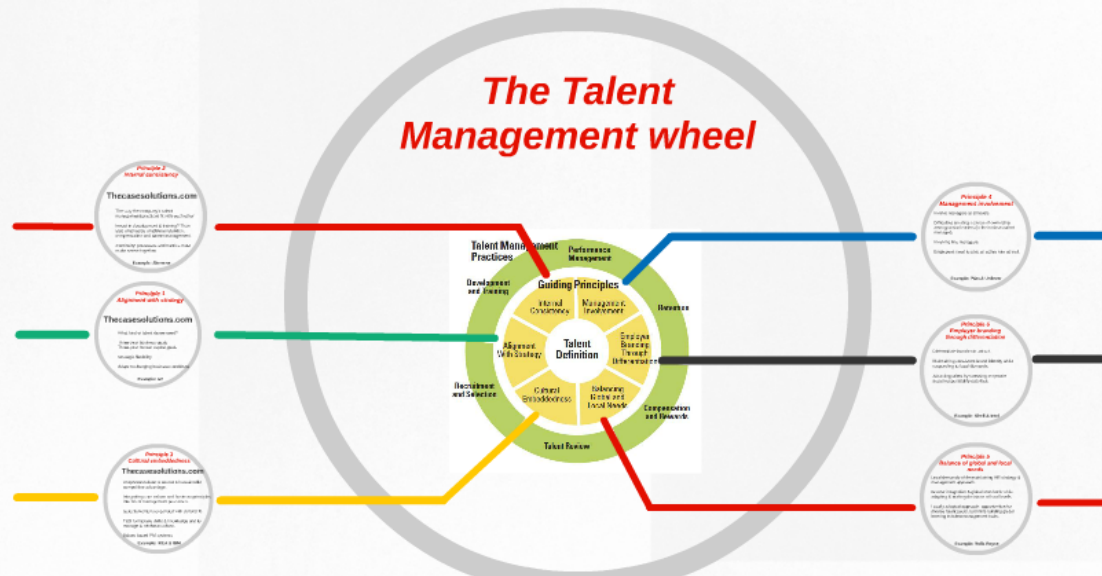


Negotiating Social Value - Crisis at Fuel Safe (A): General Instructions

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Introduction

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- Business:**
- Adjust to shifting demographics & work force preferences.
 - Build new capabilities and revitalize the organization.

- Talent:**
- Recruit & select
 - Develop
 - Manage
 - Compensate & reward
 - Retain the strongest performance

Main question

What steps can global companies take to ensure that they recruit, develop and deploy the right people?

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The research

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- 33 international corporations**
- 15 retailers
 - 20 companies in each
- Self-administered, covering up to 100 HR professionals, managers, executives & line managers.**
- Video-based survey & key talent management practice areas.**

Two approaches for talent management

- Differentiated approach**
- Tailored on high-potential
 - Different HR tools (HRIS)
 - Different strategic approaches (TQM)
 - Different HR professionals (HR)
- Integrative approach**
- Address needs of managers & clients
 - Associated, not tied to business the value HR can bring to employees' careers
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Conclusion

- Global corporations use several HR management systems, aligned with culture & strategic objectives.
- Companies become more similar & sophisticated in how they manage talent.
- Factors driving the convergence:**
- Competitive for the same talent pool.
 - Trend towards greater global integration.
 - Visibility and success leads to widespread imitation.
- Best practices are only best when they're applied in a given context.
- Adaptation in management practices to company's own strategy.

Answer on the main question

- What steps can global companies take to ensure that they recruit, develop and deploy the right people?
- Don't mimic
 - Align practices and strategy
 - Internal consistency of practices

Group discussion

- What is in your opinion the most important key principle of the six presented principles and why?
- Next to this we would like to know what is your best idea to the global companies how they take to ensure that they recruit, develop and deploy the right people? (Examples of the article were: don't mimic, alignment of strategy and practices and internal consistency of the practices)

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The Talent Management wheel



Main question

How can global companies ensure that they recruit, manage and deploy the right talent?

The research

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 33 multinational corporations
 11 countries
 18 companies in depth

Two approaches for talent management

Differentiated approach
 • Emphasis on high-potentials
 • A players: top talent (20%)
 • B players: average employees (70%)

Conclusion

Global corporations use overall HR management systems, aligned with culture & strategic objectives.
 Companies become more similar & sophisticated in how they manage talent.

Answer on the main question

What steps can global companies take to ensure that they recruit, manage and deploy the right talent?

Introduction

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Businesses:

- Adjust to shifting demographics & work force preferences.
- Build new capabilities and revitalize the organization.

Talent:

- Recruit & select
- Develop
- Manage
- Compensate & reward
- Retain the strongest performance

Main question

'What steps can global companies take to ensure that they recruit, develop and deploy the right people?'

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The research

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33 multinational corporations

11 countries

18 companies in depth

Semi structured, covering questions

HR professionals, managers, executives & line managers

Web-based survey

6 key talent management practice areas

Two approaches for talent management

Differentiated approach

- Emphasis on high-potentials
- A players: top talent (20%)
- B players: average employees (70%)
- C players: little potentials (10%)

Inclusive approach

- Addresses needs of employees at all levels
- Assessment: how best to leverage the value that each group of employees can bring?

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Principle 1
Alignment with strategy

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What kind of talent do we need?

Three-year business goals

Three-year human capital goals

Strategic flexibility

Adapt to changing business conditions

Example: GE

Principle 2
Internal consistency

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The way the company's talent management practices fit with each other

Invest in development & training? Then also emphasize employee retention, compensation and career management.

Continuity: processes and metrics must make sense together.

Example: Siemens

Principle 3
Cultural embeddedness

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Corporate culture: a source of sustainable competitive advantage.

Integrating core values and business principles into talent management processes.

Selection criteria expanded with cultural fit.

T&D to improve skills & knowledge and to manage & reinforce culture.

Values based PM systems

Example: IKEA & IBM