessment task is **relative**, not absolute. Use a **force distribution!**

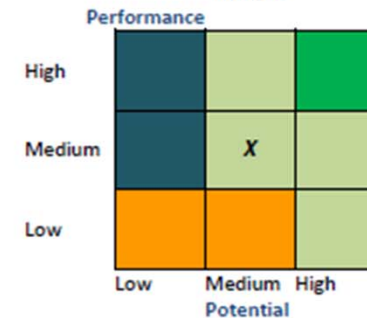
Talent Assessment Tools - Talent Profile



Basic Information					
Name	Will Bai		Position	Sr. Marketing Manager	
Business Unit	MKT		Region	East	
Report To	Jeff White		Grade	53	
Age	38		Location	Beijing	
Service Year	13.3		Tenure in Current Position	2.0	
Education	Bachelor				
LPMA	LEAP	AP Summit	Ldshp Academy	PAL	MBA
Y			Y		
Working Experience					
Timing	Position		Company		
1995/9-1998/9	Marketing Assistant		Honeywell		
1998/10-2001/1	Sales Engineer		Emerson Process Management China		
2001/1 - 2003/5	Sales Manager		Emerson Process Management China		
2003/5-2010/4	Marketing Manager		Emerson Process Management China		
2010/1-	Senior Marketing Manager		Emerson Process Management China		
Performance & Potential					
PMP Ratings					
FY09	EE	FY10	ME+	FY11	EE
Leadership Competencies					
Business Acumen	5		Sizing Up People	3	
Decision Quality	3		Driving for Results	5	
Dealing with Ambiguity	3		Interpersonal Savvy	3	
Customer Focus	5		Develop Direct Reports	1	
Strategic Agility	3		Building Effective Teams	3	
Perspective	3				
Overall Performance Rating	Medium		Potential Rating	Medium	
Retention & Career Interest					
Retention Risk	Low		Vacancy Impact	High	
Career Readiness	Solid Performer		Mobility	Country	
Strength					
Strong at market analysis and good presentation skills. Have a strong product knowledge of XXX BU.					
Development Areas					
Communication skills need to improved esp. with senior management.					



Performance & Potential Matrix



Retention Matrix



Talent Review Process



Preparation/Assessment

Calibration

Follow Up

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Calibration Meetings with Senior Management

Analysis Development Plans

Why Calibration Meeting is needed?



Increase the **visibility** of talent in the organization

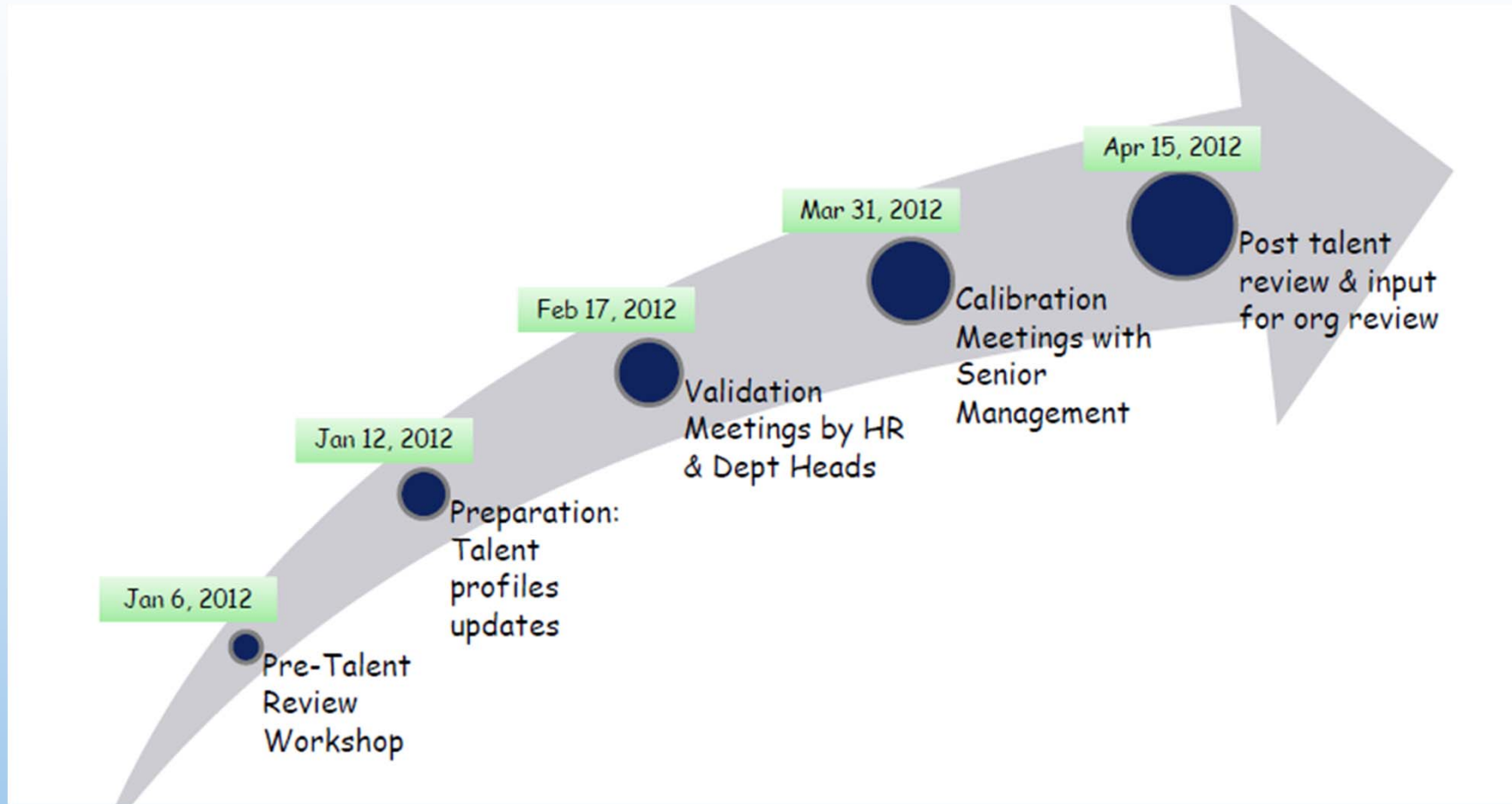
Increase the **validity** of the High Potential Identification, Development Action Plans

Discussion Topics in Talent Review Meetings



- Review the Talent Profile
- Performance and Potential Matrix Review
- Retention Matrix Review
- Talent Strength & Weakness
- Career Aspiration
- Potential Career Paths (Long term, Short term)
- Development Actions

Talent Review Timeline



What is Your Role in the Talent Review?



Before the Meeting

Talk with employees about career path ideas, relocation ability, and interest in advancing in a bigger role

Complete a talent assessment process, and prepare the talent profiles of each subordinates

During the Meeting

Be objective; use factual business data points when discussing talents.

Keep the “big picture” in mind – encourage cross functional/BU employee career movement

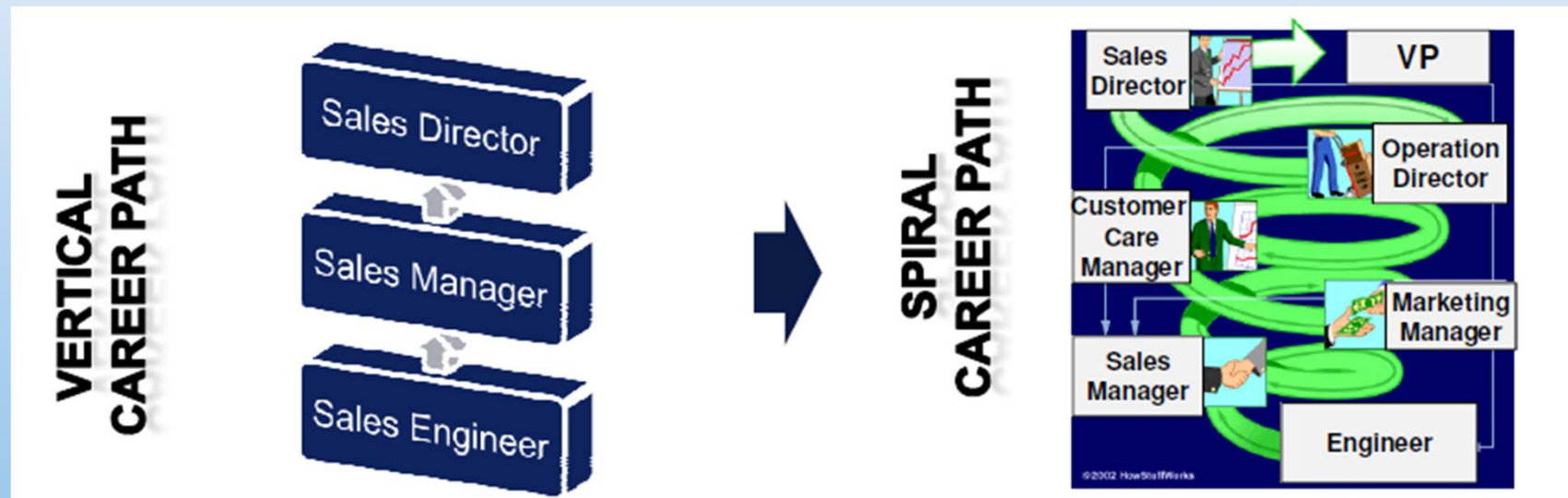
After the Meeting

Discuss development plan actions from the Talent Review Meeting with employees as appropriate

Work with employees to follow through on Talent Review meeting action plans throughout the year

Ground Rules in Talent Review Process

- Keep *Confidential*
- Stay *Objective* and *Accountable*
- *Open* to Recommendations
- Focus on *Development* and development doesn't mean always vertically up



Action Required



Please submit the Talent Profiles of your managers to Cathy Hu no later than *Jan 12, 2012*.

Be prepared and schedule the time for the Validation Meetings.



Talent Review Process



Preparation/Assessment

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High Potential Notification Strategy



Notify the Manager of High Potential but not the High Potential

- This is an annual process and the list will change
- Reduces concern regarding morale issues of employees not currently identified as High Potential
- We emphasize the people development strategy and every employee are expected to develop and to become high performers
- Each manager is responsible for providing the on-the-job development

Talent Development & Follow Up



Create Individual Development Plans instead of one Fit Hi-Pot Program

LAP Project Outcome



Overall picture of talent pool

Disclose retention risk

Input for Organization Review

- High Potential and Face to Watch nomination
- Succession planning
- Promotion recommendations

Solid Development Plan and follow through

Strengthen leadership pipeline continuously