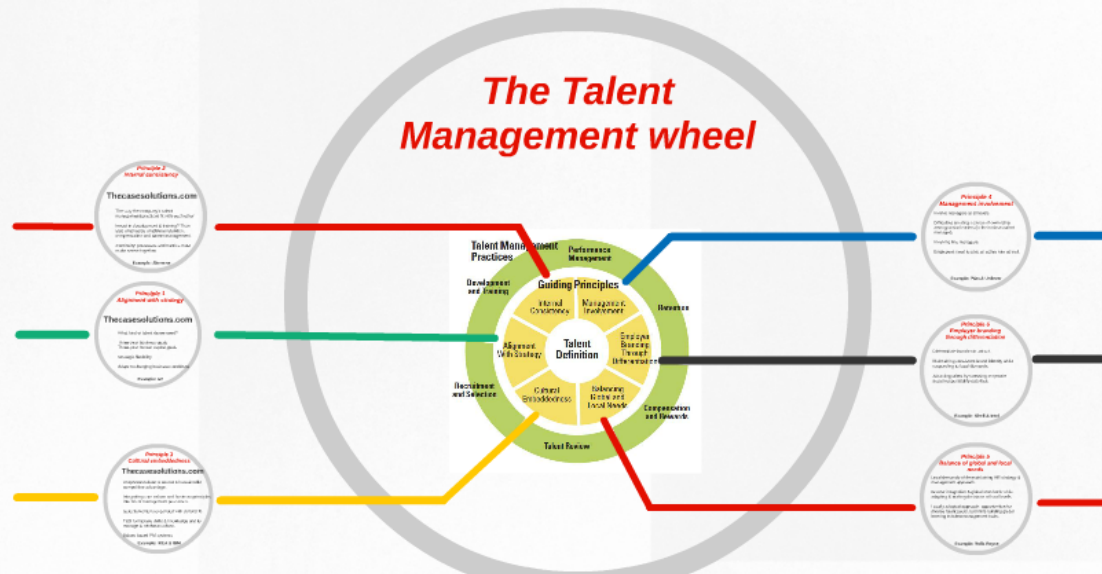


# Professionalization of Ujwal Bharati

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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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33 multinational corporations  
 15 research  
 20 countries in depth

Self-administered, covering top leaders  
 HR professionals, managers, executives & line managers

Video-recorded survey  
 & key talent management practice areas

### Two approaches for talent management

**Differentiated approach**

- Address on high-potential
- Address on high-potential
- Address on high-potential
- Address on high-potential

**Integrative approach**

- Address on high-potential
- Address on high-potential
- Address on high-potential
- Address on high-potential

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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.
- Talent markets 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 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)

# Professionalization of Ujwal Bharati

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### The Talent Management wheel



**Main question**  
How can global companies ensure that they recruit, develop 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*

# Thecasesolutions.com

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**