



知享会  
HR Excellence  
Center

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**Driving talent development  
and staffing process to  
achieve long term  
business success**



**智享会**  
HR Excellence  
Center

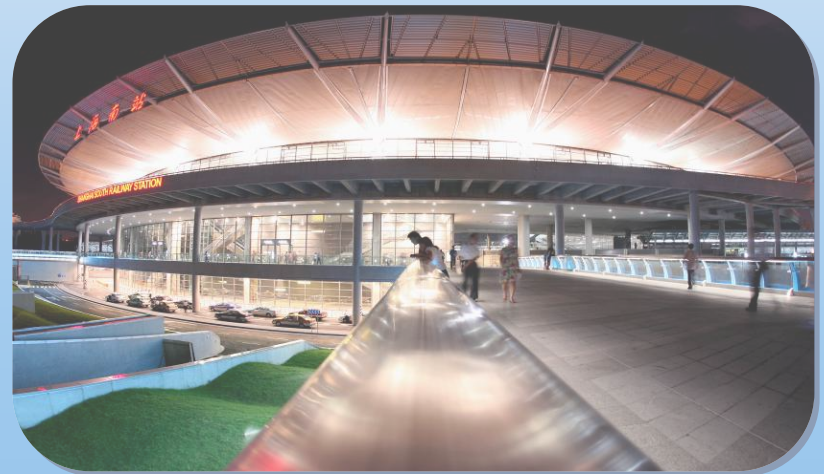


## Our MD/Talent Management Process

### Issues for Succession and Staffing Process

### Barriers for People Movement

### Solutions



# How to Win the Talent War to Keep us at No. 1 Position in Lighting?

## Challenges:

- Limited channels offer Lighting technical specialist skills.
- Long cycle-time to develop a mature Lighting specialist.
  - Hunting ground by competitors of Lighting.

Partnership with Key Universities

Staffing within Lighting Division

Staffing from other divisions

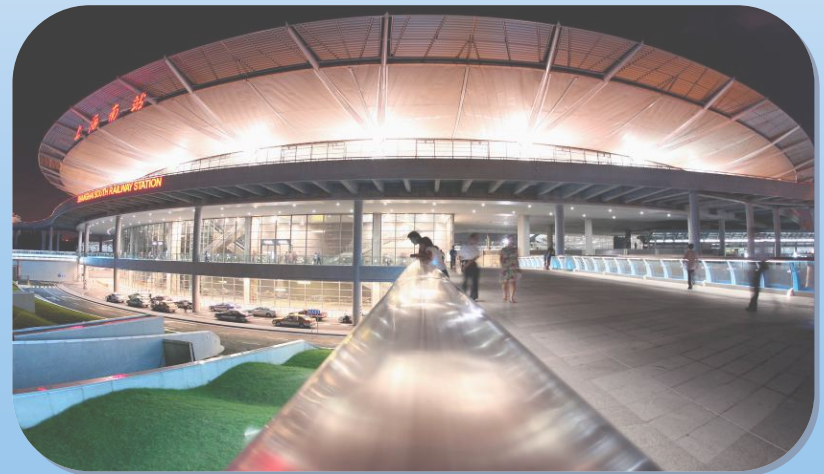
- Employer Branding
- Employee Career Development
  - Employee Engagement
  - Employee Retention

## Our MD/Talent Management Process

Issues for Succession and Staffing  
Process

Barriers for People Movement

Solutions



**All activities to identify and develop those people who have the right characteristics to become high-calibre leaders and who have the potential to hold key positions in the organisation.**

**A focused, long-term process involving:**

- Selection
- Performance Reviews
- Talent Identification
- Talent Development
- Succession Planning

# Our MD Principles



**MD is a core corporate process.**

**Managers must recognise and develop employees' skills and talents.**

**Every employee has equal opportunities for career development and recognition.**

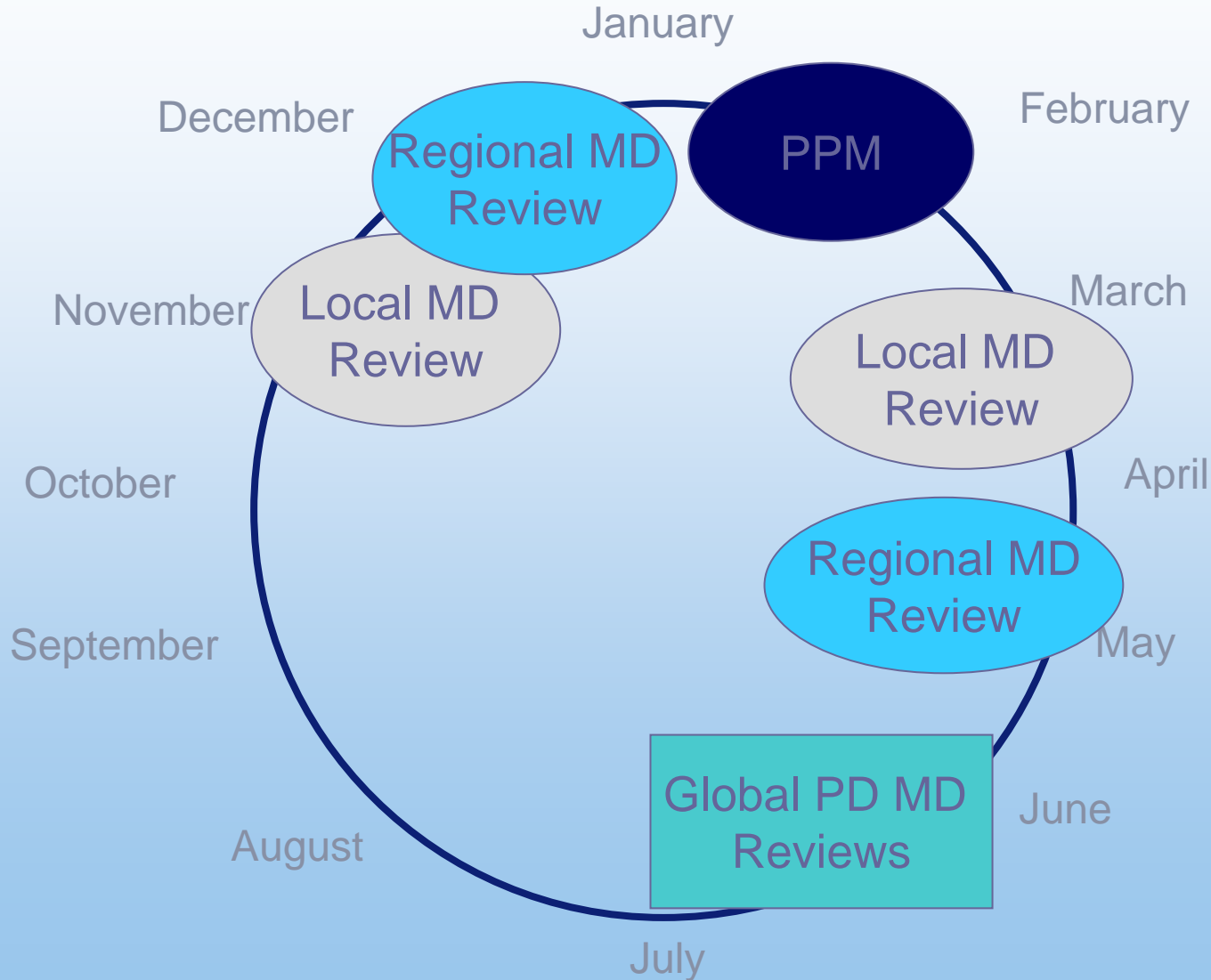
**Identifying people with growth potential is essential.**

**MD requires a structured approach both to individual development and succession planning.**

**At the centre of the process are our Leadership Competencies.**

**Most key management positions are intended to be staffed internally.**

# MD/Talent Review Process - Timing





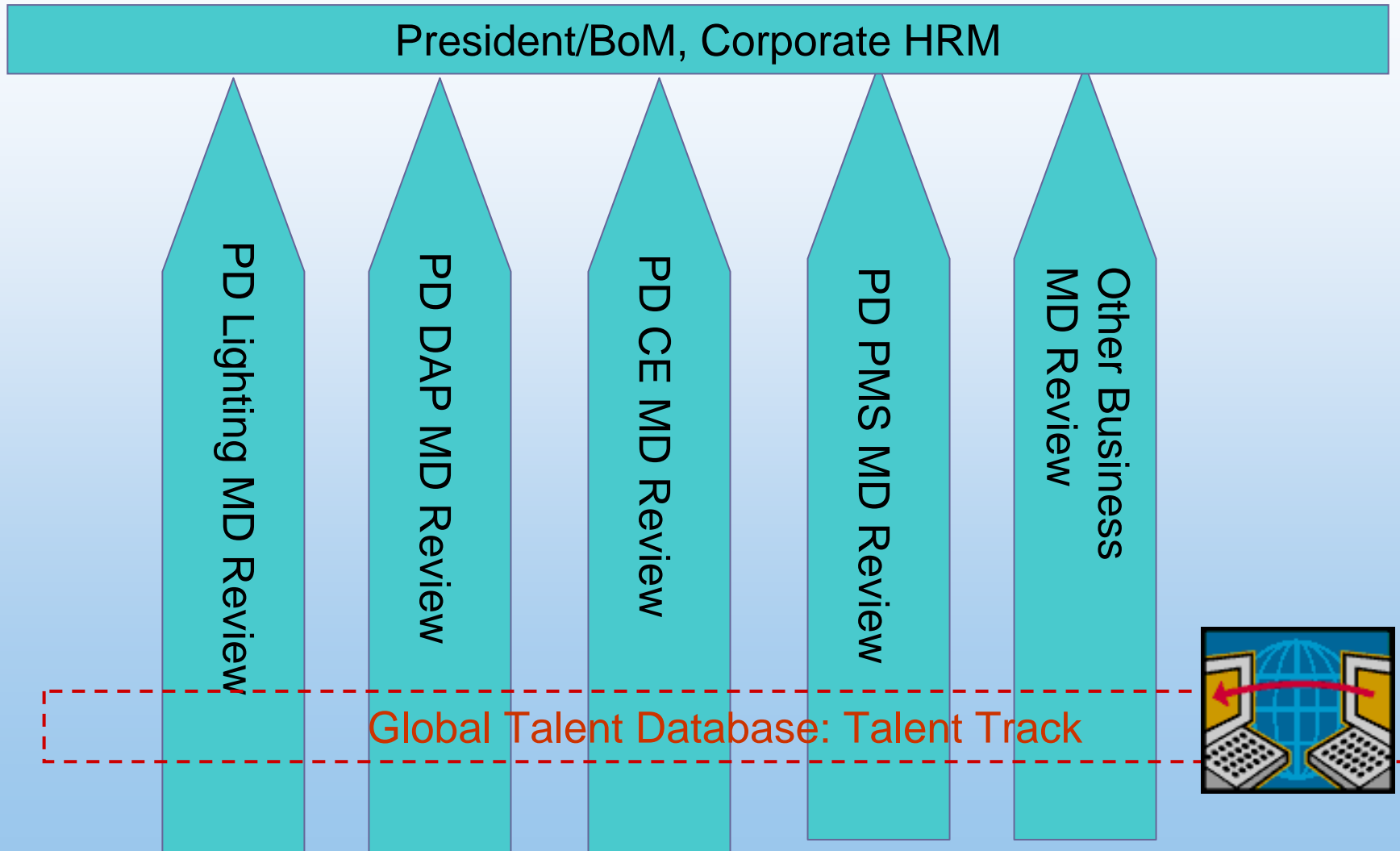
# Individual MD Report

Name: Present Job:		Local job grade: Corporate job grade:		Pen Portrait:	
BirthDate: Date of entrance: Date to job:		Educational background:			
Sex: Civil status: Nationality code:					
Performance:	Grade:	Corporate Since:	Local:	Responsible for information: _____ Date: _____	
		Expend level:			

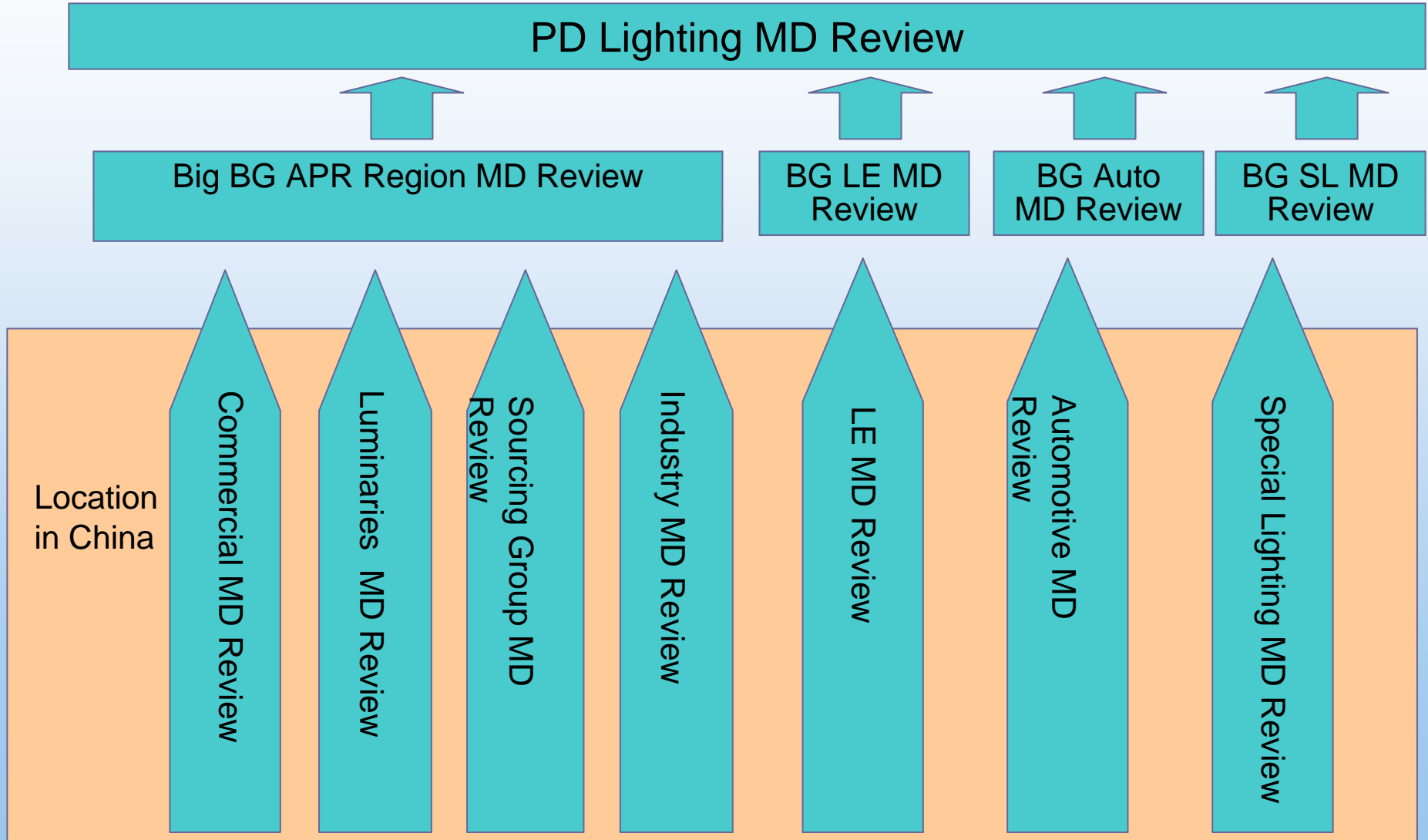
Experience outside/inside Philips:	Experience profiles: Business management Product management Marketing Sales Manufacturing Innovation Staff International exposure Expatriate experience	Leadership competencies: Shows determination to achieve excellent results Focuses on the market Finds better ways Demands top performance Inspires commitment Develops self and others	Courses followed:
------------------------------------	--	--	-------------------

Key position: _____ Code: _____	Employee's future aspirations:		Courses planned:
Talent Review Discussion: _____ Date: _____			
Development Centre: _____ Date: _____	Career Scenario I:	Career scenario II:	
MD Category: Entrance date:			
Mobility: Restriction:			

# Current Our MD/Talent Review Structure



# Current Lighting MD/Talent Review Process

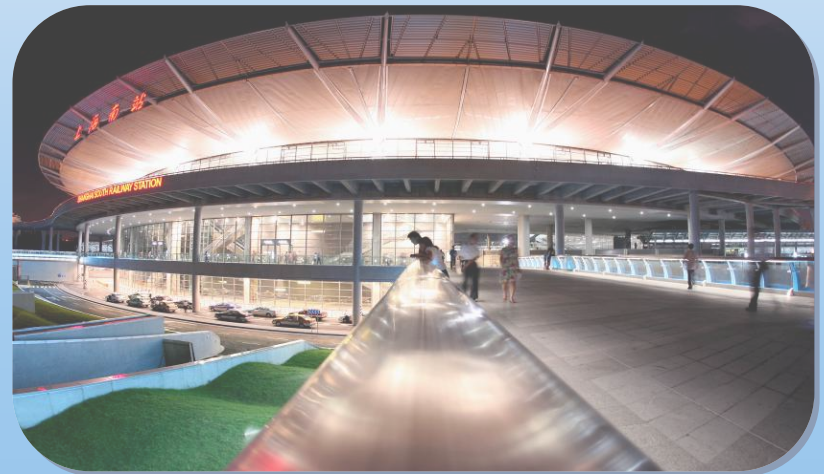


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# Issues for Succession & Staffing Process



**Not seriously implement career development plan.**

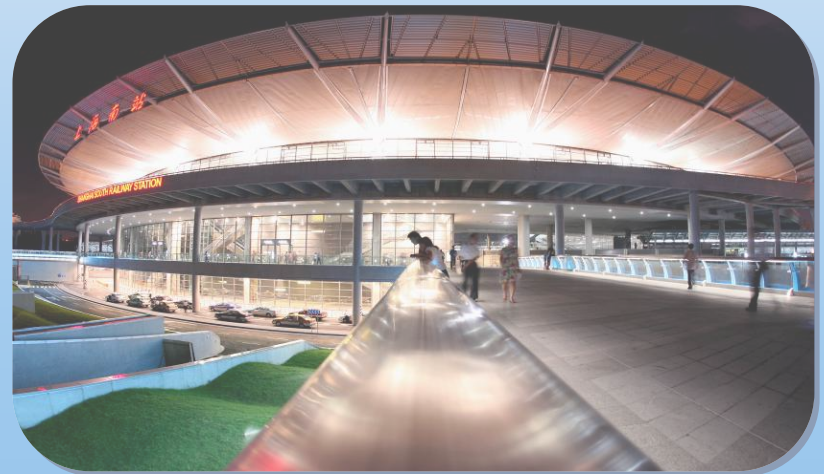
**Not seriously implement succession & staffing plan.**

**Invisible succession/staffing plan and available talents of other PDs/BGs/BUs.**

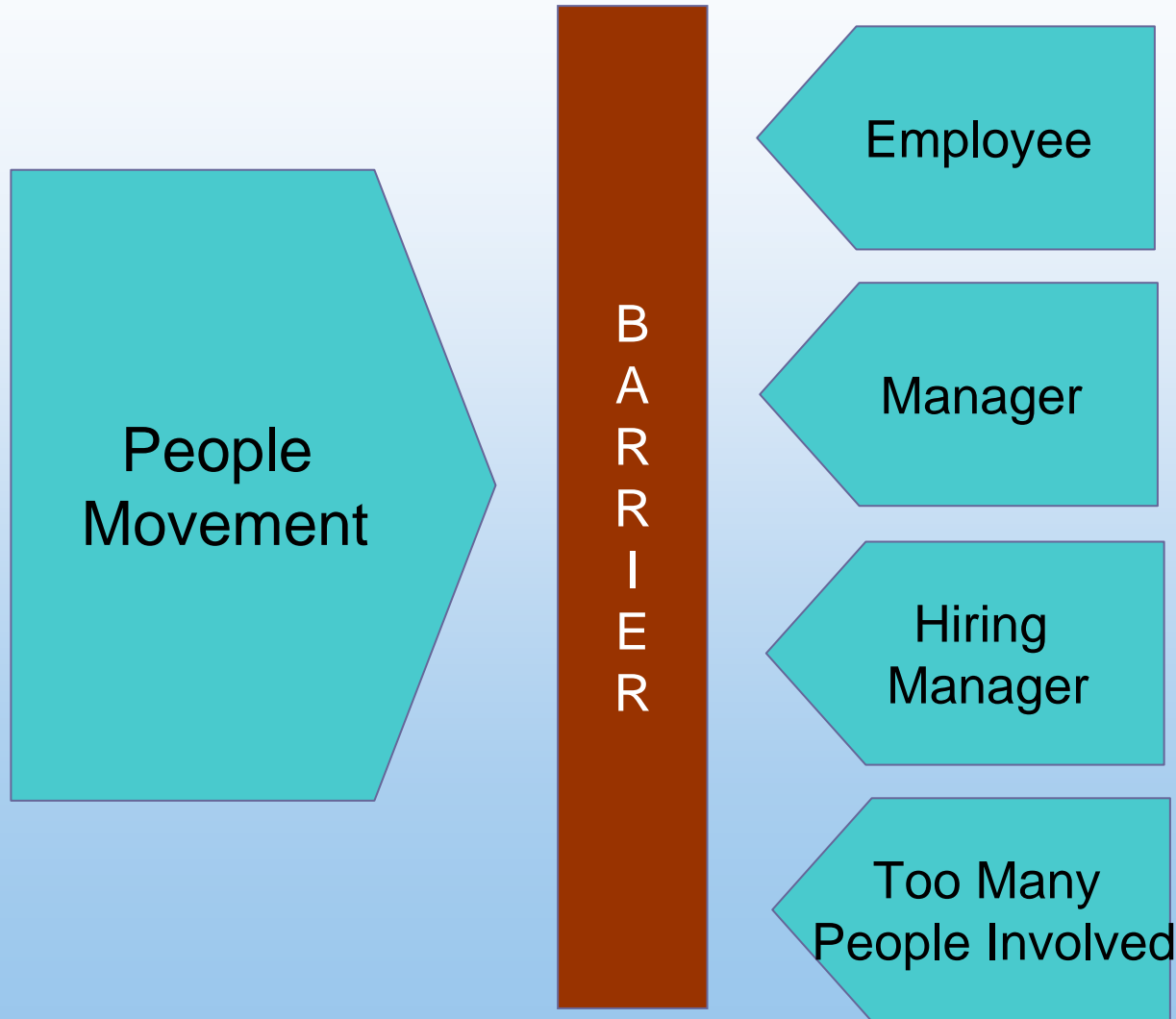
**Line managers do not support the program**

**Expectations and change not managed well**

## Our MD/Talent Management Process Issues for Succession and Staffing Process **Barriers for People Movement** Solutions



# Barrier for People Movement



# Barrier 1 for People Movement: Employee

**Location Change**

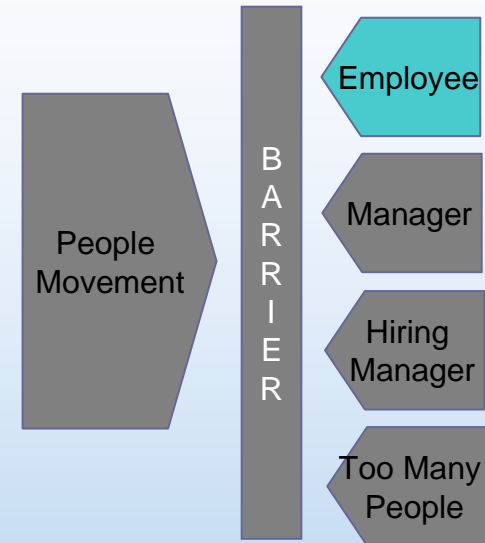
**Expectation on new package and job grade**

**Uncertainty of working environment**

- New relationship for new colleagues
- New job challenge and contents
- New boss relationship

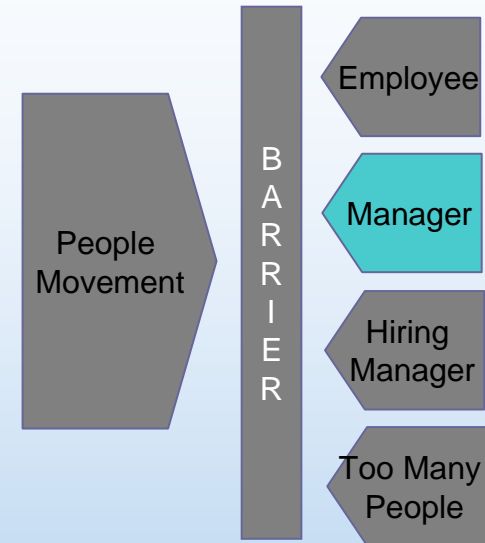
**Career path after the assignment**

**Family: Housing, Schooling, Medical, Spouse's job, etc.**



# Barrier 2 for People Movement: Current Manager

- Additional effort to fill in the vacancy**
- Additional coaching/training effort for the replacement**
- Risk for managing the transition period**
- Additional effort to build working relationship with the replacement**
- Politics: release low performers, not potentials.**



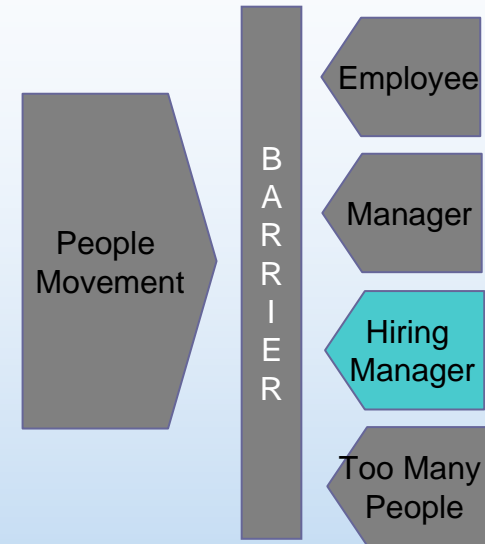
# Barrier 3 for People Movement: Hiring Manager

**Hiring for Experience or Hiring for  
Potential for Development?**

**Urgency to fill in vacancy:**

- which one is faster, hiring from outside or inside?

**New Package Offer: how to manage  
the expectation?**



# Barrier 4 for People Movement: Too Many People Involved

**Employee**

**Employee's family**

**Employee's current manager and  
next level manager**

**Employee's current HR and next level  
HR**

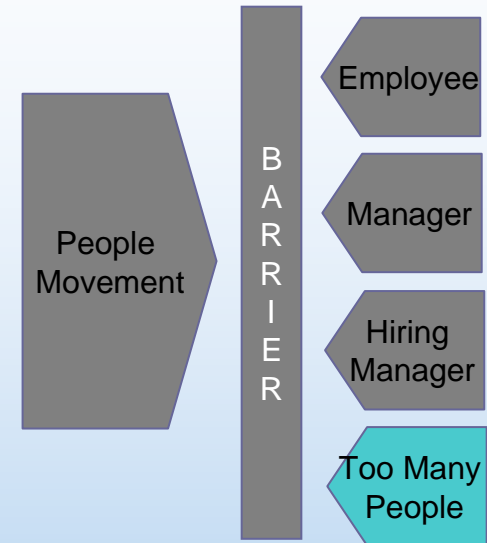
**Hiring Manager and next level  
manager**

**Hiring HR and next level HR**

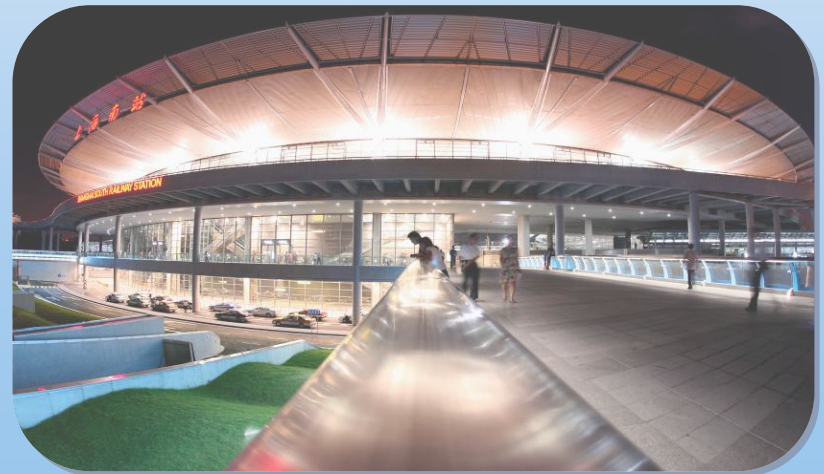
**Functional Manager**

**HR Rewards manager**

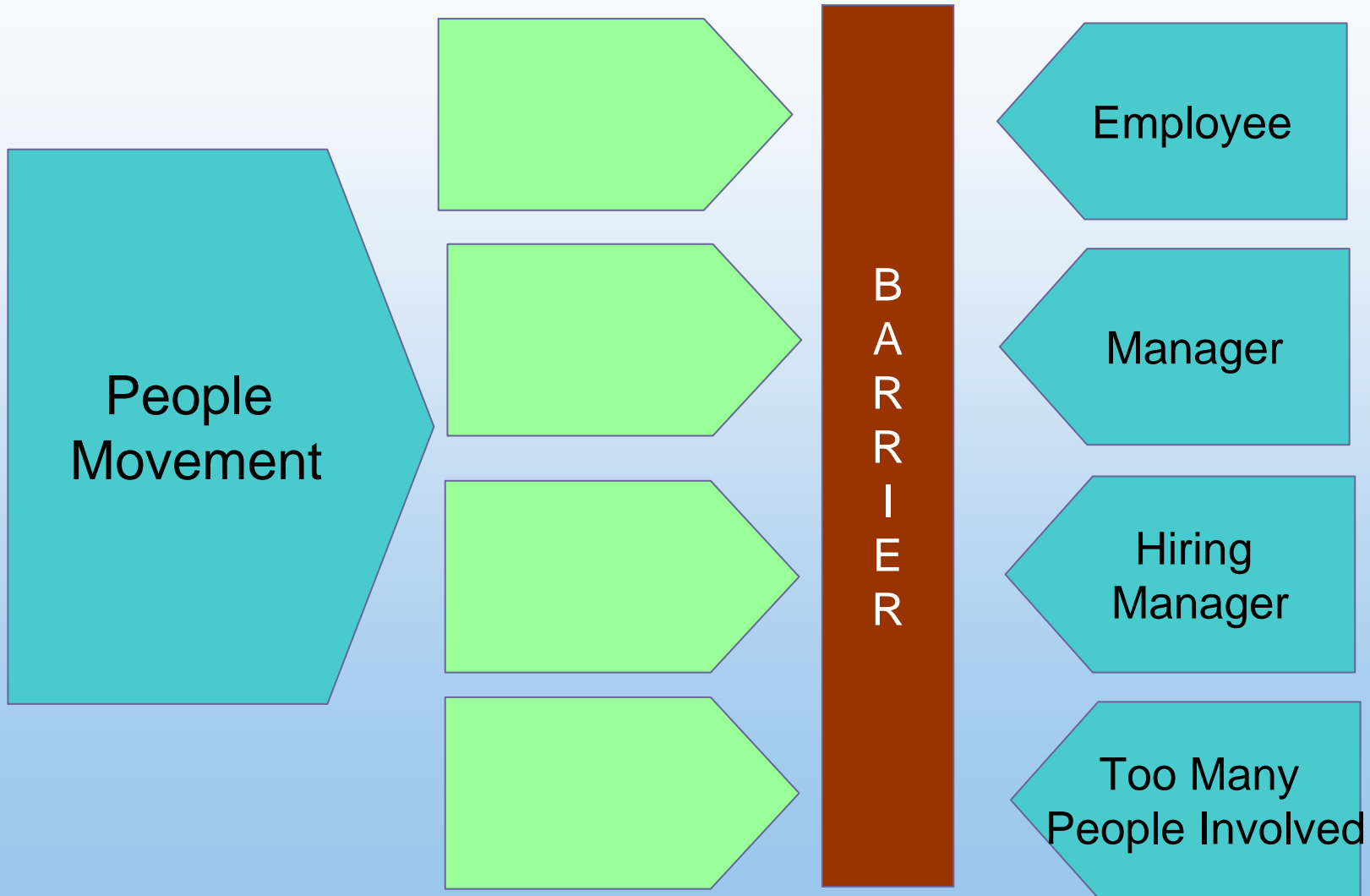
**HR Administration/Transfer manager**



## Our MD/Talent Management Process Issues for Succession and Staffing Process Barriers for People Movement Solutions

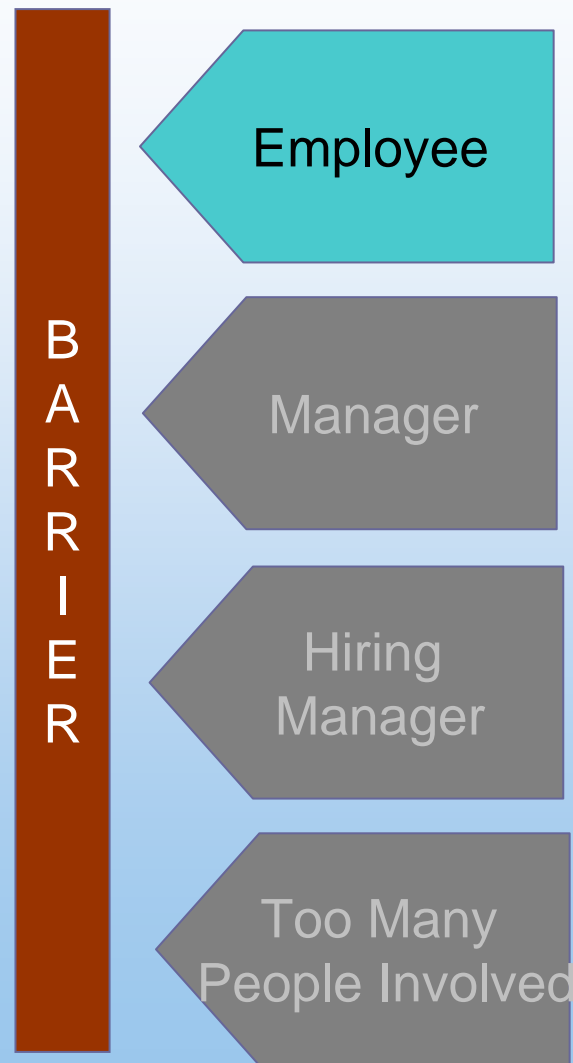


# Solutions



# Solutions for Employees

- Coaching for growth
- Role models sharing on Career Management
  - Stretching comfort zone
  - Taking ownership
  - Building foundations
  - Taking risk
- Rewards Policy
- Expat/Localization/Relocation Package design
- Reliable career path
- 2 X 2 X 2 for Talents



# Solutions for Managers

- Top leadership commitment: question the progress in MD review
- Recognition to line managers who are moving the people
- Set bonus target for key position holders: Champion People's Growth Index
- Closely monitor the progress and KPIs
  - % of Career plan realization
  - % of talents with career path to intended level
  - % of talents/Key Position Holders with individual development plan reviewed quarterly

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Employee

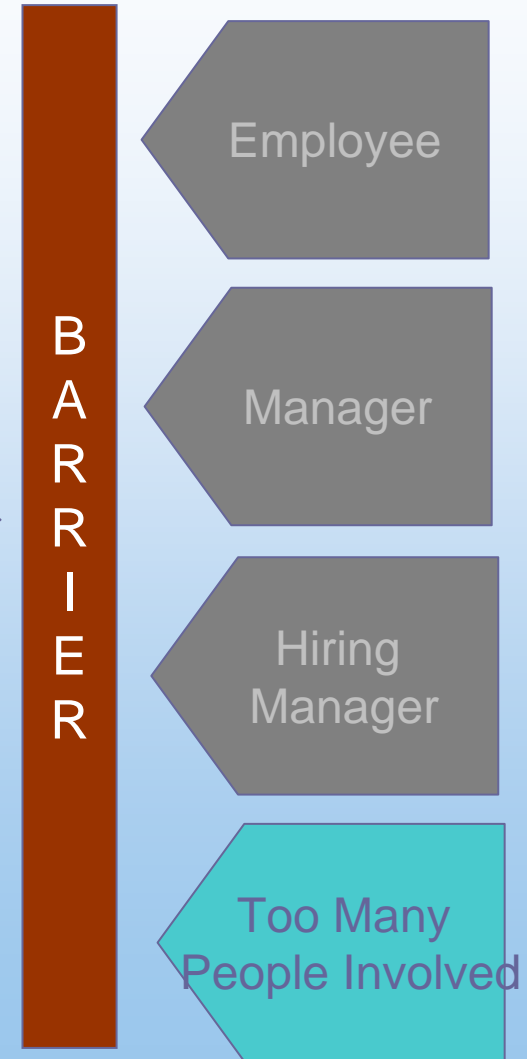
Manager

Hiring  
Manager

Too Many  
People Involved

# Solutions: Too Many People Involved

- Set up regular internal staffing platform: Internal Talent Market via HR Council
- Early reminder to line managers on the employee transfer timing and succession plan.



# Build a more effective internal succession & staffing framework

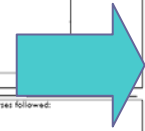


# Build a more effective internal succession & staffing framework

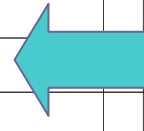
Individual MD Report

Name: Present job:		Local job grade: Corporate job grade:	Pan Portrait:	
BirthDate: Date of entrance: Date to job:		Educational background:		
Sex: Civil status: Nationality code:		Performance:		
Experience outside/inside Philips:		Courses followed:		
Key position: Talent Review Discussion: MD Category: Entrance date: Mobility: Restriction:		Employee's future aspirations: Career scenario I: Career scenario II:		

**Development Needs**



**Internal Talent Market**



Succession Plan

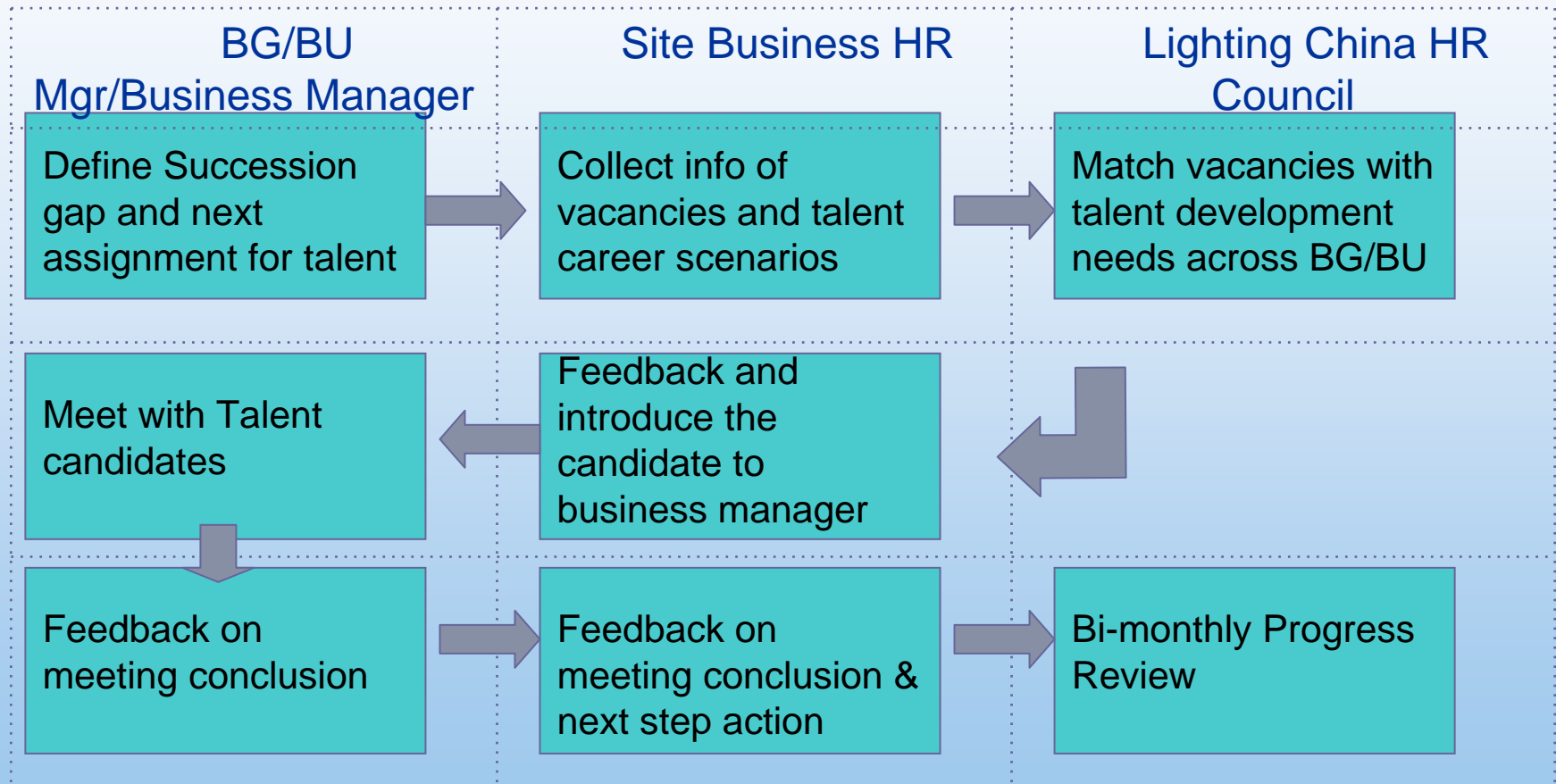
Name Position Location	In Position Since	Pers. Level	Age	PPM: Perf. / Value	PPM: Promotability Code	Corp. Potential	Timing Job Transfer and Destination	Possible Successors **)	
								Short term / Emergency (<2 years)	Longer term (2-4 years)

**Succession Gap**

# Talent Management & Staffing Framework



# Talent Management & Staffing Process Lighting China HR Council



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