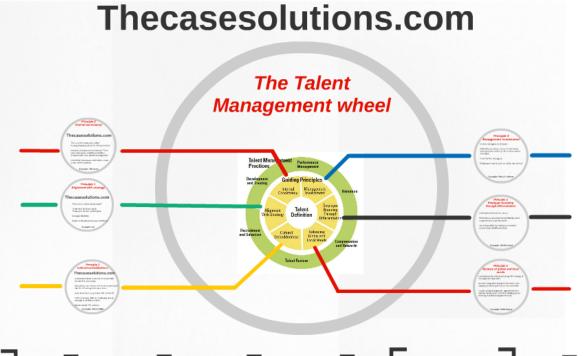
Six Principles of Effective Global Talent Management





- Adjust to shifting dewagraphics 6 work force prehensions.
- Build new capabilities and revitalize the organization.
- Network 6 select

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- Result & selest
- Develop
- Monage
- Opinpensilo & revisad
- 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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Two approaches for talent manager

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Conclusio

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Competition from our buttery paid.
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Answer on the

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

Don't mimic
 Align practices and strategy

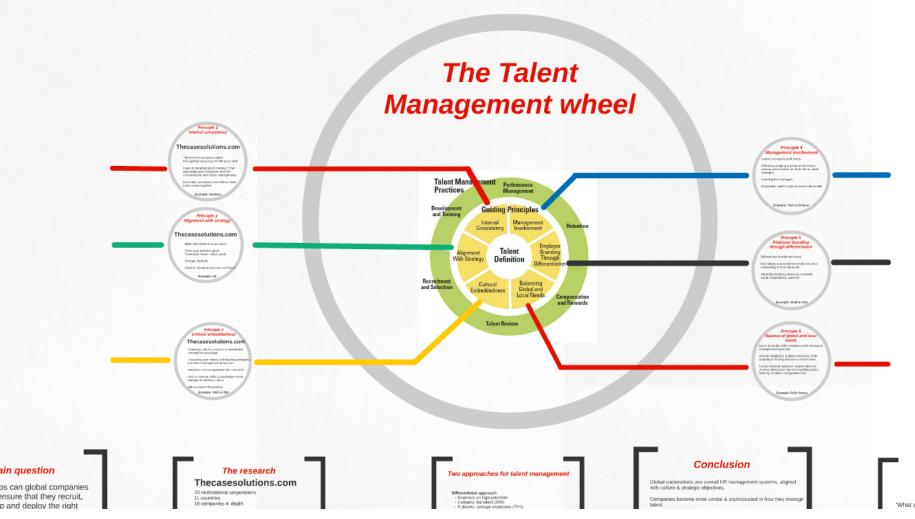
Group discussion

 What is in your opinion the most important key principle of the six presented principles and w

idea to the global companies how they take t ensure that they recruit, develop and deploy right people? (Examples of the article were: a minic, alignment of strategy and practices as internal consistent of the practices)

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Answer on the

main question

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p and deploy the right

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 Thecasesolutions.com

33 multinational corporations11 countries18 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