



知享会

HR Excellence
Center



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Talent Management & Organizational Design

Alignment for Success

The 9th Annual Conference on
Talent Management and Leadership
Development
HREC

Agenda



⑩ Business Strategy, Talent Management & Organizational Design

⑩ Integrated Approach to Talent Management

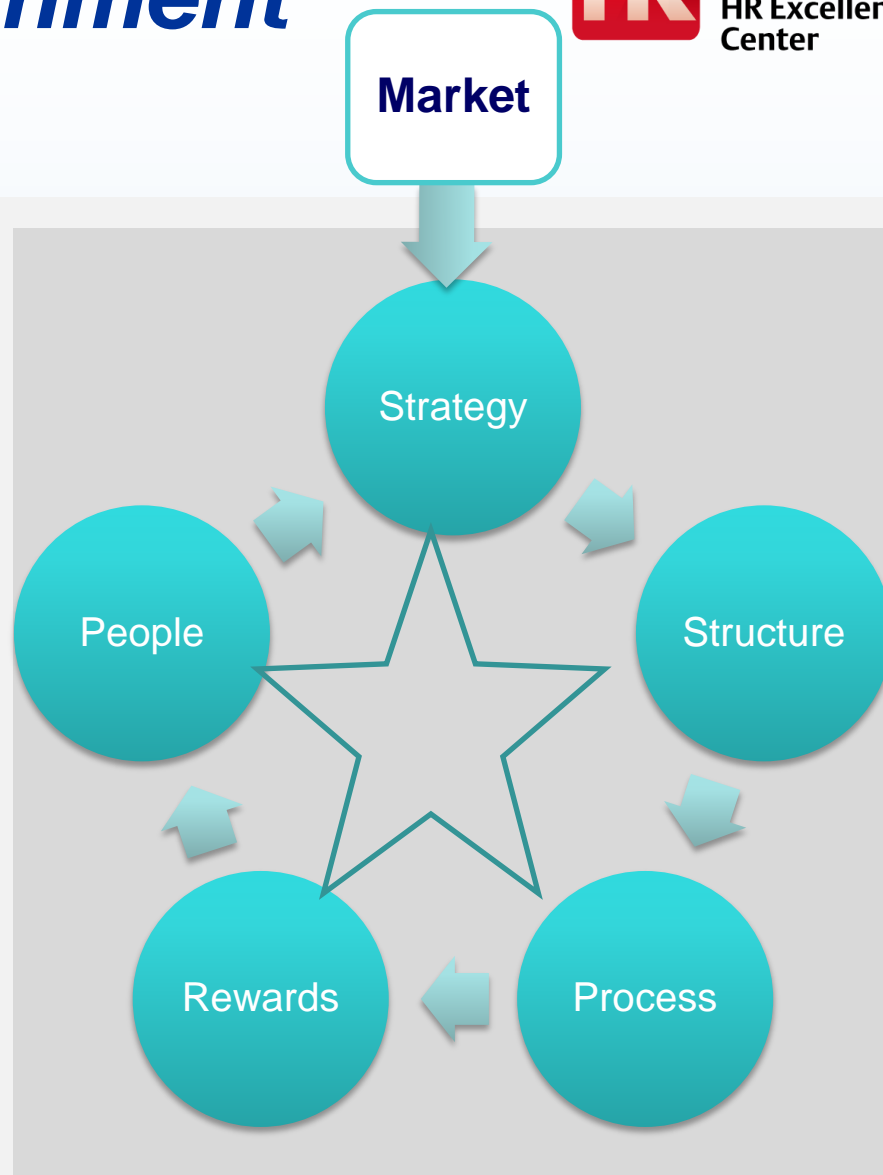
⑩ Best Practices in Talent Attraction & Leadership Development

Importance of Alignment

⑩ **Market dynamics determines Business Strategy**

⑩ **Successful execution of Strategy depends on alignment of :**

- Structure,
- People,
- Rewards
- Processes

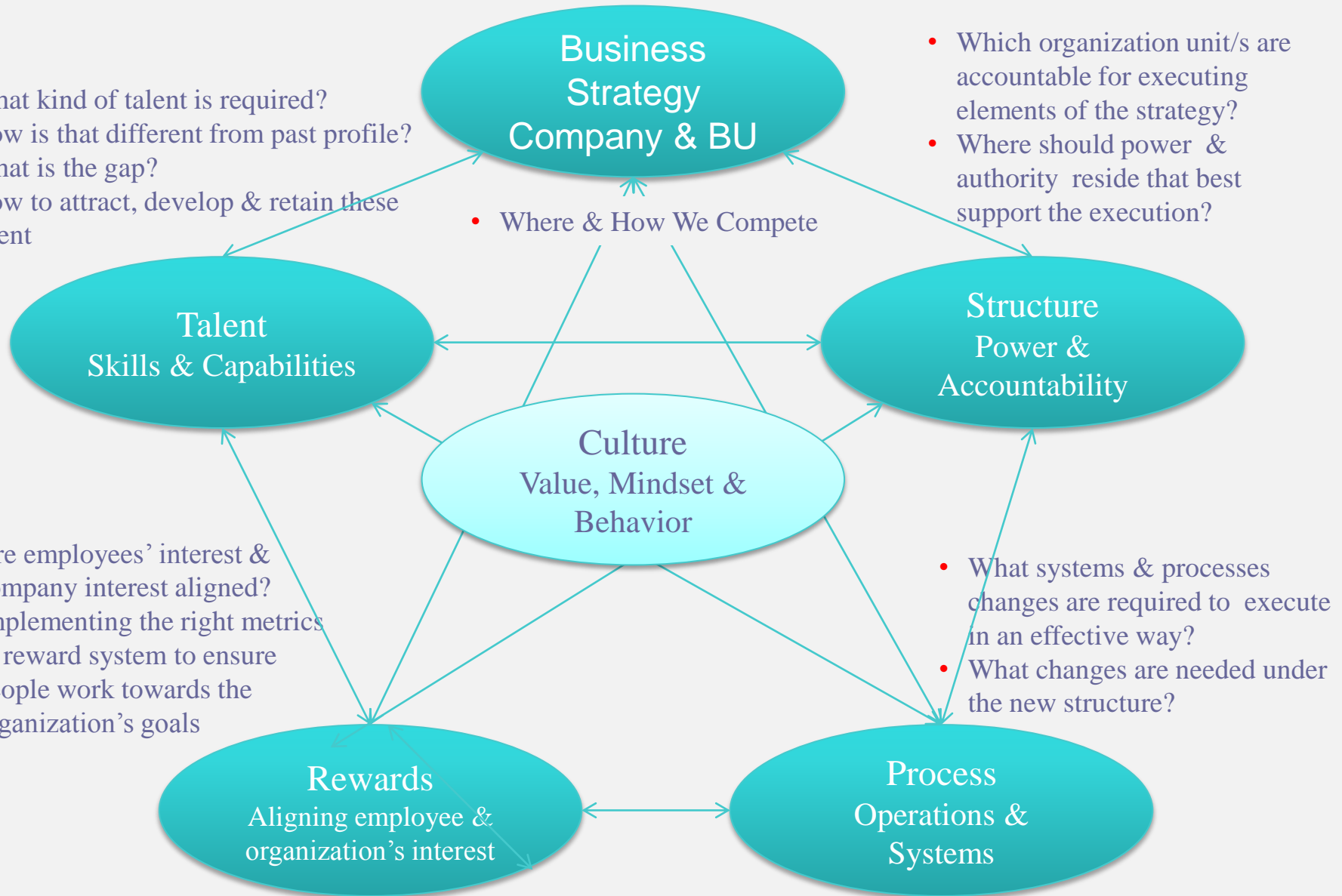


Source: Jay Galbrith – STAR Model

An Integrated Approach

- What kind of talent is required?
- How is that different from past profile?
- What is the gap?
- How to attract, develop & retain these talent

- Which organization unit/s are accountable for executing elements of the strategy?
- Where should power & authority reside that best support the execution?



Market Dynamics Determines Business Strategy



Market

- Severe Over Supply
- Trade Protectionism
- Technology Advance
- Globalization
- Price Wars
- Margin Erosion
- Commoditization



Strategy

- Protecting Core Business
- Developing Down Stream Business
- Manufacturer to Solution Provider
- Globalization

Key Organization Structure Design Questions

Key Questions	Specific Considerations
Does the structure fit with market strategy?	<ul style="list-style-type: none">Does the design reflect focus on key market segments?
Does the structure directs enough attention to each market segment ?	<ul style="list-style-type: none">Is every segment owned by at least one business unit?
Does the structure supports key sources of market advantage?	<ul style="list-style-type: none">Does design support speed to market, solutions selling, etc.?
Does the structure defines roles and responsibilities such that employees leverage their strengths?	<ul style="list-style-type: none">Does role design leverages Company's core employee capabilities?

Organization Design - 5 Structures Choices

Function Structure

- Small-size, single-product line
- Undifferentiated market
- Scale or expertise within the Function
- Long product development life Cycles & Common standards

Product Structure

- Product focus
- Multiple products for separate customers
- Short product development life

Market Structure

- Important market segments
- Product or service unique to segment
- Buyer strength & Customer knowledge advantage
- Rapid customer service and product cycles

Geographical Structure

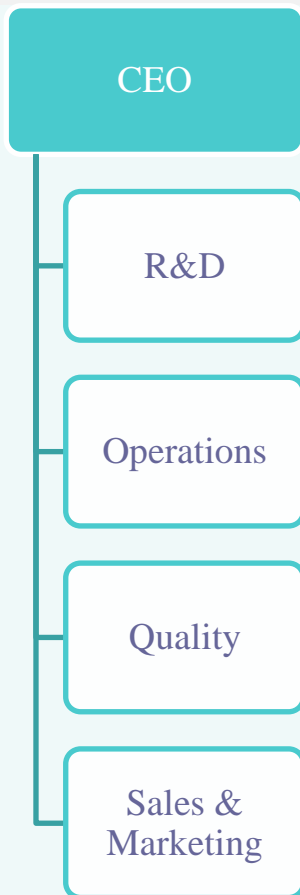
- Low value-to-transport cost ratio
- Service delivery on-site
- Closeness to customer for delivery or support
- Perception of the organization as local

Process Structure

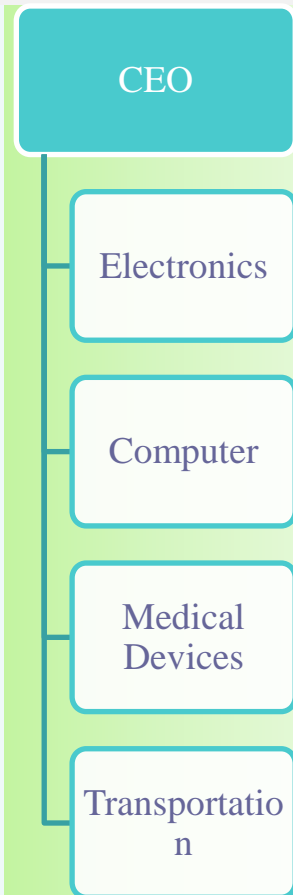
- Potential for new processes and radical change to processes
- Reduced working capital
- Need for reducing process cycle times

Organization Design – 5 Structure Choices

Function Structure



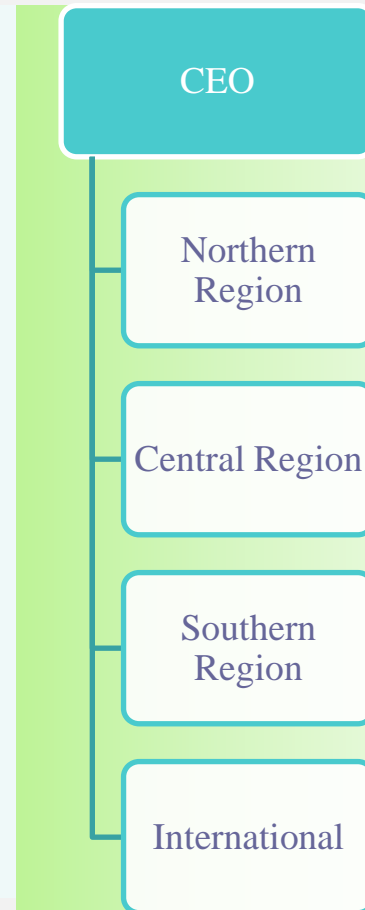
Product Structure



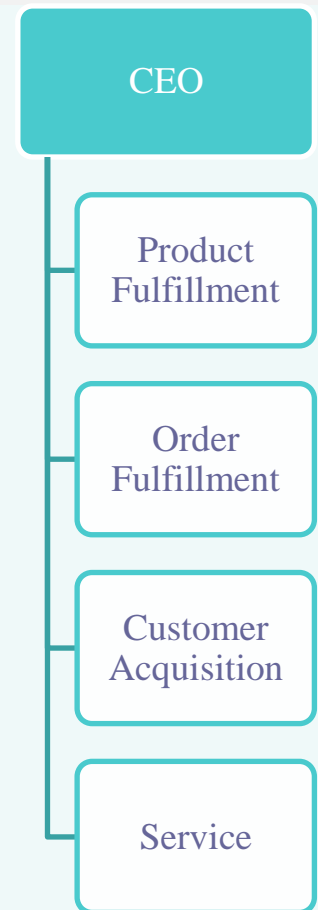
Market Structure



Geographical Structure

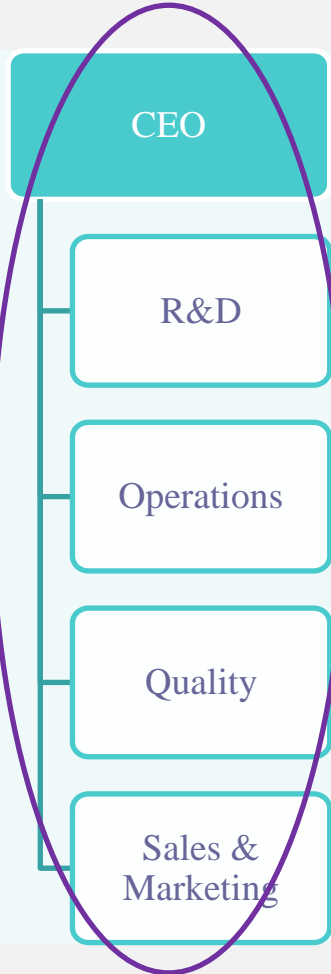


Process Structure

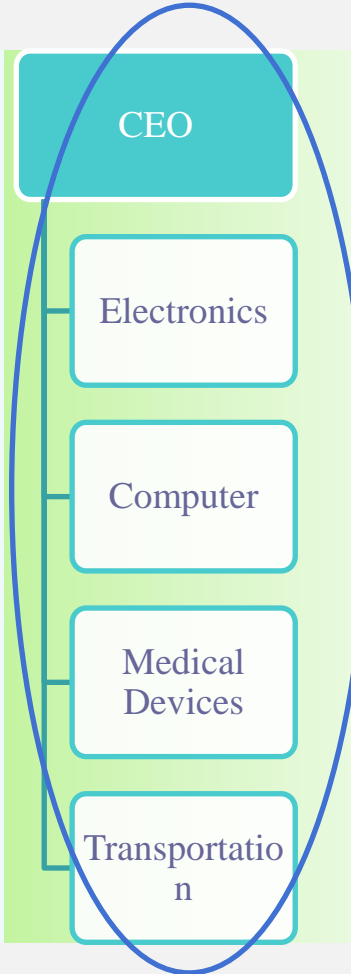


Organization Design – 5 Structure Choices

Function Structure



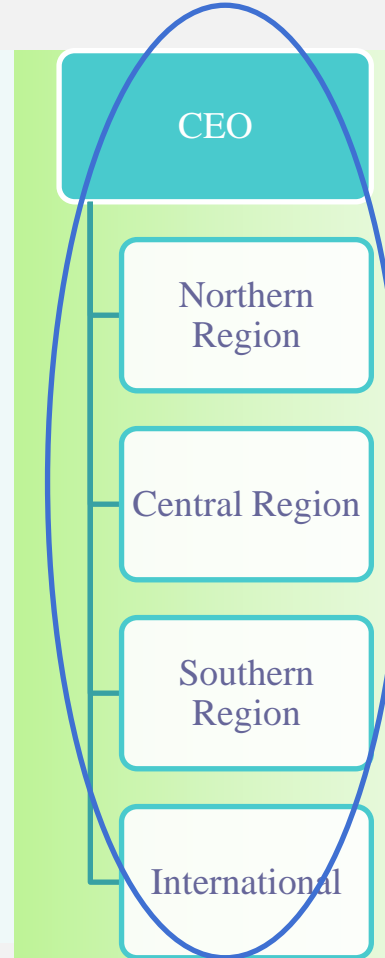
Product Structure



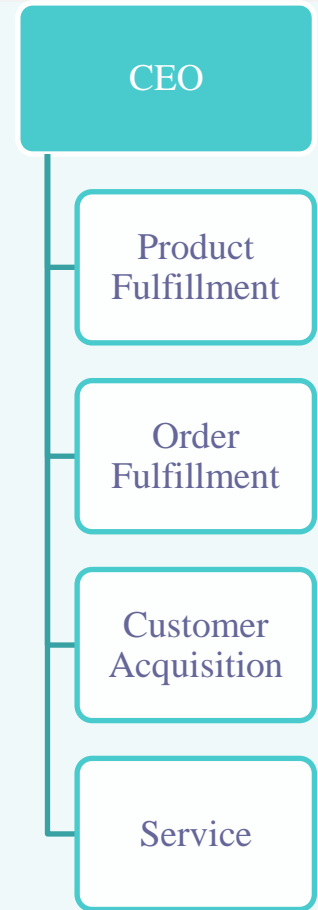
Market Structure



Geographical Structure

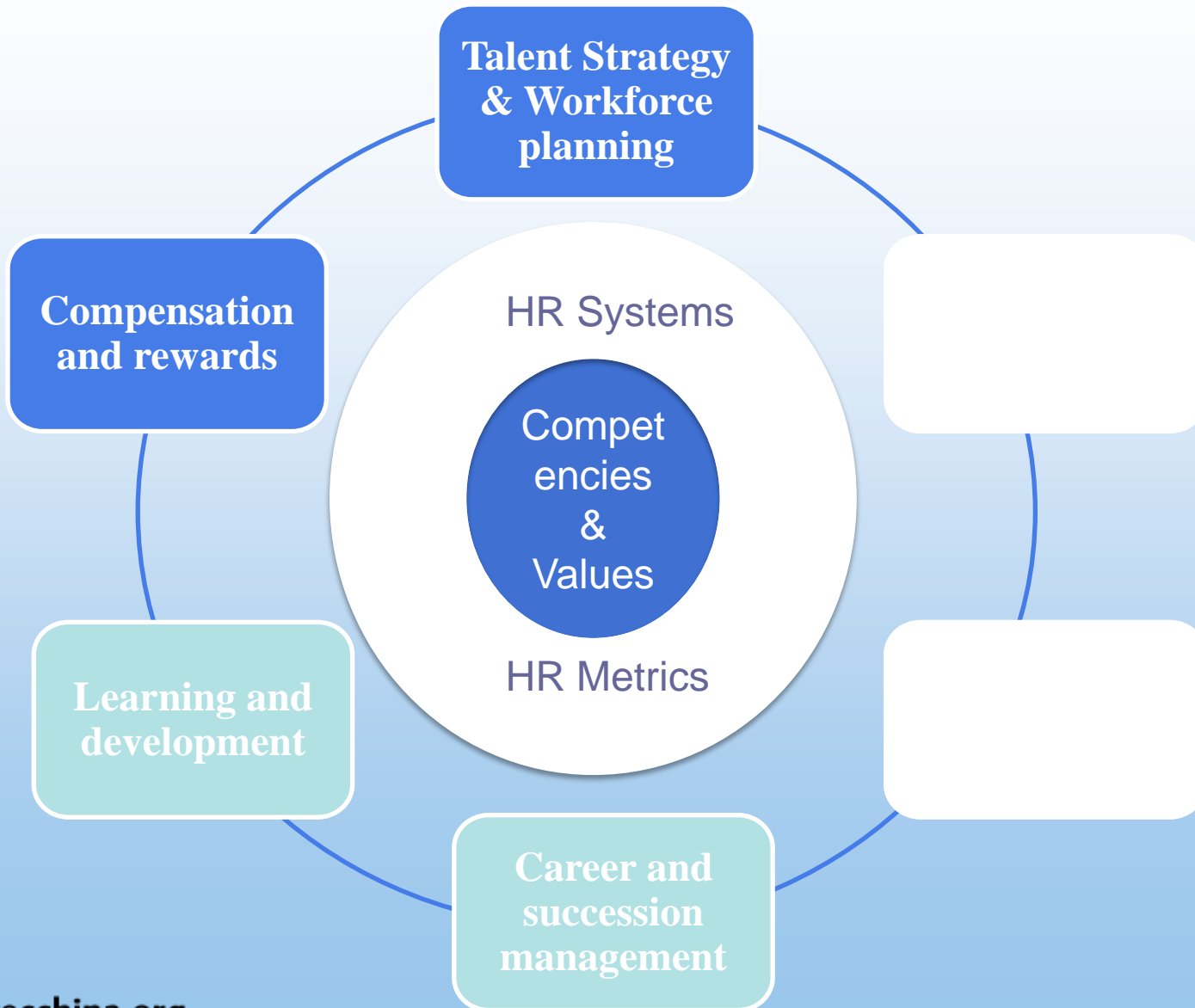


Process Structure

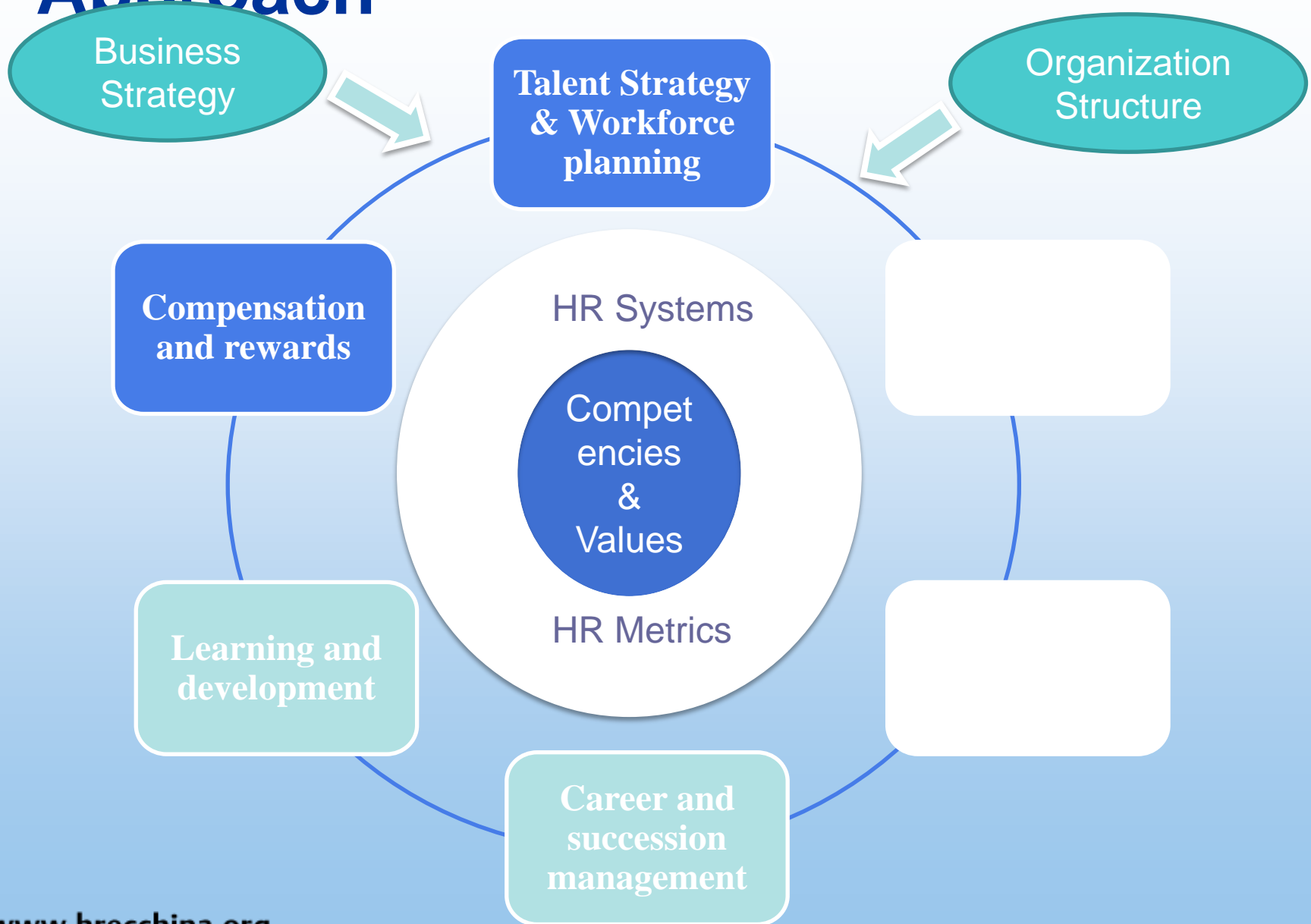


— Before — After

Integrated Talent Management Approach



Integrated Talent Management Approach



Talent Mgmt Implications of Organization Design

Product
Centered
Business
Unit



- Deeper expertise
- Capabilities in New Business Areas
- Execution Excellence

Geographic
Regions



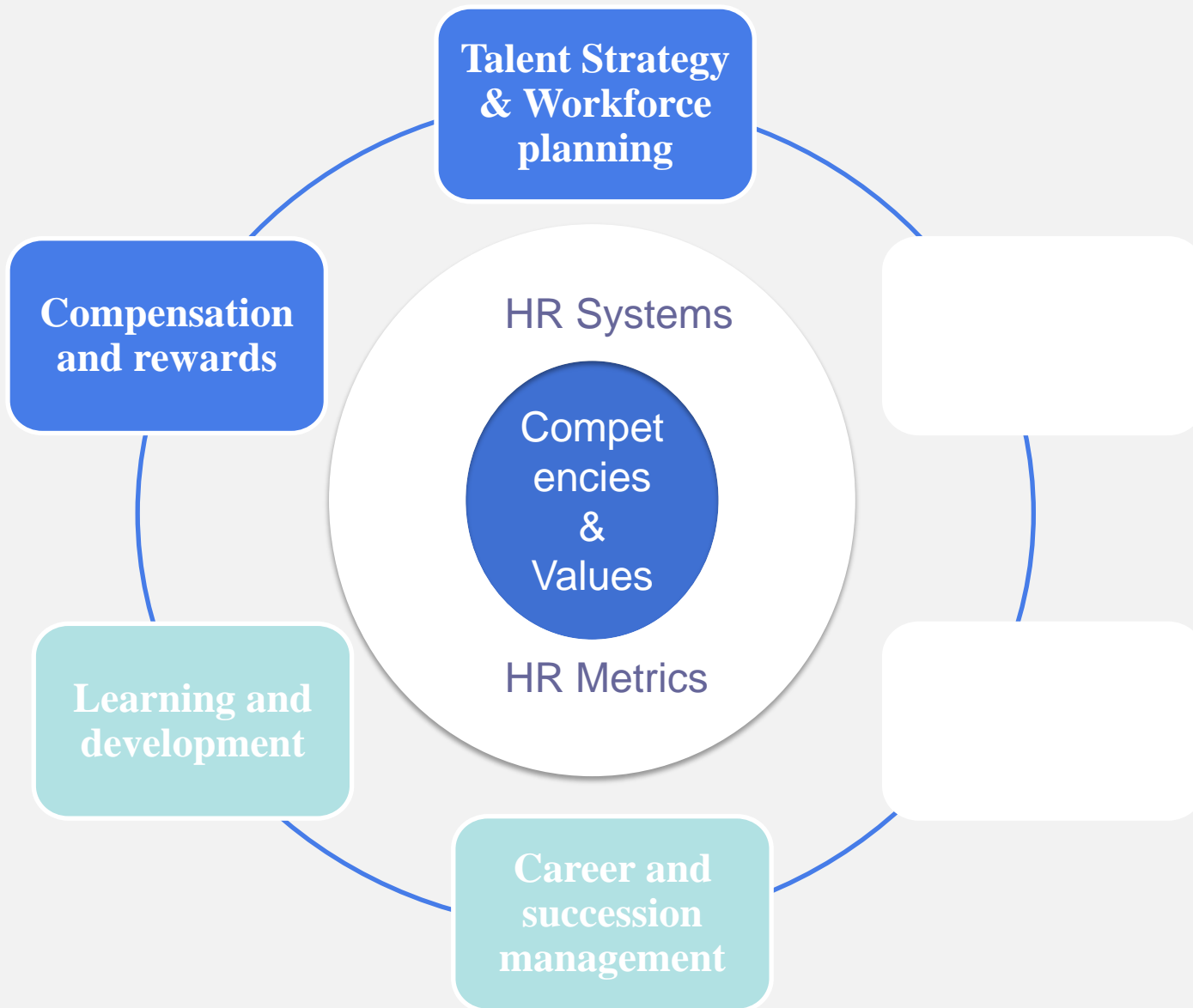
- From sales focus only to regional management
- General Management skills
- Global mindset and perspective

Global
Matrix
Organization



- Maturity & Culture Sensitivity
- Collaborative & Team Orientation
- Sharing Same CORE Values & Leadership Competencies

Integrated Talent Management Approach



Talent Strategy & Workforce Planning

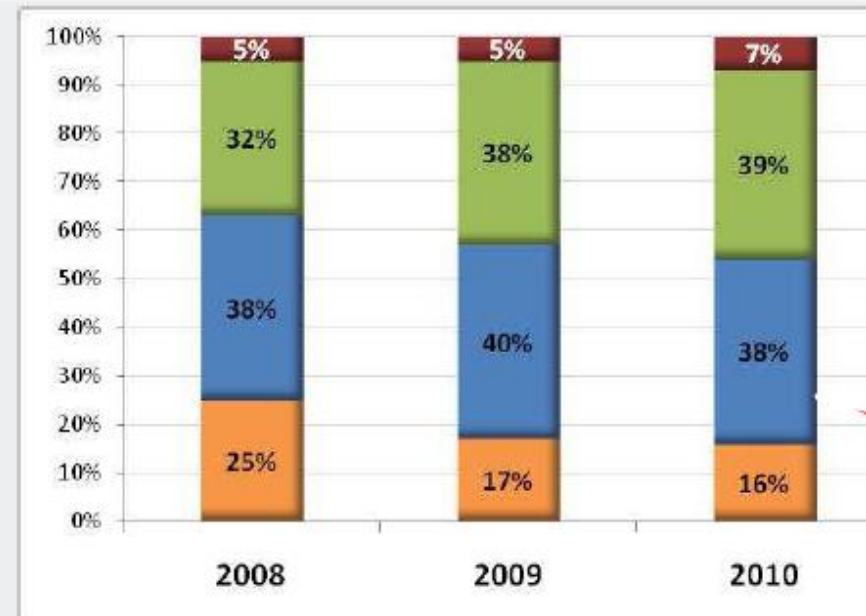
⑩ Develop a Talent Strategy that supports Business Strategy

- Integrated, not functional strategy
- Proactive, not reactive

⑩ Workforce Planning that anticipate and support market and competitive situation

- Balancing market opportunity and cost pressure
- Global work redesign

Talent Mgmt Strategy Adoption



Bersin & Associates, Talent Management Factbook 2010



Talent Acquisition

– Building a Compelling EVP (Employee Value Proposition)



❖ Understand Key EVP Elements

❖ Differentiate & Strategically Relevant

❖ Aligning with changing business needs

❖ Build on market realities and leverages the organization's strength

7 Core Elements of EVP

- ❖ Compensation (a)
- ❖ Organizational stability (a)
- ❖ Manager quality (c)
- ❖ Collegial work environment (c)
- ❖ Development opportunities (both)
- ❖ Future career opportunities (both)
- ❖ Respect (both)

Performance Management – *Focus on What Matters Most - Managers*

Make

(Mgr actions w. positive impact)

- Fairness and accuracy of informal feedback 39.1%
- Risk taking 38.9%
- Emphasis (in formal review) on performance strengths 36.4%
- Employee understanding of performance standards 36.1%
- Internal communication 34.4%

Or

Break

(Mgr actions w. Negative Impact)

- Emphasis (in informal feedback) on personality weaknesses –3.2%
- Emphasis (in formal reviews) on personality weaknesses – 5.5%
- Emphasis (in informal feedback) on performance weaknesses –10.9%
- Emphasis (in formal reviews) on performance weaknesses – 26.8%
- Manager makes frequent changes to employees' projects –27.8%

Performance Management Actions

Survey employees

- to determine the frequency, fairness, accuracy, and the helpfulness of feedback they receive from managers.

Educate managers

- about the value and necessity of regular informal feedback and how to effectively provide it.

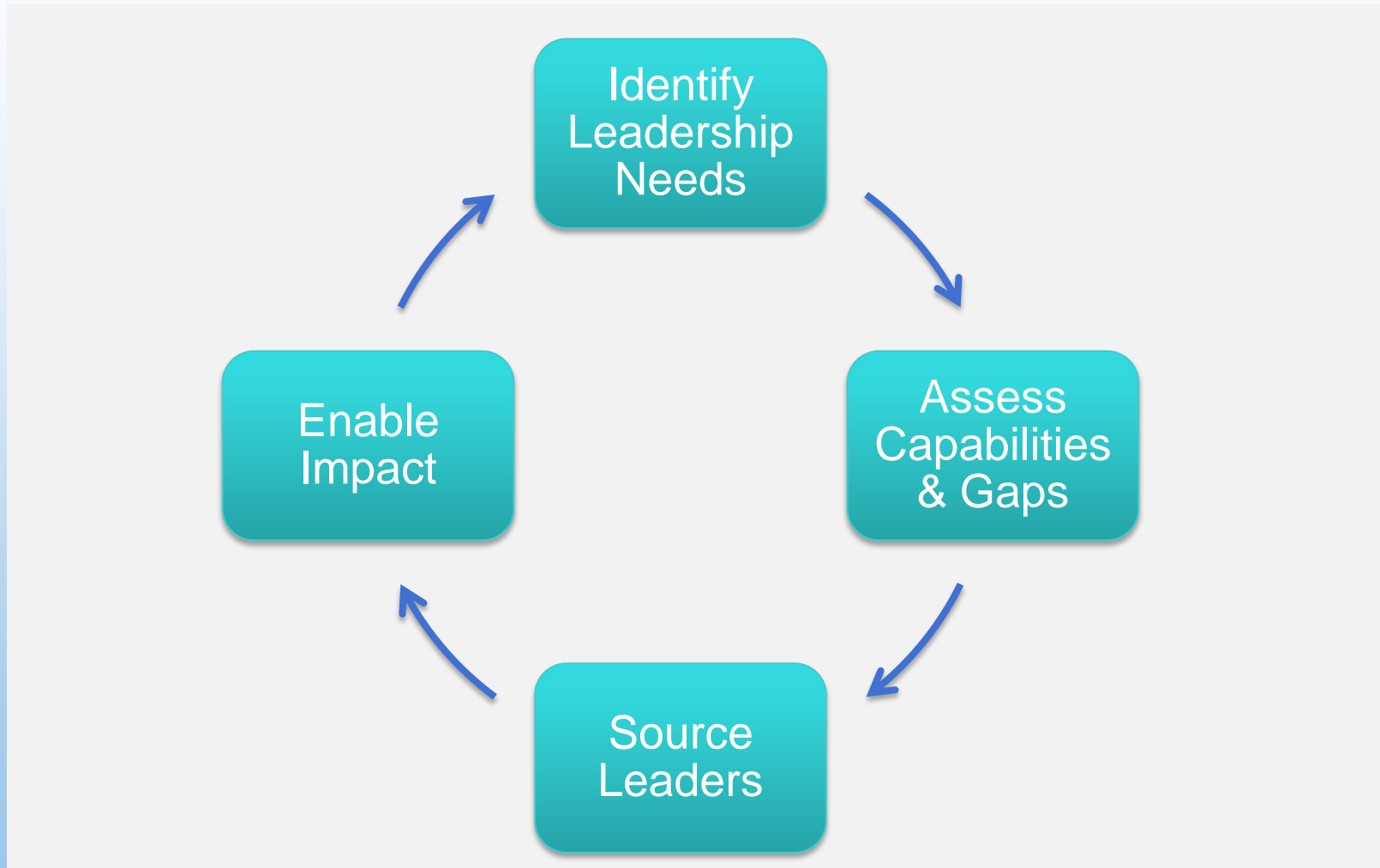
Promote feedback

- to employees from multiple sources (e.g., 360-degree reviews).

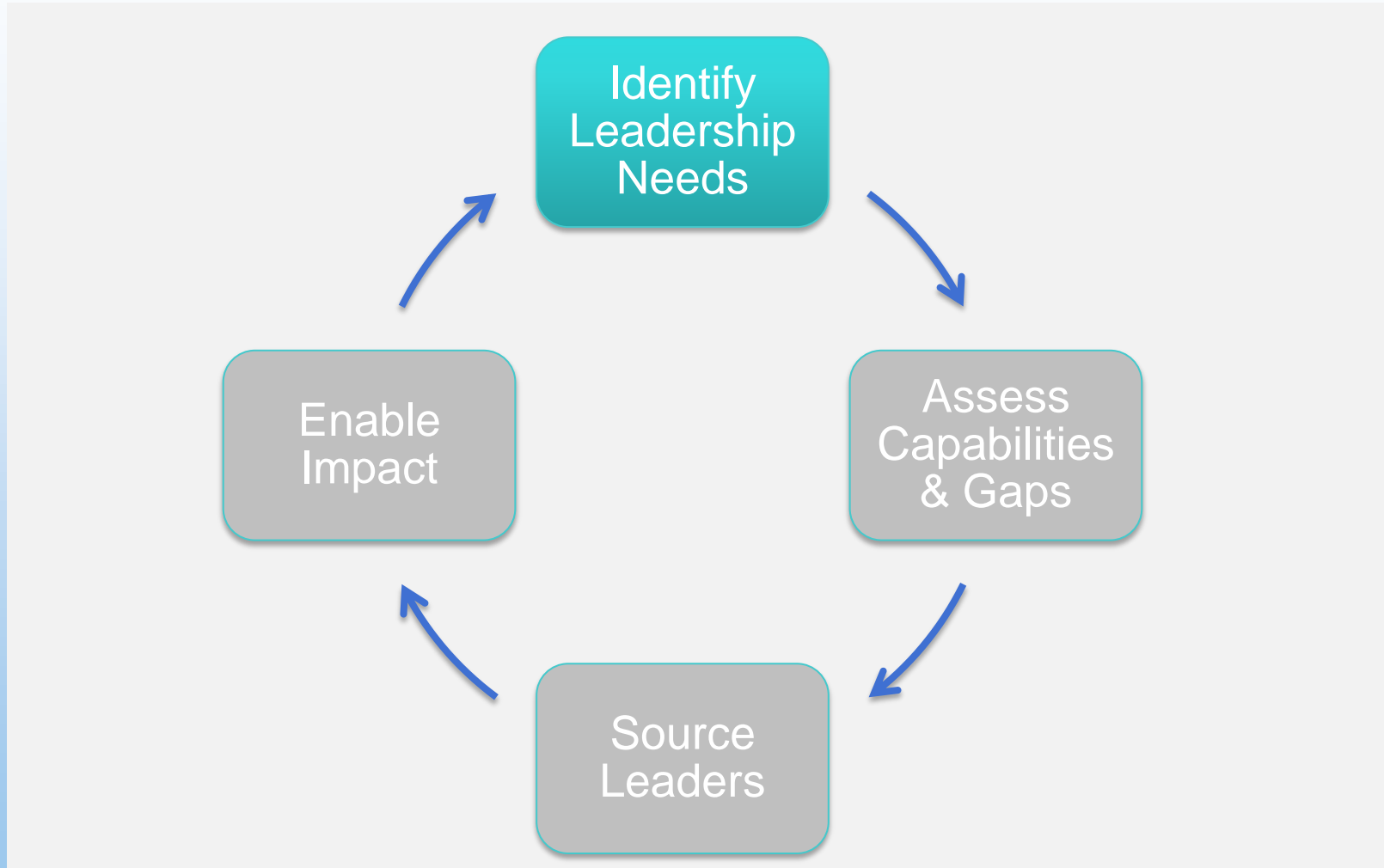
Accountability

- metrics to hold managers accountable for their ability to provide needed information, resources, technology to employees
- measure them by their success in providing voluntary, detailed, immediate, and positive feedback.

Leadership Development & Succession Planning



Leadership Development & Succession Planning



Leadership Development

– Identify Leadership Needs



Identify critical leadership capabilities and risks based on strategic priorities

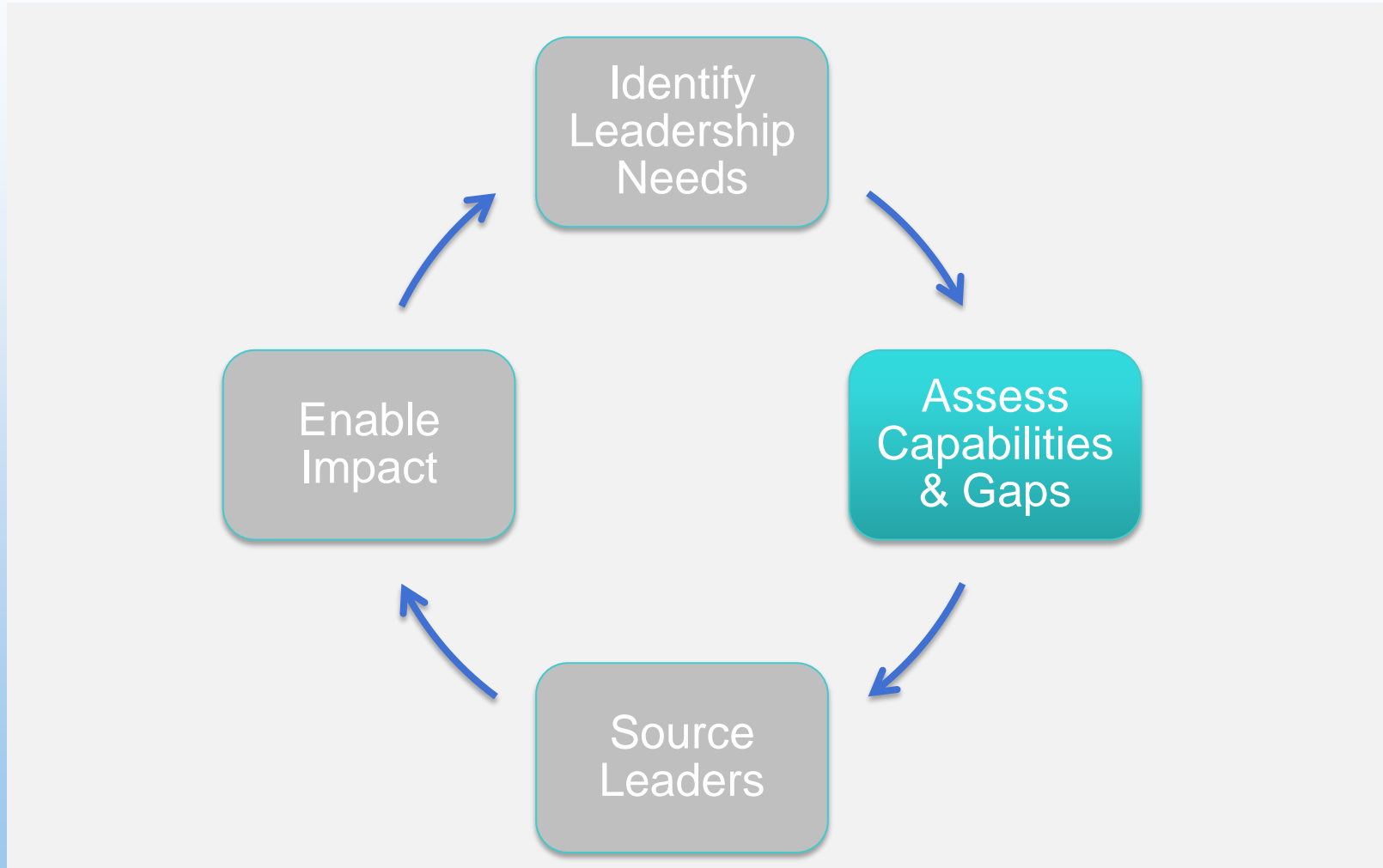
- Base leadership strategy on identified business objectives to effectively support organization strategy

- Regular Strategic People Action Review (semi-annually or annually)
- Led by BU head, HR head and CEO
- Integrate Talent & Capability Review
- Focus on Key Talent Risks to Strategic Business Priorities

- Focus resources on the roles most critical to strategy execution

- Identify positions that directly impact key business factors like revenue or product development.
- Direct Business Impact (rev, profit)
- Vacancy Risk (risk if left open)
- Network Risk (impact to other positions)

Leadership Development & Succession Planning



Assess Capabilities & Gaps

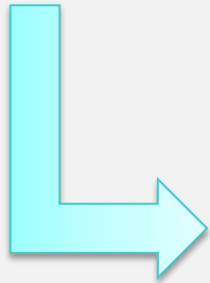
Assess the talent pipeline
for critical succession
risks



Identify high-potential
talent



Identify critical
competency gaps



Retention Risk Assessment		Retention Risk		
		Low	Medium	High
Criticality	High	46%	16%	1%
	Medium	19%	13%	2%
	Low	1%	2%	1%

Assess Capabilities & Gaps

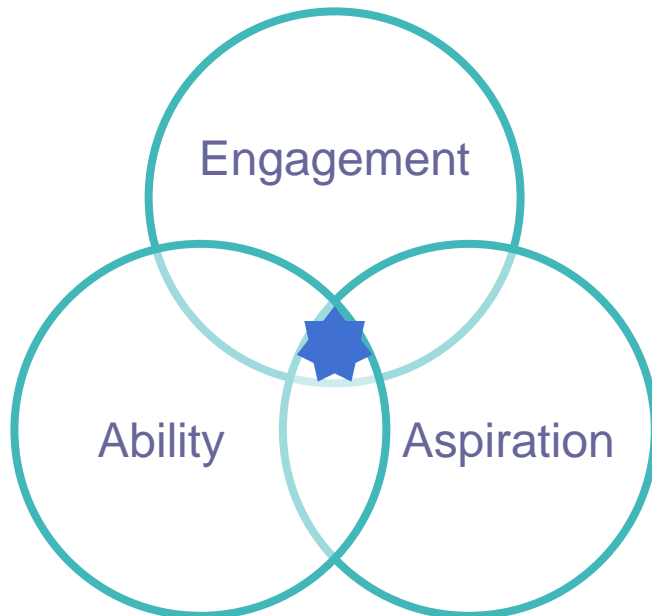
Assess the talent pipeline
for critical succession
risks



**Identify high-
potential talent**



Identify critical
competency gaps



- Higher Performance is a Pre-Requisite for Being a High Potential
- But Not a Sufficient Condition to be a High Potentials
- High Potentials Needs to Have All 3 Elements – Ability, Aspiration & Engagement

Assess Capabilities & Gaps

Assess the talent pipeline
for critical succession
risks



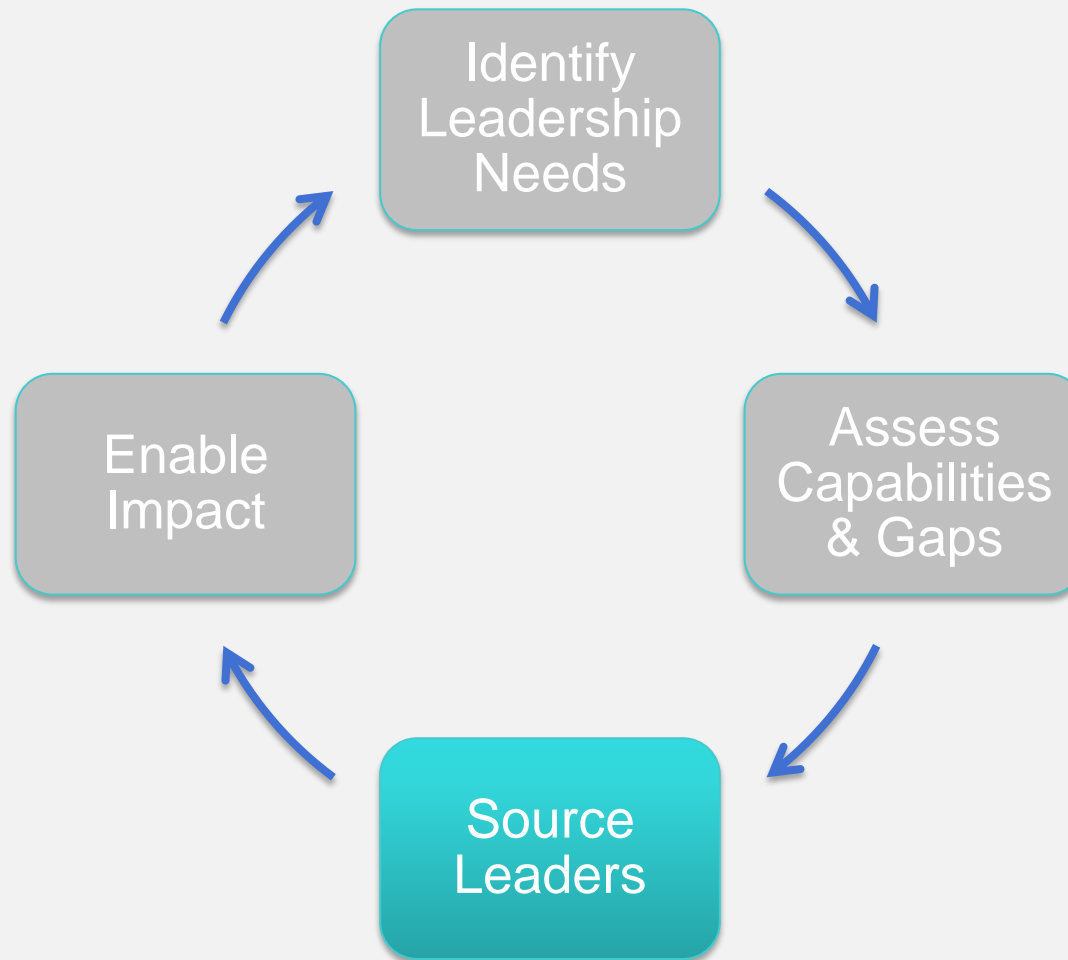
Identify high-potential
talent



Identify critical
competency
gaps

Leadership Assessment: Jane Smith			
Leadership Profile	Requirement	Demonstrated	Gap
Strategic Perspective 战略思维:			
❖ Business Acumen	5	3	-2
❖ Forward Looking & Future Perspective	5	4	-1
❖ Macro & Strategic Mindset	4	3	-1
Developing Team 建设团队:			
❖ Encouraging Teamwork	5	4	-1
❖ Effective Delegation	4	2	-2
❖ Developing Talent	5	2	-3
Driving Execution 驱动执行:			
❖ Holding People Accountable	4	4	0
❖ Decisiveness	5	5	0
❖ Effective Communication	5	3	-2
Leading Change 引领变革:			
❖ Anticipating Change	4	4	0
❖ Responding Quickly	4	4	0
❖ Driving Effective Change	3	3	0

Leadership Development & Succession Planning



Source Leaders

Make the “build versus buy” decision



Focus recruiting investments on critical needs



Focus on high-impact development activities

High Impact Development Approaches

- 70/20/10 Rule

On the Job Learning (70%)

Job Rotations

Stretch Assignment

Committee Membership

Project Leadership

Relationship Based Learning (20%)

Performance Feedback

360 Assessment

Executive Coaching

Mentor Relationship

Classroom Learning (10%)

University Programs

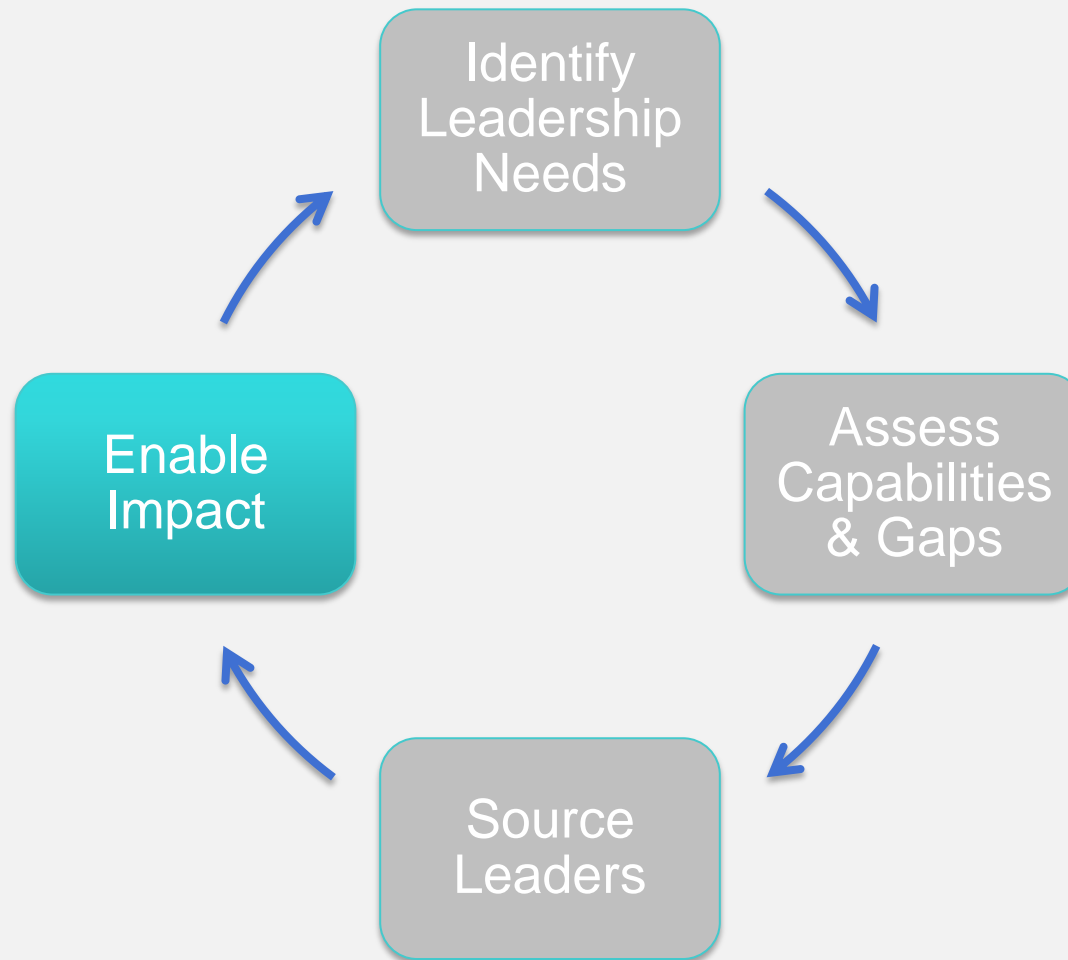
Leadership Development Programs

Management Development Programs

Continuing Education

Professional Training

Leadership Development & Succession Planning



Enable Leadership Impact

Support leaders
across transitions



Align organization
and role design to
support effective
leadership

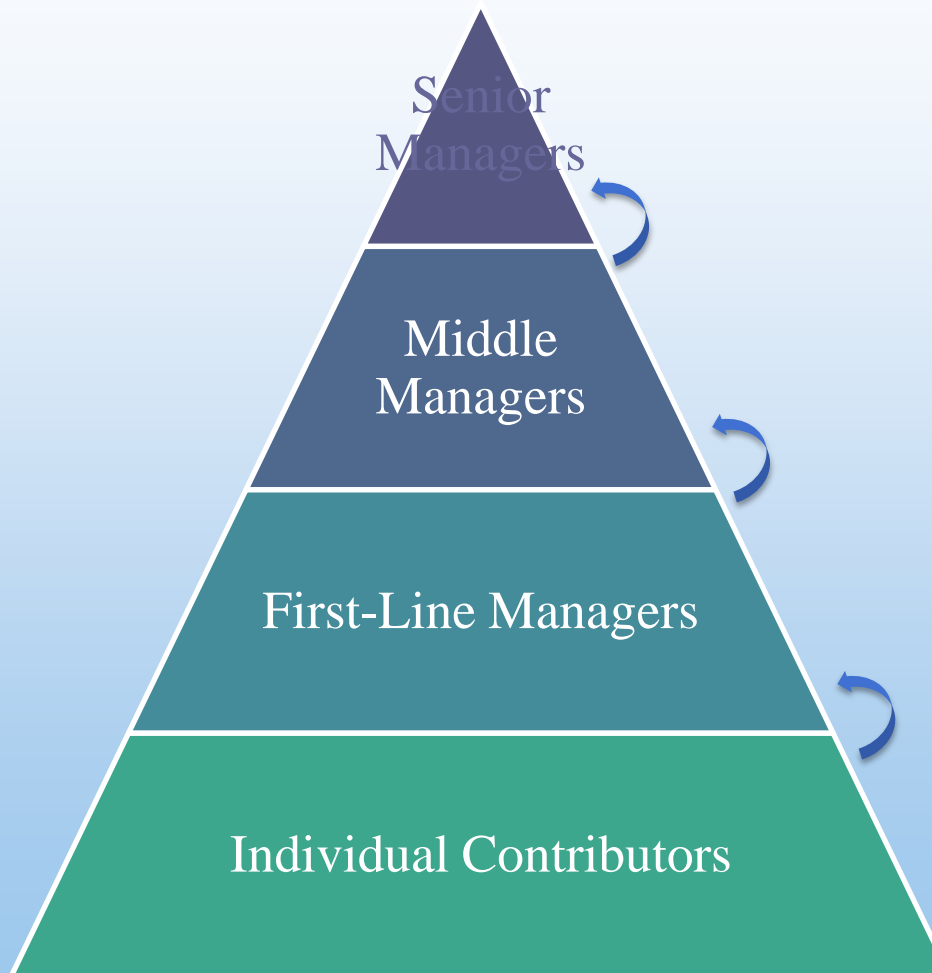


Enable line leader
ownership of talent
management



Adjust leadership
expectations to
changing needs

Support Leaders Across Transitions



Transition 2: New Middle Manager

Critical competencies to build:

1. Project Management
2. Team Building
3. Communication Skills

Transition 2: New Middle Manager

Critical competencies to build:

1. Project Management
2. Team Building
3. Communication Skills

Transition 1: New First-Line Manager

Critical competencies to build:

1. Relationship Building
2. Interpersonal Skills
3. Team Building

Global Leadership Mindset Transition

1. Think local to think global
2. Open & Inclusive

Ensuring Continued Alignment

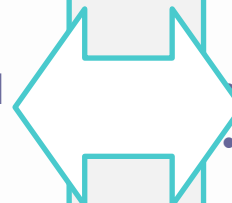
⑩ Ongoing Review of Talent Strategy & Practice against Organization Objectives & Market Realities



Ensuring Continued Alignment

- Does the organizational design support strategic and financial objectives?
- Can you afford your organization?
- How well do handoffs with other business units work?
- How healthy is the organization and how well is it functioning?
- Do the most important parts of the business have sufficient strategic senior oversight?

ORGANIZATION
AL



- How well aligned are your people to your business objectives?
- How high is the risk of losing key individuals?
- What actions are you taking to strengthen your leadership pipeline?
- How diverse is your talent pool?
- What are the current and planned moves for key talent?

TALENT

Thank You!