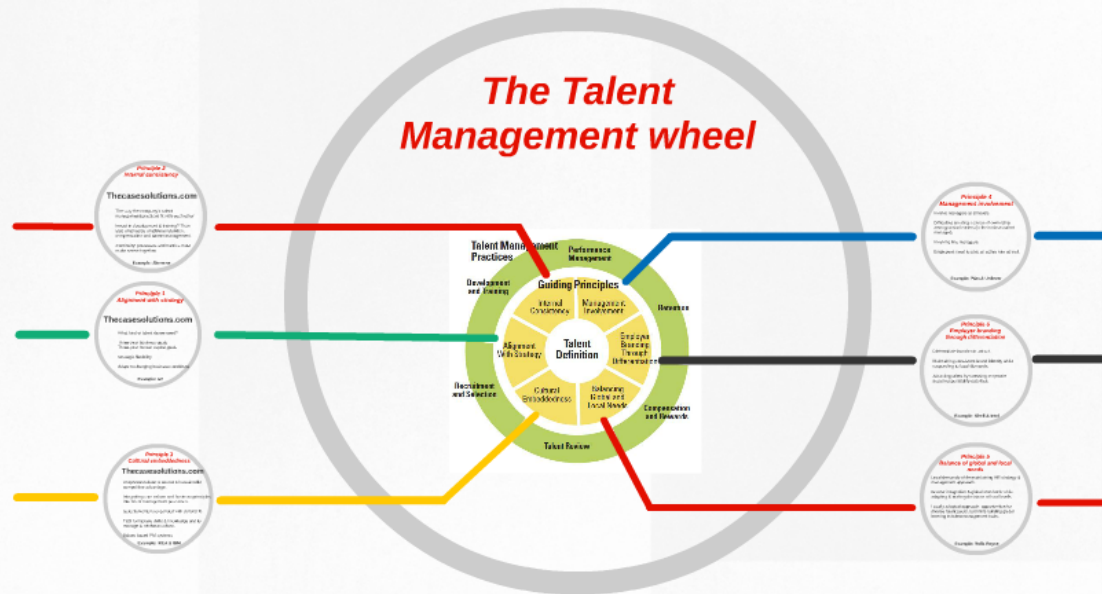


MuMate B-2: Confidential for Cantor

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Introduction

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- Business:**
- Adapt 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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30 multinational corporations

15 research

20 companies in each

Self-administered, covering top leaders

HR professionals, strategists, executives & line managers

Video-recorded survey

4 key talent management practice areas

Two approaches for talent management

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Differentiated approach

- Internal consistency
- Alignment with strategy
- Internal consistency
- Alignment with strategy

Integrative approach

- Internal consistency
- Alignment with strategy
- Internal consistency
- Alignment with strategy

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Conclusion

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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.
- Talent scarcity greater, global integration.
- Visibility and success leads to widespread imitation.

Best practices are rarely best when they're applied in a given context.

Adaptation in suggested practices to company's own strategy.

Answer on the main question

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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

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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, and deploy the right

The research
Thecasesolutions.com
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

Introduction

Thecasesolutions.com

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