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# Developing Talent:

A Critical Organizational Capability



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# Content Table

- 1 Our Observation of Talent Issue
- 2 Case Study of our Talent Management
- 3 Recommendations to HR Professionals

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# Business priorities are changing



Sustainable growth **is the CEO's top priority and innovation is required to enable it**

Responsiveness **and agility are the new key competencies, requiring innovation across three areas:**

- Products, services and markets
- Operation of core functional areas
- Overall business and enterprise models (especially collaboration)

Business model innovation **is becoming as important as traditional product and service innovation. Businesses that can regularly innovate outperform their rivals in both revenue and margin.**

*It is proven that **innovation** can't happen without a workforce that can execute and drive innovation on a regular basis*

# Companies recognize that talent supply is an increasingly important issue



**As companies move toward a growth and innovation agenda, CEOs are recognizing the importance of human capital**

- In the 2006 CEO Study, 41% of CEOs indicate that employees are the best source of innovation within an organization <sup>1</sup>

**CFOs believe that human capital is a key value driver <sup>2</sup>**

- 82% believe that human capital has an impact on profitability
- 92% think that human capital has a significant effect on customer satisfaction
- 72% believe that human capital has an impact on innovation and new product development

**Companies are concerned with their ability to develop and manage talent**

- 73% of HR executives believe that talent management is a strategic priority in the organizations <sup>3</sup>
- Yet, only 21% of companies believe that their talent management capabilities are “developed” or “advanced” <sup>4</sup>

# It is hard for any company to address the talent issue by reply on others

*“All the company has is the brand and the people to sell their products – business and markets become more challenging... it is imperative to raise the bar on skills”*

*— Consumer Products Company,  
North America*

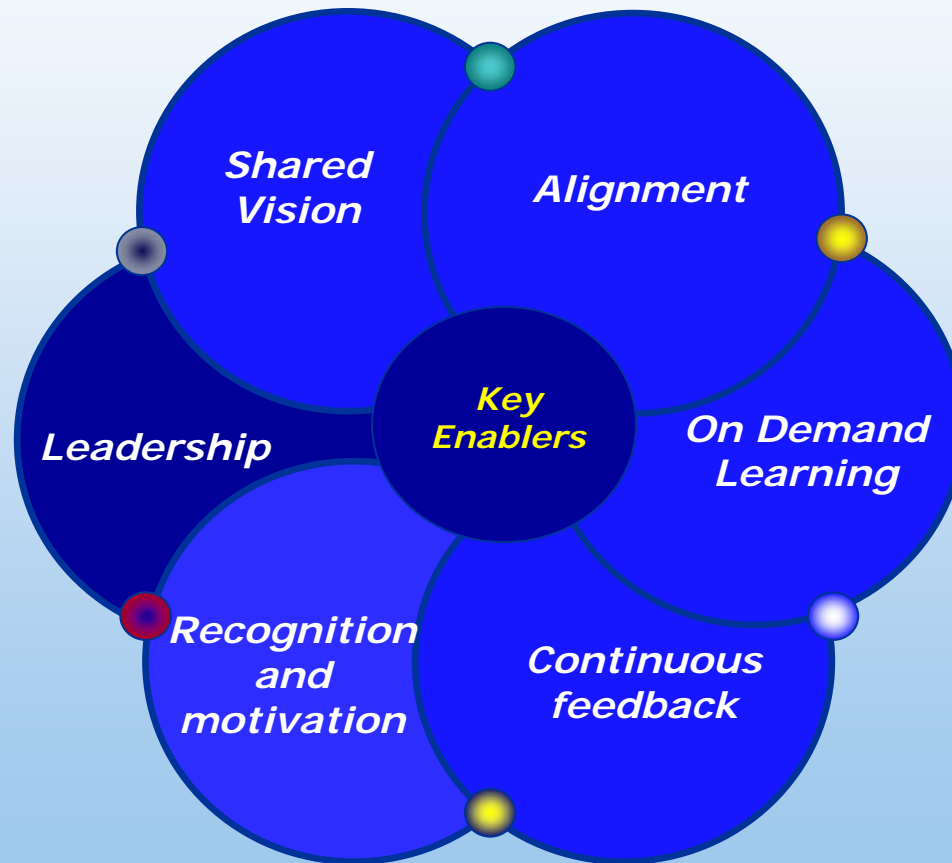
## Companies that “buy” talent from the outside

- potentially risk alienating their existing workforce and losing talented employees
- Greater use of flexible sourcing methods have higher voluntary turnover
- A higher percentage of middle managers brought in from the outside is correlated with higher voluntary turnover and absenteeism

## Organizations that invest in “building” talent

- Higher profits/FTE
- Higher percentage of middle managers and staff taking part in management development
- Higher number of learning days for senior management
- Greater use of computer based training over the web and interactive e-learning
- Critical mass appears to play an important role in management development
- Three times the profit/FTE when >80% managers and 21%-40% of staff in such programs **but**
- Organizations with a higher percentage of staff taking part in management development also have a higher rate of voluntary turnover

# Developing talent is a critical organizational capability with several key enablers



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# Dynamics & Changing Workforce



## A Younger Workforce

- 56% of our employees <2 years; over 65% <5 years.
- 259 out of 1271 GCG managers are on their first year manager position.

## A More Diverse Workforce

- New hires, professional hires, mergers & acquisitions, outsourcing
- 1/3 of 9266 employees are on global missions
- Ability to integrate and create our identity

Talent shortage is one of the top business issues to address

# Talent Express – Ideal Outcome

## Build a strong talent pipeline

- ✓ Identify the right people
- ✓ Develop the right skills
- ✓ Place in the right position and at the right time

## Ensure talent satisfaction

- ✓ Be cared by company and managers
- ✓ Be clear, feel honored and inspired about our talent management program and career opportunities in us



## Formalize the culture to accelerate talent development

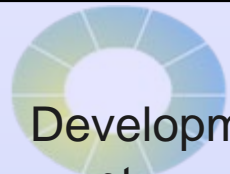
# Talent Express – Talent Definition



Talent  
Definition



Identificati  
on



Developme  
nt



Assessmen  
t



Deployme  
nt



Retention

- ❖ What kinds of talent do we need to achieve our business goal?
- ❖ What are the competencies we can looking for?

Talent Requirements Definition

## Talent Profile Defined for Critical Position

- General Managers
- Client Executives
- Project Directors
- IT Architect
- Lead Consultant

## Foundational Competency

- B6-9 Top Talent in professional career path

## Leadership Competency

- B6-9 Top Talent in managerial career path
- Executive Resources

# Talent Express - Identification



- ❖ Who are they?
- ❖ Do we have the sufficient supply of future leaders?
- ❖ Do they understand their career opportunity and expectations?
- ❖ What is the readiness level?

- ❖ Bench Discussion in GCG Leadership council
  - Understand the business needs
  - Candidate assessment
  - Possible bench candidates from across BU
  - Possible assignments for bench candidates
- ❖ BU Talent Council
  - Look deep in organization to identify future leaders in their early career days
  - Manage actively for individual development and performance tracking

Measurement - Bench indicator:

a). 3 on each bench

b). 1/3 cross pollination

c). 1/3 women

# Talent Express – Development



Target Group	Accelerated approach	Development Programs
Banded Executives	<u>Competency</u> <ul style="list-style-type: none"> <li>❖ Work Apart Learning</li> <li>❖ Work enabled learning</li> </ul>	<ul style="list-style-type: none"> <li>❖ Accelerated Executive Leadership (WW)</li> <li>❖ Individual Development Plan</li> <li>❖ Coach</li> </ul>
Band 10 ER	<u>Job/Cross Organization Experience</u>	<ul style="list-style-type: none"> <li>❖ GDC (WW &amp; AP)</li> <li>❖ Individual Development Plan</li> <li>❖ Coach</li> </ul>
Bench Chart Pipeline Band 9 TR	<ul style="list-style-type: none"> <li>❖ Country and across BU project assignments</li> <li>❖ Shadowing program</li> </ul>	<ul style="list-style-type: none"> <li>❖ G100</li> <li>❖ Critical Job Role Development Programs</li> <li>❖ Mentor/Coach</li> <li>❖ EA program</li> </ul>
Top Talent	<u>Relationship Building</u> <ul style="list-style-type: none"> <li>❖ Cross BU projects</li> <li>❖ Mentor</li> <li>❖ Networking activities</li> </ul>	<ul style="list-style-type: none"> <li>❖ LEADing</li> <li>❖ Critical Job Role Development Programs</li> <li>❖ Mentor</li> <li>❖ Shadow Program</li> <li>❖ HPL</li> </ul>

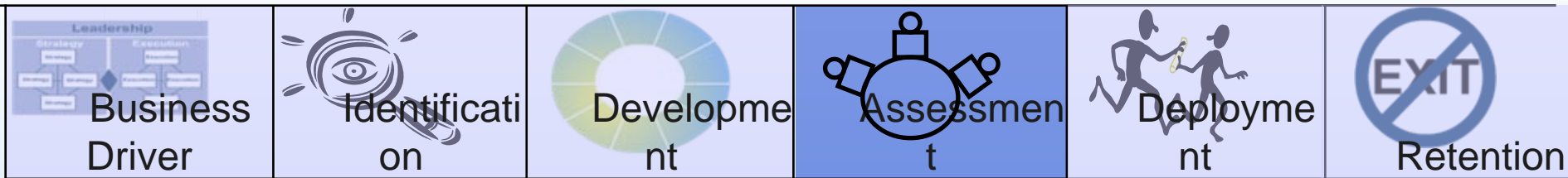
Measurement – Coverage and 3 levels of evaluation:

a). Level 1 satisfaction business results

b). Level 2 learning

c). Selected level 3

# Talent Express - Assessment



<p>Qualification</p> <ul style="list-style-type: none"> <li>❖ professional band 8 promotion</li> </ul> <p>Certification</p> <ul style="list-style-type: none"> <li>❖ Professional ready assessment for band 9&amp;10</li> <li>❖ Leadership Competency</li> </ul>	<ul style="list-style-type: none"> <li>❖ Qualification/Certification                     <ul style="list-style-type: none"> <li>▪ Qualification process policy</li> <li>▪ Qualification criteria</li> <li>▪ Nomination coordination</li> <li>▪ Review scheduling</li> <li>▪ Result input</li> </ul> </li> <li>❖ Leadership competency assessment                     <ul style="list-style-type: none"> <li>▪ Executive</li> <li>▪ Managers</li> <li>▪ Sales</li> <li>▪ Technical Leaders</li> </ul> </li> </ul>
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Measurement – Quantity and Quality

# Talent Express - Deployment



- ❖ Openings are visible and accessible to the best of our Top Talent
- ❖ Qualifications are transparent to the candidates
- ❖ Career opportunity alignment with individual development
- ❖ Mechanism effective to facilitate matching

- ❖ Opportunity-Mart
  - BPFJ+ as a posting engine for all openings.
  - ERPM uses an array of talent and job searching tools to facilitate the matching of candidates with the right jobs.
- ❖ Making the tough calls
  - 5-min drill process to force conversation on how to best balance long-term development and short-term business needs.
  - Leadership Council (GCG/BU) to look deep in organization for periodical assessment of pipeline to ensure continued identification, development of top talent and manage the cross BU assignment

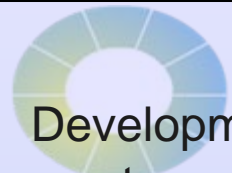
# Talent Express - Retention



Business  
Driver



Identificati  
on



Developme  
nt



Assessmen  
t



Deployme  
nt



EXIT  
Retention

Based on Hewitt Survey on  
Top Talent Retention:

- ❖ Top Motivation Factors
  - Career opportunities
  - Company reputation and brand
  - Job content and responsibilities
- ❖ Top Frustration Factors
  - Salary
  - Work/Life balance
  - Career opportunities

- ❖ Communication
  - EI with ER/TR/TT - identify very talented people, letting them know we found them, and provide them with rich and varies experiences to develop them over time
  - Enforce quality IDP discussion
- ❖ Career Development
  - Opportunity-Mart to improve the visibility and accessibility for better job opportunities
  - 5-min drill process to facilitate cross BU opportunities
  - Mentor/Coach to ensure the effectiveness of the program
- ❖ Retention coverage – total compensation competitiveness

# Driver of the Talent Express: People Managers who really CARE talents



**C**ommunication & Collaboration – 沟通交流齐心协力

**A**ppreciation & Atmosphere – 激励赞赏和谐氛围

**R**espect & Realization – 以诚相待成就事业

**E**mpathy & Enthusiasm – 感同身受传递热忱

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# Human Capital Management is at a crossroads. The HR manager must...

## Set talent supply as your performance goal

- Shift your role: become 'Chief Talent Officer' – lead on talent, flexibility, performance and growth
- Get 'strategic': build the workforce model of the future – what are the 'must own' capabilities?
- Get a seat on the Board: own and drive the 'people agenda'
- Leverage the best-in-class systems: not just for administration but to drive the people agenda
- Measure HR programs from end to end and demonstrate bottom-line business benefit

## Work with business executive to achieve the goal

- Engage business executives to understand their business
- Facilitate talent initiatives from professional aspects
- Build commitment of actions from both sides

**Now is a great time to be a HR professional**

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