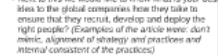


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Six Principles of Effective Global Talent Management

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The Talent Management wheel



main question

How can global companies ensure that they recruit, develop 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, develop 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