



知享会  
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## Action Learning – Young Talent Program

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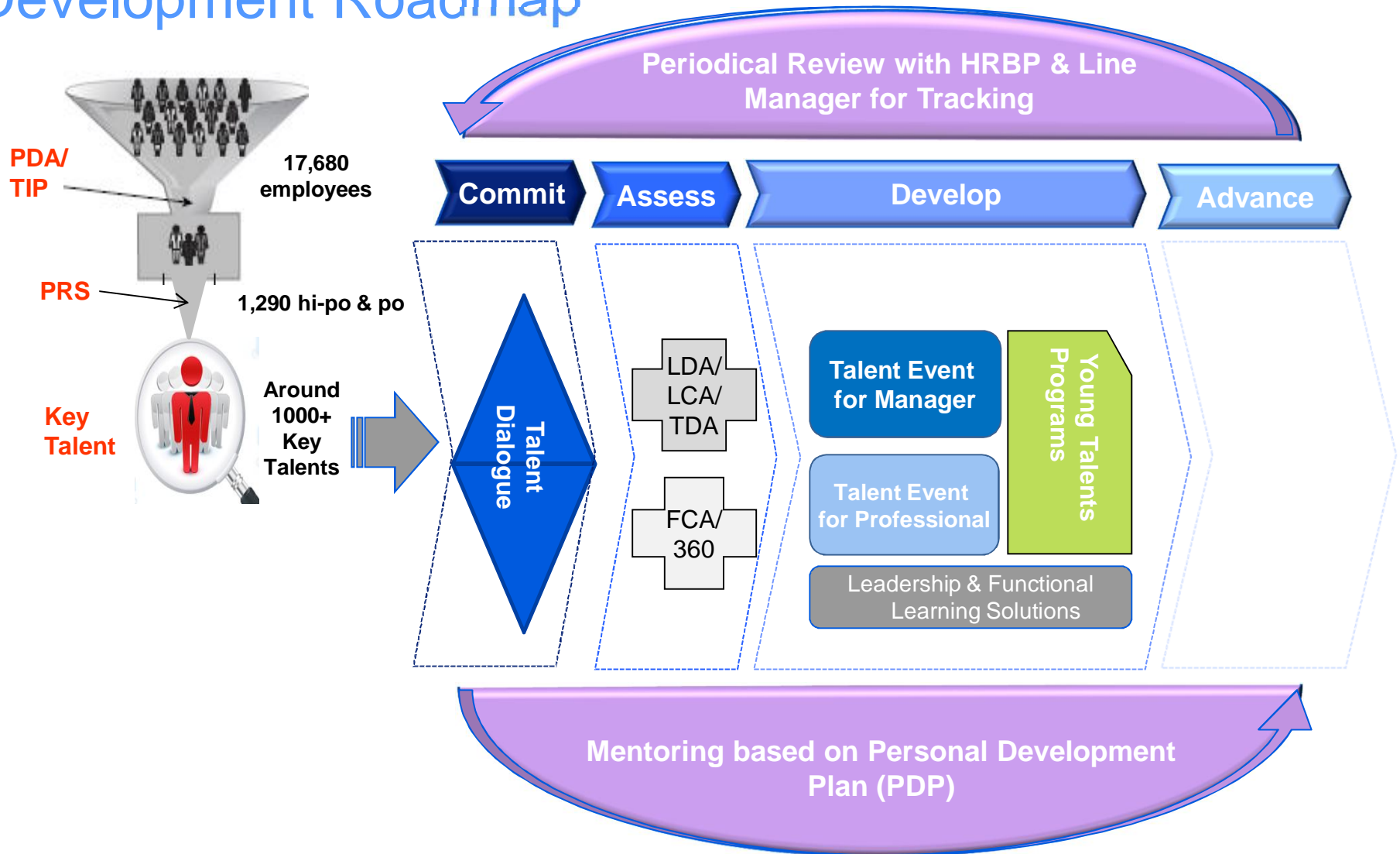


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# Focused Program for Talents Development Roadmap



# Talent Dialogue



# Talent Dialogue

## Purpose

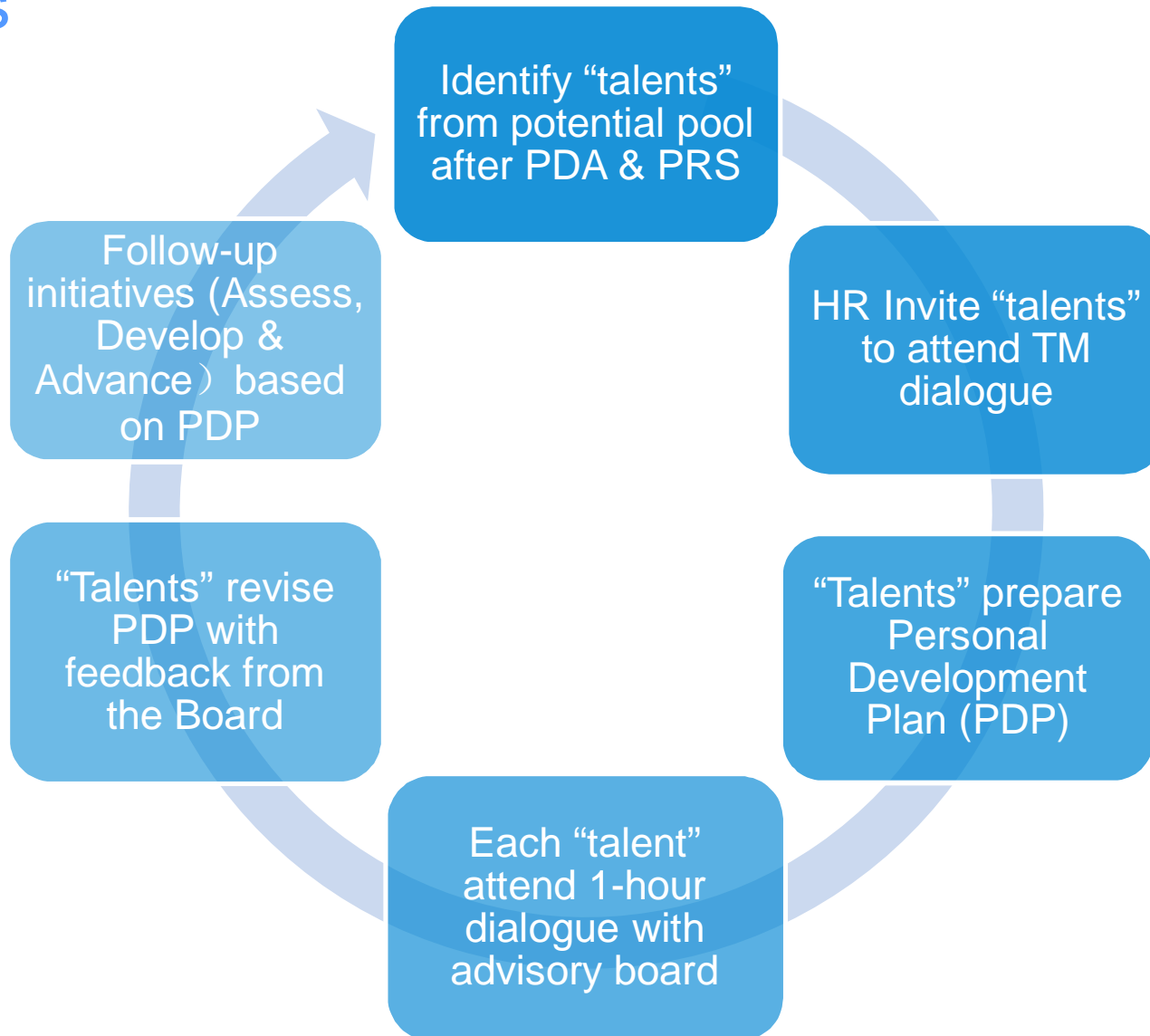
- Holds open discussion, listens, engages, encourages and challenges them
- Gains a better understanding of individual career aspirations and development plan. Assess viability and generate further ideas and insights to create individual development plan linking personal objectives to company growth plan other than just to generic competency model
- Is a door opener to allow “talents” to have direct access to advisory board for future engagements
- Talent on middle level and above made to understand leadership responsibility to develop someone to fill his/her job before next move
- “Talent” owns and tracks the development plan

# Talent Dialogue Scope

- ❑ The dialogue is a personal development conversation between advisory board and the key talents
- ❑ The dialogue can breakdown into 3 levels

Dialogue	Talents	Advisory Board (3-4 People)
Global/Country level	Company GM/LBU Mgr.	Country Management Team
Local Division Level	Company PC director, divisional function key talents	Division management team
LBU/company level	PC/department key talents	LBU/company management team

# Talent Dialogue Process



# Talent Dialogue

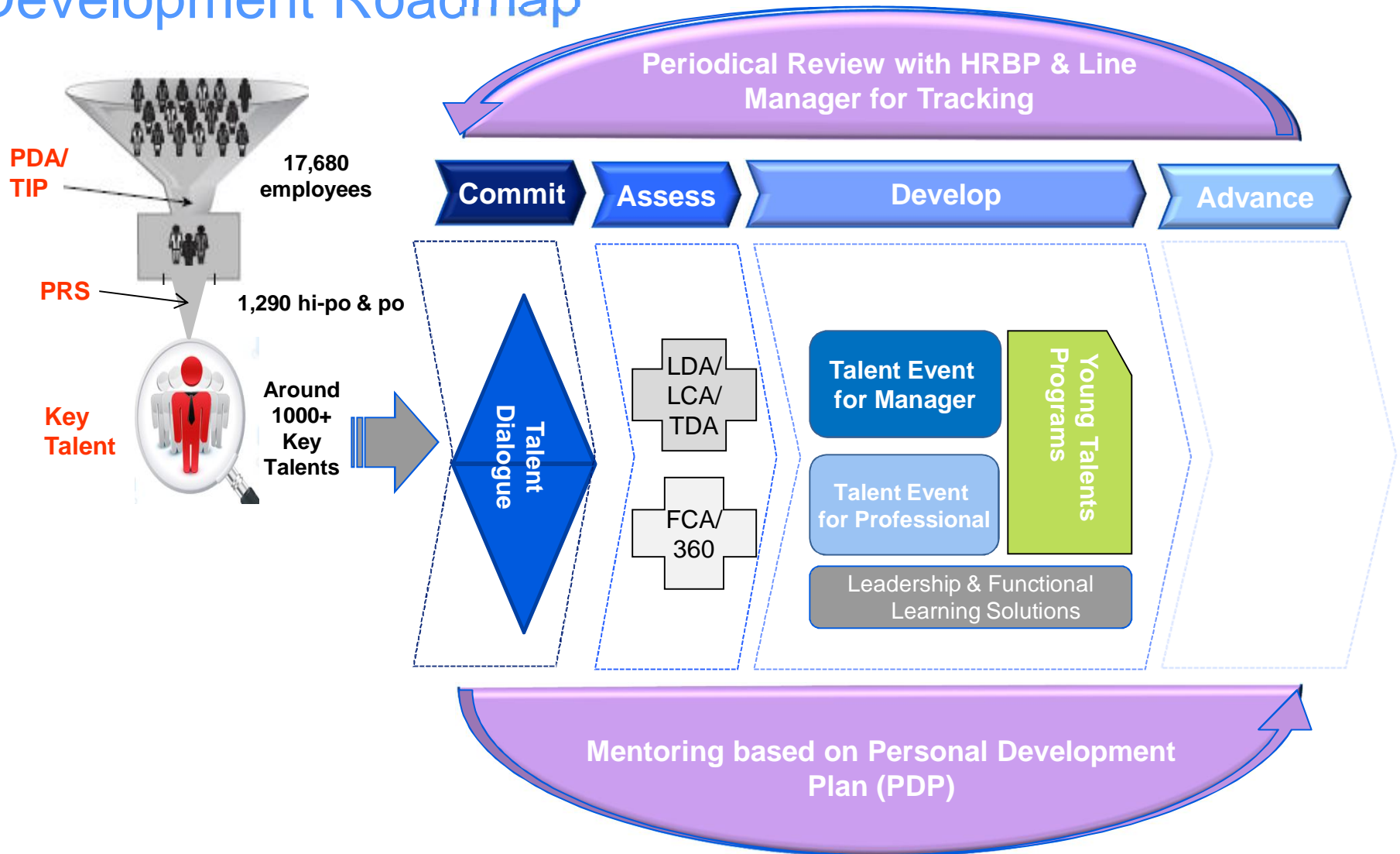
## Agenda for the dialogue

- Welcome the “Talent” and congratulate him/her for being selected for the TM dialogue
- Stress the importance of sustainability of their performance
- **Life in ABB** : how they feel working for ABB (as warm up chat)
- **Career Aspiration** : career goals, prospect across other business units, divisions and countries.
- **Mobility** : Confirm mobility, location & why/why not?
- **Development Plan Analysis**:
  - the gaps identified in the PDA & other assessments
  - the personal development plan and what actions to take
  - feedback for the plan, share observations based on past interactions;
  - share views/experience
  - challenge their thinking and encourage well done areas.
- **Closing** : access to any senior leaders in advisory board; “talents” own and track the development plan
- **Tool** : [Dialogue Sheet.xlsx](#)



Dialogue Sheet

# Focused Program for Talents Development Roadmap



# Young Talents Program



# Young Talents Program

- Objective
  - To ensure the quality and quantity of leader pipeline
  - To generate concrete, feasible solutions and innovative ideas for business challenges
  - To narrow the competency gap in strategic thinking, personal leadership, result orientation, business sense, teamwork and collaboration of Young Talents.
  - To enhance exposure to various functions/business
  - To establish network among Young Talents.
  - To benefit all stakeholders
- Competence Development Scope

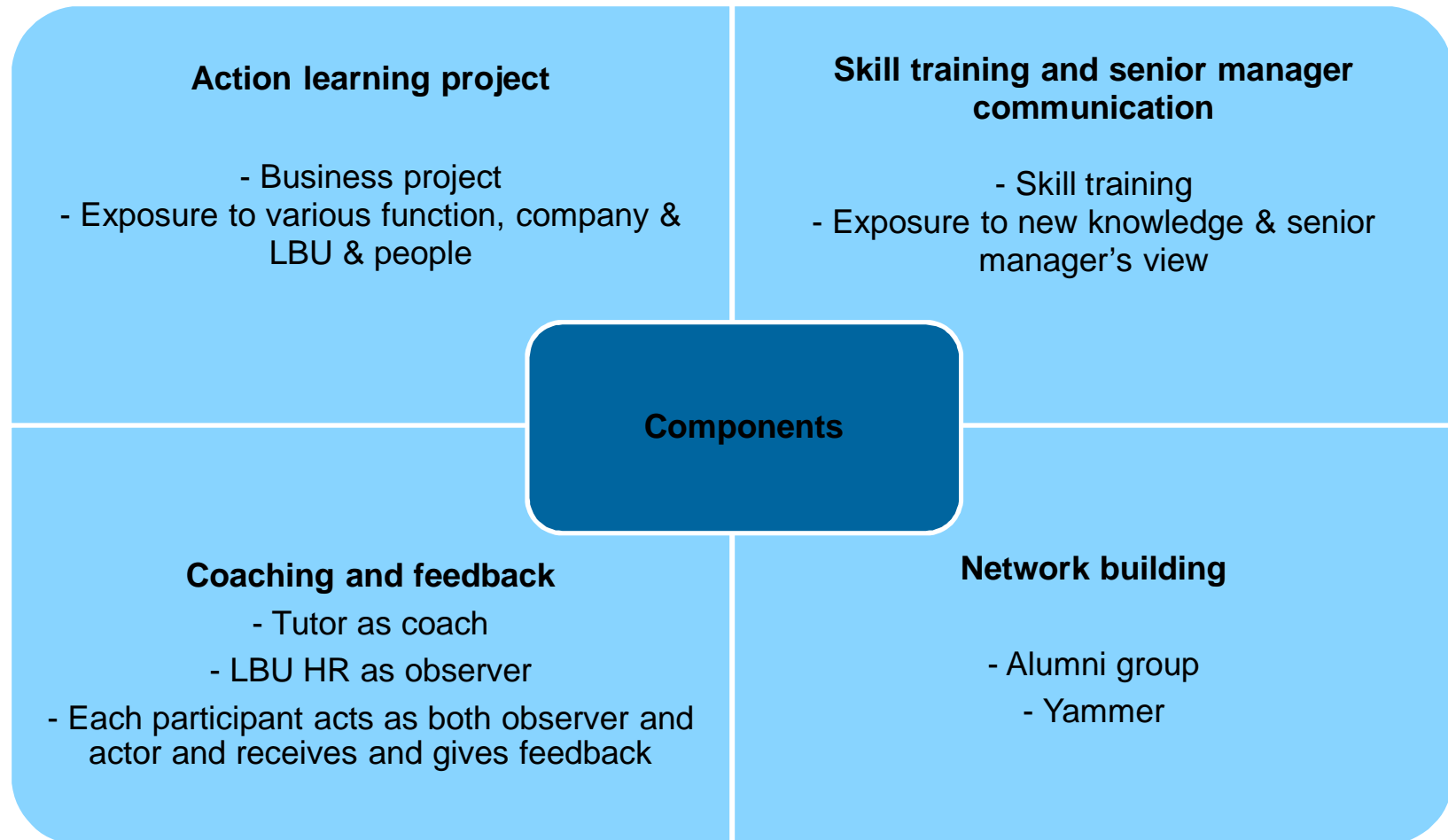
Competency	Action learning	Coaching and feedback	Skill training and senior manager speech	Networking
Strategic thinking	√	√	√	
Personal leadership	√	√	√	
Result orientation	√	√		
Execution and implementation	√		√	
Teamwork and collaboration	√	√		√
Business sense	√		√	√

*Derived from ABB Leadership Competency Model*

# Young Talents Program Roles & Responsibilities

Company /LBU (GM+HR+Line)	<ul style="list-style-type: none"><li>• Nominate talent and propose projects</li><li>• Strong support on time and effort commitment of the talent</li><li>• Responsible for the overall talent development</li></ul>
Panel (Div Mgmt)	<ul style="list-style-type: none"><li>• Review/approve project list</li><li>• Assign tutors for talent groups as the confirmed project</li><li>• Review project status/progress</li><li>• Review/evaluate the final project groups presentation and do the speech</li></ul>
Tutor	<ul style="list-style-type: none"><li>• Regular review the status/progress of the responsible groups</li><li>• Provide direction/suggestions from professional perspective during the whole process</li><li>• Coach</li></ul>
Talents	<ul style="list-style-type: none"><li>• Time and effort commitment</li><li>• Fully engaged in the program</li><li>• Owner for the personal growth</li></ul>
Program Coordinator	<ul style="list-style-type: none"><li>• Program design</li><li>• Coordinate the whole process</li></ul>
Buddy	<ul style="list-style-type: none"><li>• Be the advisor for talents groups during their projects execution</li></ul>
LBU HR	<ul style="list-style-type: none"><li>• Observe the talent and provide professional feedback on leadership development</li><li>• Coordinate the resources within LBU</li></ul>

# Young Talents Program Approach



# Young Talents Program

## Key Success Factors

- Home company owns the responsibility of talent development
- Line manager needs to ensure
  - ✓ target training to competency gaps
  - ✓ development occurs on the job
- Company HR needs to
  - ✓ increase manager involvement in Young Talent's development
  - ✓ ensure senior leader's support in Young Talent's development
- LDM and LD HRBP needs to monitor the development of Young Talents
- Business manager owns the responsibility of project implementation
- General manager in home company who owns the projects needs to ensure the implementation of project delivery
- LDM/LBU Manager are encouraged ensure the cross Local Div/LBU sharing

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