Talent **Managment**

Practices, Challenges & Trends

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Agenda

- Strauss Group Talent Management cycle
- Looking at the world around us
- Implications to Talent management
- Summarizing thoughts

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Strauss Group's

Talent management cycle

Our
Talent Management
Dilemmas

1. Talent management of group of companies
   with different products, locations, partnerships,
   stages in organizational life cycle

2. Who do we consider talent?

3. Meeting organizational needs
   as well as individual ones

4. In-depth process vs. an "easy to digest" one

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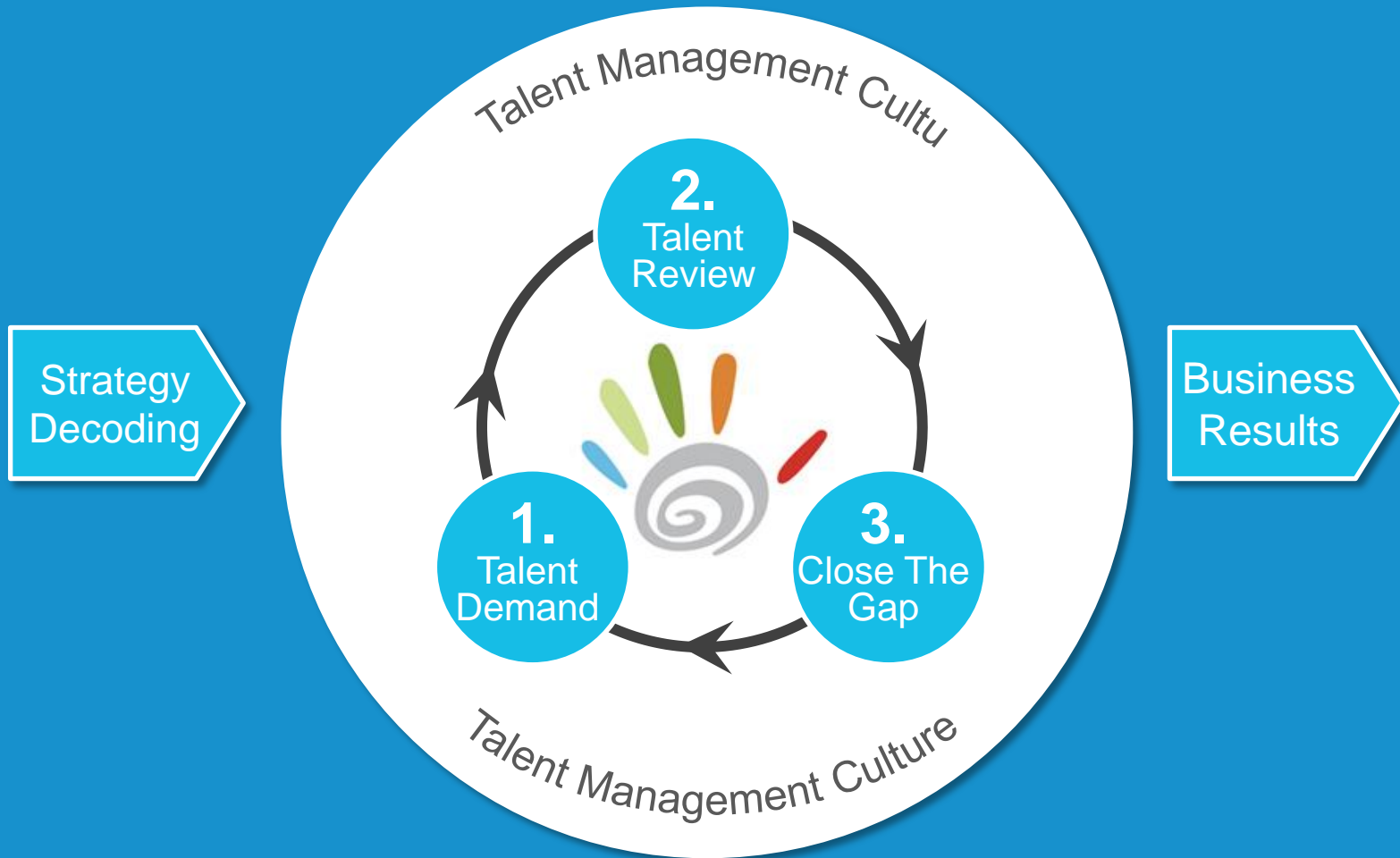
process goal

- Make sure we have the right **managers**
- in the right **roles**
- at the right **time**
- in order to execute Strauss current and future Business **Strategy**

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what do we need?

Identifying the positions and competencies
needed to support Strauss's business strategy

- What is the business strategy?

- What are the main challenges? The must wins?

- What is the performance needed from different
  populations within the group and the companies?

- What do we expect high level managers to do?
  In what way does this differ from their current performance?

- What are the critical positions & competencies?

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what do we

have?

Assessment of Strauss human capital.
Identifying strengths and development areas in current roles and assessing potential for future roles.

- What are the main strengths and areas for improvement for our top50?

- Who holds leadership potential?

- Which are the critical roles and who can assume them in the future?

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Close the
gap

Developing leaders in order to ensure leadership excellence and continuity and supporting the strategic goals.

- What are the main risks?

- How can we mitigate them?

- What are the developmental needs, and accordingly, the needed development plans (both on the personal and group levels)?

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Looking from The
Individual's Perspective

Adapting to needs of individuals who bring unique value:

- Getting new talent onboard towards future roles
- Personalized onboarding processes
- Individual talent review to examine individual junctions and next steps as well as opportunities
- Ongoing examination of existing talent and internal opportunities
- Flexible work environment adapted to personal needs

Today's

organizational

& leadership

challenges

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Challenges
the business &
social environment

- Change
- Globalization
- Technology
- Communities and social media
- Demographic trends

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Challenges
the
organization

- Breaking the existing paradigms
- Multiple generations and generation Y
- Employee – organization contract
- Perception of authority

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Therefore….

- Talent is becoming an **even more critical** success factor in enabling business success

- The price of **not managing talent** is seen, measurable, known

- **Volatility** makes the talent definition a dynamic one

- **Shortage** of talent

- Building talent engagement and loyalty is becoming a **challenge**

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The 4 Ds
Talent management
implications

THE 4 DS- IMPLICATIONS TO TALENT MANAGEMENT

1 DEFICIENCY- TALENT SHORTAGE

- Talent comes in many forms
- Retaining our existing talent
- More focus on talent planning (pipeline, successors, identifying roles which are in the critical path to executive growth) and of taking calculated risks ahead of time
- Readiness for dynamic talent flow (on-boarding, separation, knowledge management)

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THE 4 DS- IMPLICATIONS TO TALENT MANAGEMENT

2 DIVERSITY OF TALENT

- Diverse talent – in terms of ages, locations, background, generations etc….
- Inclusive culture & leaders:
  - Widening recruitment sources
  - Inclusive recruitment skills
  - Inclusive on boarding
  - Openness, dialogue, making all voice heard

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THE 4 DS- IMPLICATIONS TO TALENT MANAGEMENT

3 DIALOGUE WITH TALENT

- Adapting to Gen Y expectations and dialogue (individual customization, choice, involvement, flexibility, organizational value proposition for its people)

- Different balance between various engagement factors

- Implications to contract, work relations, rewards, recognition, development and growth…

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THE 4 DS- IMPLICATIONS TO TALENT MANAGEMENT

4 DYNAMIC TALENT MANAGEMENT

We must be ready for the next change and combine short and long term:

- Process wise- conduct focused, light, modest processes that take place on a routine basis. Not creating too big of a gap between the organization's talent management and needs.

- People wise- Choose and train our people to be ready to change with the organization and make the best out of it. The ability to learn, change, and network becomes very critical.

And ongoing challenging of assumptions.

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Back to the ground….

implications
to our
TM cycle

1. Insisting on conducting in on an annual basis

2. Tightening the process into a digestible one

3. Examining it through the diversity lens

4. Developing our inclusive awareness and skills

5. More talent planning

6. Trying to be in the strategy delivery room

7. Re asking…. Re asking… Re asking…..

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