

Research on Asia: Embedding the right managerial talent in Asian businesses

Final Report



In accordance with the terms of our engagement, we are pleased to enclose our final report on "Identifying and Developing Managerial Talent in Asia".

The views expressed in this report are based on interviews and surveys conducted with executives of different organisations available at the time of writing and are subject to change if other relevant information becomes available.

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Executive summary

Ernst & Young Advisory (EYA) was commissioned by the Singapore Ministry of Manpower (MOM) to conduct a research study into Human Resource Management in Asia in the area of talent management. The topic of research, as agreed with MOM, focused on identifying and developing managerial talent in Asia. The scope of the study was based on 11 dimensions of talent management, namely:

1. Build business case for talent
2. Ensure teamwork
3. Align competencies to strategy
4. Assess talent
5. Invest in talent
6. Leverage diversity
7. Match talent to position
8. Engage talent
9. Using technology and support systems
10. Measure talent
11. Partner HR and line managers

Our research is based on a series of more than 400 interviews with top executives (i.e., CEOs and HR leaders) and over 4000 surveys spread across four economies (i.e., Singapore, China, Hong Kong and India). Our research revealed the following five key findings:

1. How well key talent is managed really matters to the business
2. Managing knowledge means managing talent
3. Managing business growth means managing talent
4. Building a business case and ensuring teamwork are first among equals
5. Line and HR sub-optimize their collaborative potential

To leverage on the strengths inherent in the Asian context, EYA recommends the following next steps for companies in Asia:

1. Align business goals and objectives to build capability through talents
2. Get the line and HR working together at the business
3. Get the line and HR working together around the people

The study has enabled EYA to identify the key drivers of talent management, summarised in the 5S (5 essentials of talent management) Framework:

The 5S framework encompasses the following key drivers:

- ▶ **Search**
 - ▶ Assess suitability of new hires, make an effort to know who it is you want to look for and to find the person you are looking for

- ▶ **Signal**
 - ▶ Define and communicate what the organisation stands for so that you attract the people you are looking for
 - ▶ Show that the organisation cares for its employees

- ▶ **Space**
 - ▶ Give your staff the space to think innovatively, creatively, and speak up; treat everyone equally regardless of rank
 - ▶ Respect diverse people and diverse views

- ▶ **Support**
 - ▶ Give employees the tools to do their work and the emotional and moral support to do their work well
 - ▶ Give them the right information to do the job, i.e., clarity

- ▶ **Strategic alignment**
 - ▶ Ensure alignment of all the above to the organisation strategy and business outcomes

Our study has revealed that organisations which focus on a customer-centric talent management philosophy have displayed the greatest correlation to positive organisational outcomes. The following correlations were observed:

- ▶ Customer satisfaction as a result of good talent management practices served as a revenue driver
- ▶ Competency model and performance management system which were linked to customer inputs enabled organisations to meet customer needs more efficiently
- ▶ Such practices were most prevalent in hospitality industry and the frontline positions in other industries

While this trend is currently most frequently observed in customer-serving or pure sales-driven organisations, our research has shown that firms in more traditional industries such as logistics and manufacturing can also reap the benefits of obtaining and adapting customer feedback into their talent

management practices. Anecdotal evidence has shown that incorporating the customer feedback cycle into human capital capability building leads to enhanced customer satisfaction and to repeat revenue generation.

Our research has shown that, while technical capabilities do correlate to the level of performance of an individual, managerial talent is usually more closely correlated to the attitude of an individual, as the emotional quotient (EQ) and man-management skills are required to drive team performance. Some of the organisations interviewed have put in place various tools and techniques such as psychometric tests and observational interviews in an attempt to identify managerial talent traits. However, it was acknowledged that these traits are largely intangible and are not easily subject to scientific measurement.

It is with this in mind that EYA has approached three organisations with leading practices in talent management, specifically in the area of managerial talent management to serve as case studies for anecdotal learning for this study. The three organisations, Raffles Hotel and Resorts, Quayside Dining and Ericsson Hong Kong, each provide learning examples in a Multi-national, SME and non-Singaporean context respectively.

Introduction

In line with its mission to provide a secure economic future for Singaporeans through developing a globally competitive workforce and providing a conducive work environment, the Singapore Ministry of Manpower (MOM) recognises the need for organisations in Singapore and across Asia to adopt progressive human capital management strategies in order to attract, nurture and retain local and foreign talent.

Ernst & Young Advisory (EYA) was commissioned by the Singapore Ministry of Manpower (MOM) to conduct a research study into Human Resource Management in Asia in the area of talent management. The chosen topic of research focused on identifying and developing managerial talent in Asia.

In consultation with subject matter experts drawn internally and externally, including The RBL Group (RBL), we conducted a research study to identify strategic talent challenges faced and practices implemented by companies in Singapore, Greater China, Hong Kong and India.

Our study was designed to obtain both quantitative and qualitative research from a wide range of information sources. The study was carried out through a series of more than 400 interviews with top executives (i.e., CEOs and HR leaders) and over 4000 surveys spread across the four economies.

Prior to the execution of the primary data collection, EYA and RBL conducted background research into the latest talent management trends and practices, with specific focus on the identification and development of managerial talent and high potentials in organisations. The research was utilised to design the survey and interview questionnaires, with customisation to the Asian context, taking into account linguistic issues during the translation process into local languages. The two questionnaires were designed based on 11 dimensions of talent management identified:

1. Build business case for talent
2. Ensure teamwork
3. Align competencies to strategy
4. Assess talent
5. Invest in talent
6. Leverage diversity
7. Match talent to position
8. Engage talent
9. Using technology and support systems
10. Measure talent
11. Partner HR and line managers

Approach and methodology

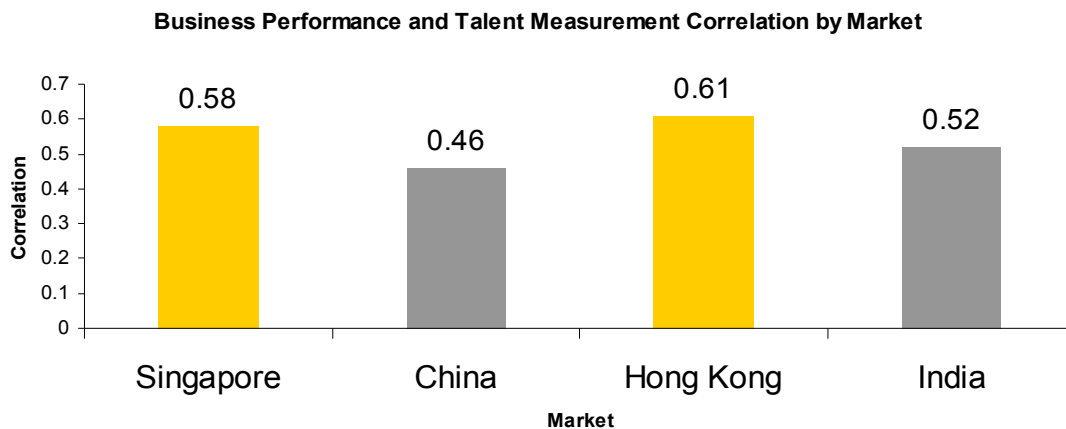
The primary research was collected in two phases. The first phase involved a series of structured interviews with CEOs and HR leaders across a multitude of industries to obtain inputs on talent management policies in their organisations. Organisations were selected to ensure an appropriate representation of Multi-Nationals Corporations (MNCs) and Small and Medium Enterprises (SMEs) in each of the four economies. Invitations were mailed to the target organisations and interviews were arranged with respondents over a period of three months. The interviews were transcribed and content analysis was undertaken to establish key findings and trends and comparisons were established within and across industry and geographical contexts. Individual case studies were also identified and the organisations approached for follow-up interviews to complete the case study write-ups.

The second phase of the study involved the conduct of an online survey across the four economies to obtain employees' perspectives on talent management practices in their individual organisations. Invitations were sent to the interviewees from the first phase for circulation to senior line managers and professionals in the organisation, as well as to a random sampling of the workforce in these economies. This methodology ensured a broad representation of a cross-section of the workforce across all industries in each geography. Following the completion of the data collection, the data was cleaned and factorial analysis conducted on the data to examine key trends.

Key findings

How well key managerial talent is managed really matters to the business

The correlation between business performance and overall quality of managerial talent management was found to be **.57 (R²=.32)**. This is a very high correlation and implies that how well an organisation manages such talent has a strong impact on the organisations' performance. Overall, managerial talent management can explain about 23% of the variation in business performance.



Generally, the four Asian economies studied invested in managerial talent differently with Hong Kong and Singapore displaying the strongest correlation between business performance and managerial talent management.

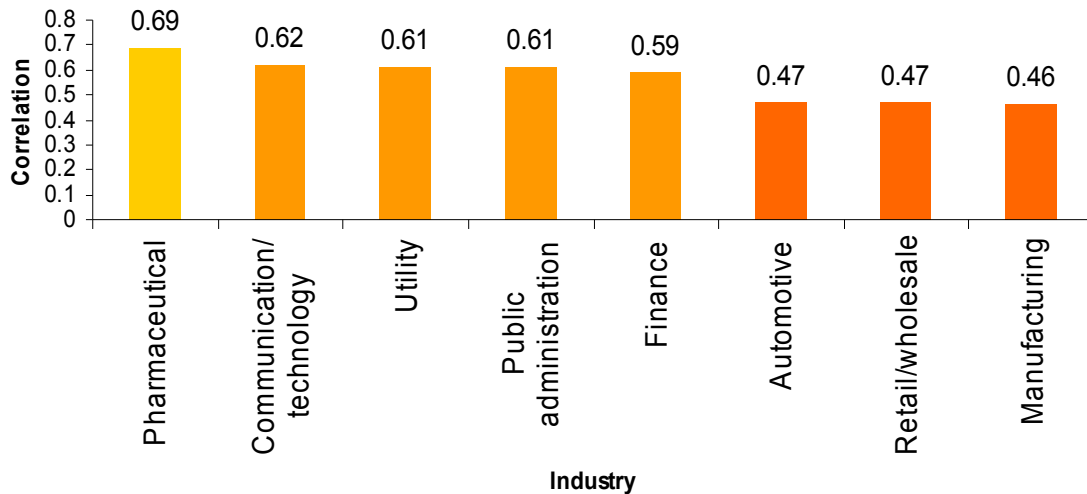
The overall talent domains were highly related to each other, when an organisation was good at one dimension, they were likely to be good at many dimensions. The overall highest scores of the 11 talent domains were about the partnership of HR and line. As commented by many of the interviewees, when there is a partnership of HR and line, there was also higher quality managerial talent

	Talent Management	Build business case	Ensure teamwork	Align competencies to strategy	Assess talent	Invest in talent	Leverage diversity	Match talent to position	Engage talent (contribution)	Use technology	Measure talent	Partner HR and line
Business Performance	.57	.48	.41	.37	.36	.39	.36	.37	.36	.33	.33	.34
Talent Management		.59	.55	.49	.49	.54	.47	.51	.51	.43	.44	.47
Build business case			.77	.74	.72	.77	.69	.75	.73	.65	.68	.72
Ensure teamwork				.74	.78	.80	.72	.78	.80	.67	.70	.74
Align competencies to strategy					.76	.77	.67	.74	.73	.62	.67	.73
Assess talent						.85	.76	.80	.81	.69	.71	.77
Invest in talent							.79	.85	.86	.75	.77	.83
Leverage diversity								.79	.78	.67	.70	.72
Match talent to position									.86	.72	.78	.81
Engage talent (contribution)										.74	.78	.82
Use technology											.68	.70
Measure talent												.81

Table 1: Correlation matrix of all domains and performance measurements

Managing knowledge means managing talent

Business Performance and Talent Measurement Correlation by industry



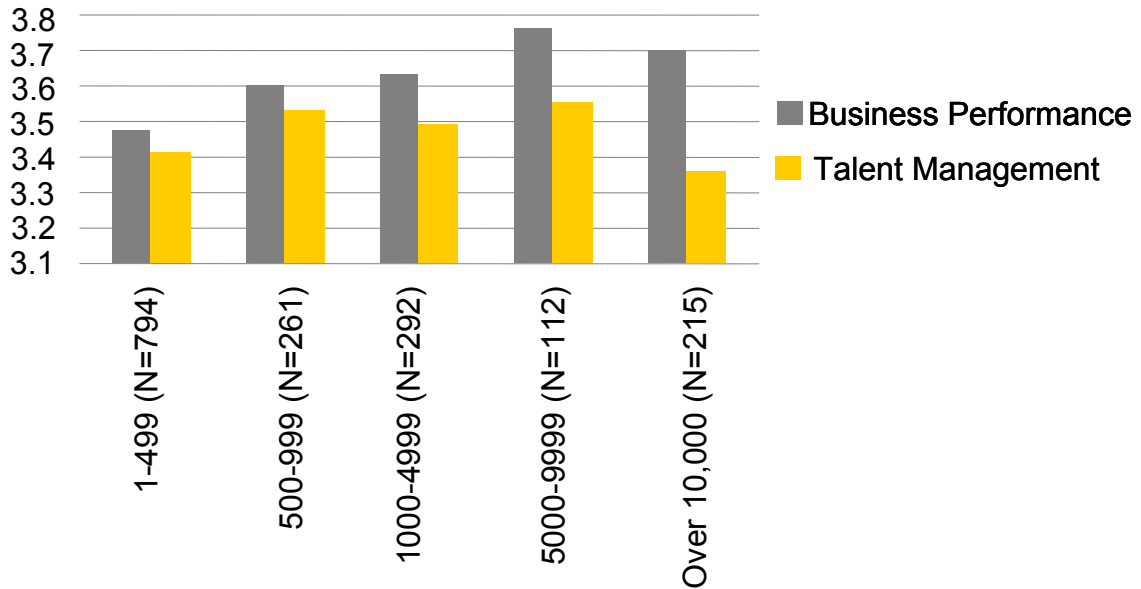
In general, managerial talent mattered to businesses more in “knowledge” industries (e.g., pharmaceutical, communication) than labour intensive industries (e.g., manufacturing, automotive). This is because knowledge based industries rely more on such talent who possess the prerequisites to develop quality information services or information goods to generate revenue, as opposed to labour intensive industries which rely heavily on products. Thus the correlation between managerial talent management and business performance is stronger in knowledge based industries as knowledge is intrinsically linked to the quality of the organisation’s talent pool.

In a financial enterprise in Singapore, it was mentioned that they “invest a lot of time into developing managerial talent ... because talent is such a critical component of our business model. How we attract, retain, develop and engage, this is the 4-prong pillars that we focus on. “

In a hospitality enterprise in Hong Kong, it was mentioned that they “define talent as being the foundation in our business, as you know this is a service industry and we do not create anything concrete, instead we create ideas which come from our talent, so talent is really an asset which helps drive our business.”

Although labour intensive industries place greater importance on developing quality products and reducing cost by increasing work efficiencies, quality managerial talent is still required to drive the operational, research and development, and sales and marketing needs of the organisation.

Managing business growth means managing talent



In general larger firms had higher business performance and better attention to managerial talent management, except very large firms which scored a little lower. Smaller companies (fewer than 500 employees) scored lower on the dimensions of talent. This implies that managing business growth in terms of revenue and headcount requires increased attention towards managing managerial talent. There is however, a point of inflection in organisation headcount whereby the quality of talent management deteriorates. These organisations are typically multinational enterprises with regional offices. In such instances, talent management should be managed locally, in the context of the economy and its people.

Building a business case and ensuring teamwork are first among equals

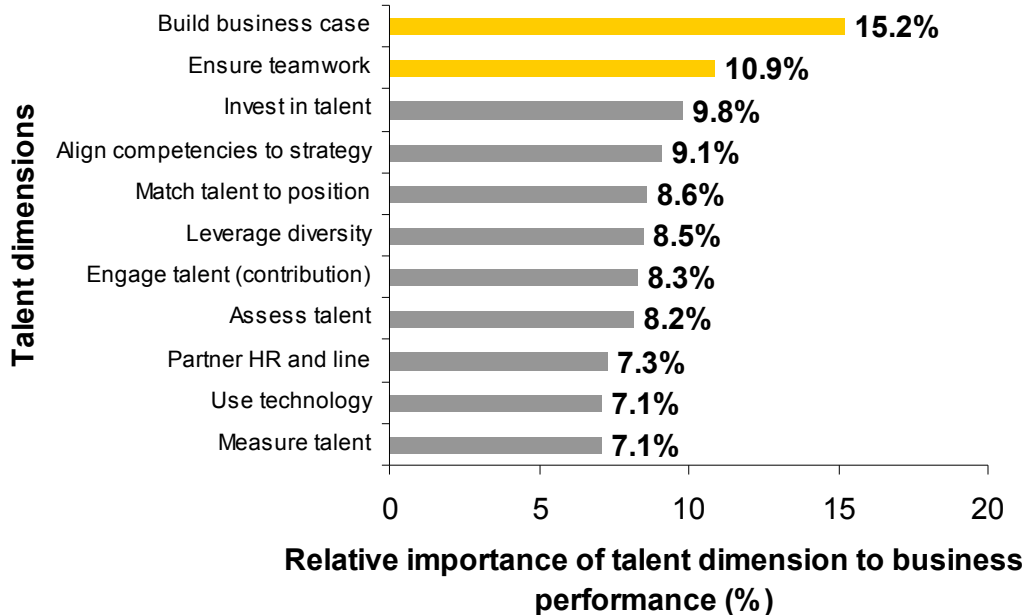


Figure 1: Relative importance to business performance¹

Building a business case and ensuring teamwork were found to be the most important talent domain contributing to positive business performance. It is also interesting to note that while the interviewees had indicated the partnership between HR and line was important to talent management, the survey respondents did not rate it as highly. This is perhaps a difference in perception between the interviewees (made up of CEOs and HR Directors), and the survey respondents (largely made up of non-HR personnel), and indicates the differential in viewpoints towards the responsibility of talent management between HR and non-HR line managers.

Building a business case

In general, most companies in the four economies studied affirmed that there is a strong business case to invest in managerial talent, with the view that talent *'being the most important asset to the organisation'*, has a direct impact on business outcomes. Most companies in the four economies stated that their business case for managerial talent management entailed:

- ▶ Providing business profitability
- ▶ Ensuring business continuity
- ▶ Value-adding to the business

¹ Scores are based on perception survey conducted on the importance of the 11 dimensions

- ▶ Fitting into organisation culture - dynamic, motivated, right attitude and passion for the work and industry

Business outcomes should be used to measure talent in the organisation. Typically, most companies have used the following business outcomes as managerial talent measures:

- ▶ Revenue
- ▶ Sales figures
- ▶ Customer satisfaction
- ▶ Operational KPIs

Ensuring teamwork

High performing teams had the potential of exponentially empowering an organisation as every member complimented the other, creating synergy. Companies in the four economies agreed that creating and managing high performing teams were worth the investments as the benefits of synergy are a great reward. High performing teams were able to balance creativity and discipline, by challenging conventional thinking and acting creatively. At the same time, creativity must be aligned to organisational strategies and objectives.

The following key factors were identified as critical when creating and managing a high performing team across all four markets:

- ▶ Competent team leadership to drive individual performance to achieve team objectives and targets through motivating team members, identifying and managing strained relationships between team members, and making executive decisions and taking accountability for the overall results.
- ▶ Setting and communicating clear objectives and targets to help team members stay focused on realising desired outcomes, while allowing flexibility to challenge convention and develop creative solutions to achieve them.
- ▶ Clearly defined roles, responsibilities and accountability for each team member helps ensure each team member contributes according to their area of expertise, completes the work required, and takes responsibility for the quality of their work.
- ▶ Effective communication between team members, regardless of seniority, promotes sharing of different ideas to generate creative solutions. Effective communication helps resolve disagreements and conflicts quickly and amicably.
- ▶ Mutual respect for team members and being accepting of different working styles, point of views and cultures.

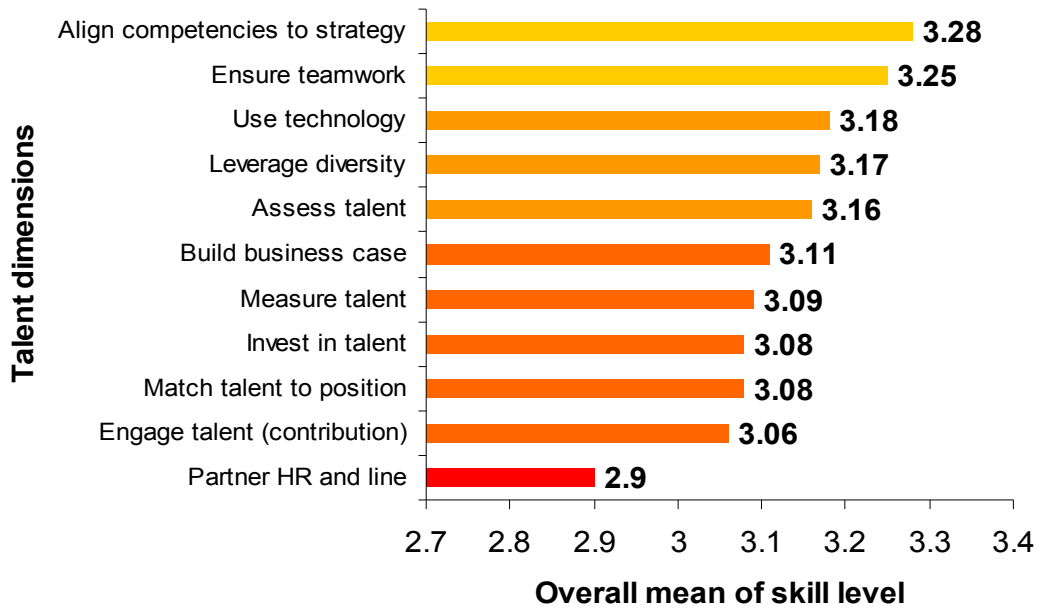


Table 2: Overall mean of skill level for each talent dimension

Organisations in the four economies were most proficient in aligning competencies to strategy and ensuring teamwork, with the partnership between HR and line scoring lowest.

Building a business case was scored in the middle. Considering the relative importance of the building a business case talent dimension towards business outcomes, there is much room for improvement in this area. The partnership between HR and line scored significantly lower than the other talent dimensions, also indicating room for improvement.

Line and HR sub-optimize their collaborative potential

	Singapore	Greater China	Hong Kong	India
N	320	523	419	412
Outcomes				
Business Performance	3.39	3.71	3.24	3.91
Talent Management	3.27	3.56	3.14	3.77
11 domains of talent				
Build business case	2.84	3.45	2.82	3.19
Ensure teamwork	2.94	3.60	2.93	3.37
Align competencies to strategy	2.89	3.70	3.00	3.28
Assess talent	2.83	3.59	2.78	3.24
Invest in talent	2.79	3.48	2.71	3.16
Leverage diversity	2.92	3.58	2.78	3.23
Match talent to position	2.74	3.49	2.74	3.16
Engage talent (contribution)	2.74	3.48	2.72	3.13
Use technology	2.96	3.44	2.81	3.40
Measure talent	2.71	3.54	2.81	3.07
Partner HR and line	2.54	3.35	2.60	2.93

Table 3: Attention to talent by economy

The impact HR professionals in Singapore (0.58 correlation) and Hong Kong (0.61 correlation) can have on business results and their personal performance is noticeably greater than the impact of their global HR counterparts (by up to 12 per cent) when they can harness these competencies effectively. This is despite the finding that they are rated consistently lower in all categories of HR competencies compared to global findings.

Respondent Role	Correlation of business performance and talent management
Individual contributor	.56 (n=857)
Manager of individual contributors	.60 (n=347)
Director of managers	.58 (n=234)
Top manager/executive	.53 (n=236)

Table 4: Designation perception of correlation of business performance and talent management

Line directors and middle management recognise the role of HR and value the contribution more than the senior leadership and individual contributors. However, sometimes HR has not transitioned to managing Human Capital and remains at the level of personnel management and managing resources, or sometimes HR has transitioned to managing Human Capital but this is not perceived by the line.

In a press released from the RBL group, it was mentioned that *“This may indicate that the expectations on local HR professionals by their business partners are greater than elsewhere in the world - their line management colleagues expect them to be better and to contribute even more than their global counterparts.”*

Key recommendations

Aligning business goals and objectives to building capability through talent



There quality of talent management impacts the organisational capabilities in the areas of delivering business performance, and managing knowledge and growth. It is therefore important that organisations in Asia look to align their managerial talent management policy to their organisational strategy as a first step towards building and enhancing their organisational capabilities. In the case of many of the organisations interviewed, many had taken steps to link their talent development strategy to what the organisation needed to do. For example, if the organisational strategy was to be customer-service driven, their managerial talent management policies would focus around identifying and developing the right skill sets in their high potentials to be more customer focused, and develop competencies in the soft skills.

For other organisations, where retaining the organisational "DNA" or culture was important, the firms would try to identify and develop managerial talent from within the organisation as opposed to external hires. If external hires were necessary, the firms would make the effort to orientate and integrate them into the firm's culture as quickly as possible with onboarding programs. This would allow the new managers to align themselves to the organisational strategy as quickly as possible.

Get the line and HR working together around the business and people

Our research showed line and HR sub-optimize their collaborative potential, with many of the organisations having Human Resource and Line functions that worked largely in silos. As such, there was a lack of understanding between HR and Line as to the needs, issues and challenges faced by each other both in the business context as well as in the area of developing managerial talent in the organisation. It is suggested that organisations consider implementing a job rotation system to allow potential managerial talent the opportunity to rotate jobs between HR and Line to increase mutual appreciation of the issues of business and HR.

It is also important that organisations seek to include and involve their HR professionals in the business discussion making process. By giving HR a seat at the table, HR will be better able to understand the business issues, provide key inputs and devise the HR strategy to support the needs of the organisation. This collaboration between HR and Line should ideally be built into the performance management system

Organisations also need to recognise that talent development in general is the responsibility of both HR and Line managers. In recognising that these functions have the same external customers, HR and Line should also recognise that they have the same internal customers. By viewing employees, especially the high-potential ones, as internal customers, HR and Line should work together to ensure customer satisfaction by jointly developing managerial talent and being jointly responsible for the career development of employees.

The 5s framework

Our study has enabled us to identify the key drivers of talent management, summarised in the 5S (5 essentials of talent management) Framework:



5s framework	Talent dimensions	Description
Search	<ul style="list-style-type: none"> ▶ Match talent to position ▶ Measure talent ▶ Assess talent 	<ul style="list-style-type: none"> ▶ Assessing suitability of new hires ▶ Making an effort to know your required talent and to locate the appropriate talent ▶ Counseling out processes must be efficient for poor performers
Signal	<ul style="list-style-type: none"> ▶ Invest in talent ▶ Engage talent 	<ul style="list-style-type: none"> ▶ Attracting your identified talent via the right employer branding ▶ Constantly tell employees they are important and that the organisation cares
Space	<ul style="list-style-type: none"> ▶ Ensure teamwork ▶ Leverage diversity 	<ul style="list-style-type: none"> ▶ Giving your staff the space to think innovatively and creatively ▶ Treating everyone equally regardless of rank ▶ Respecting all sorts of people and views
Support	<ul style="list-style-type: none"> ▶ Use technology and support systems 	<ul style="list-style-type: none"> ▶ Giving employees the tools to do their work and the emotional and moral support to do work ▶ Providing employees with the right information to do the job
Strategic alignment	<ul style="list-style-type: none"> ▶ Build business case for talent ▶ Align competencies to strategy ▶ Partner HR and line managers 	<ul style="list-style-type: none"> ▶ Ensuring alignment of all the above to the organisation strategy and business outcomes

Our study has also revealed that organisations which focus on a customer-centric talent management philosophy have displayed the greatest correlation to positive organisational outcomes

- ▶ Customer satisfaction as a result of good talent management practices served as a revenue driver

- ▶ Competency model and performance management system which were linked to customer inputs enabled organisations to meet customer needs more efficiently
- ▶ Such practices were most prevalent in hospitality industry and the frontline positions in other industries

While this trend is currently most frequently observed in customer-serving or pure sales-driven organisations, our research has shown that firms in more traditional industries such as logistics and manufacturing can also reap the benefits of obtaining and adapting customer feedback into their talent management practices. Anecdotal evidence has shown that incorporating the customer feedback cycle into human capital capability building leads to enhanced customer satisfaction and leads to repeat revenue generation.

Our research has also shown that, while technical capabilities do correlate to the level of performance of an individual, managerial talent is usually more closely correlated to the attitude of an individual, as EQ and man-management skills are required to drive team performance. Some of the organisations interviewed have put in place various tools and techniques such as psychometric tests and observational interviews in an attempt to identify managerial talent traits. However, it is largely acknowledge that these traits are largely intangible and are not easily subject to scientific measurement.

Leading practices in Strategic Alignment

Most companies in all the four markets adopted Competency models, or something of its equivalent, as a means of aligning talent with strategy and customers. Our survey showed that 71% of survey respondents stated that their organisations possessed a competency model. These models were typically developed by line managers and from customer feedback. Typically these models were defined with, but not limited to, the following components:

- ▶ Leadership traits
- ▶ Behavioural and character traits
- ▶ Knowledge and skill-sets
- ▶ Innovation and creativity

In aligning talent with strategy and customers, these models have been useful in the area of selection, assessment, and training and development, providing the following advantages:

- ▶ Matching the current workforce profile with the organisation's performance requirements
- ▶ Recruiting the skills and proficiency levels needed for now and the future, are the basis for identifying and retaining critical skills and are the foundation for growing intellectual capital
- ▶ Identifying high potentials and high performers and providing the right rewards and recognition.
- ▶ Reducing staffing and re-staffing costs (by recruiting the right talent), turnover costs (by developing a meaningful career plan), and training costs (by developing learning maps that tie competencies to training)

The Competency model focuses on technical knowledge and skill sets and sets specific and measurable benchmarks for talent. Competency models need to be updated regularly to remain relevant to changing organisational needs and market demands.

Some companies in Singapore have stated that traditional competency models which focused purely on competencies were outdated, as they did not provide a holistic view of the talent required. These companies have modified their models to include outcomes and principals and values/principals. Companies in Greater China and Hong Kong have modified their models to include attitudes as they are prioritised above experience, knowledge and skill-sets. Organisations in India expressed that it was important for these models to correlate to meet customers' expectations, as such managerial talent was defined as employees who could anticipate and meet customers' / market demands in advance and develop strategies to meet those needs.

Leading practices in Search

Talent within organisations in Singapore was found to be distributed across a bell curve between 'A', 'B' and 'C' Players with a typical ratio of 20-70-10 respectively. 'A' Players consists of both high performers and high potentials, individuals who make the most significant contributions to the organisation. High potentials in all four markets typically demonstrated the following characteristics:

- ▶ Track record of high performance and right attitude
- ▶ Able to adapt to different roles and functions
- ▶ Able to manage people
- ▶ Able to build client relationships and bring in revenue

With their capacity to learn and develop themselves quickly, 'A' Players were typically placed on an accelerated development programme and groomed to fill key job positions in the organisation, other areas of exposure included:

- ▶ High potential training programmes
- ▶ Exposure to and mentorship by senior management
- ▶ Exposure to different areas of work
- ▶ Job rotation opportunities to different regions

In China, depending on a firm's capabilities and resources, 'A' players would:

- ▶ Be sent to headquarters for advanced managerial training.
- ▶ Lead their own business units temporarily then be assessed to determine permanency.
- ▶ Overtake or replace immediate supervisor. Clear possibility of advancement encourages productivity as well as coerces the manager to improve.

Assessing talent is important to ensure employees fulfill their individual responsibilities to the best of their individual ability up to the expectation of the organisation. Assessing talent enables the organisation to tap the full potential of their employees and is required to identify high potentials and high performers.

Assessing suitability of potential-hires and new-hires

To assess talent effectively organisations in the four markets have adopted the following methods:

- ▶ Interviews are the primary method of assessing the suitability of potential-hires, and are typically conducted in multiple states with different stakeholders. It was found that most interviews cover the following key areas of assessment:
 - ▶ Knowledge of the company and its services/products

- ▶ Candidates' knowledge, skill-sets, job experience, industry experience and level of contribution to the job and organisation
- ▶ Candidates' personality, values and ability to fit job and organisation culture
- ▶ Candidates' expectations of the job and career plan
- ▶ Psychometric tests to measure knowledge, abilities, attitudes, and personality are predominantly used by organisations in the financial industry for entry level job positions whereby candidates possess little or no prior work experience. For candidates with more work experience (E.g., middle and senior level job positions) the psychometric test becomes less relevant, and interviews and referrals become the predominant method of assessment.
- ▶ Assessment centres
- ▶ Testimonies and referrals
- ▶ Assessment methods are not full-proof and there exists a possibility of a job mismatch, most organisations have in place a probation period of three to six months to assess the new candidates on their ability to perform the job, work as a team and organisation cultural fit.

Companies in the India market in particular found it significantly easier to identify talent from outside the organisation than within. They also mentioned that experience and education did not automatically infer good performance, as many interviewees presented a very different side of themselves compared to when they started their employment. They recounted anecdotes of many wrong hires at the managerial level, where incompetent people had been hired.

Assessing performance of existing employees

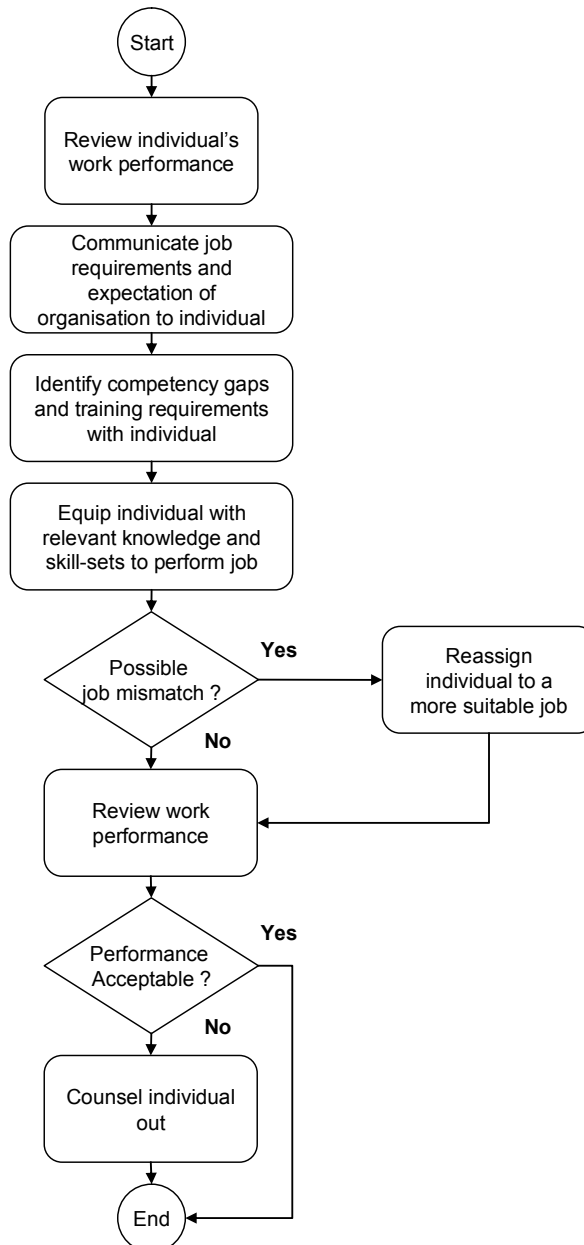
A broad range of assessment methods were employed by organisations in Singapore, China, Hong Kong and India to determine the effectiveness and productivity of the existing employees in both quantitative and qualitative formats:

- ▶ 360s or feedbacks from customers, clients and staff are direct impressions and assessments of both continual effort and service result.
- ▶ Profit generated for the company for sales staff
- ▶ Comparative reviews of other employees' performances.
- ▶ Consistent top rank placement in staff competitions is a viable indicator of leadership talent.
- ▶ Goals or targets completed.
- ▶ KPIs administered by either the employee's immediate supervisors or by HR.

Predominantly for the multinational enterprises, these assessment methods were based on the Competency and Leadership models adopted by the respective organisations as a benchmark to assess the quality of talent.

Small organisations did not have a formalised performance process and performance was evaluated by the head of organisation or by a small group of senior leaders

Most organisations in Singapore have a Performance Improvement Plan (PIP), or something of its equivalent to support under performing staff to cope with the demands of the existing job role, or redeploy staff to a more suitable job role, or counsel staff out of the organisation. The typical PIP process is:



The majority of the companies in China, Hong Kong and India adopted an abridged PIP process from the above-mentioned model. Typically 'C' Players were notified of their need to improve their performance. If no significant improvement were seen by the next

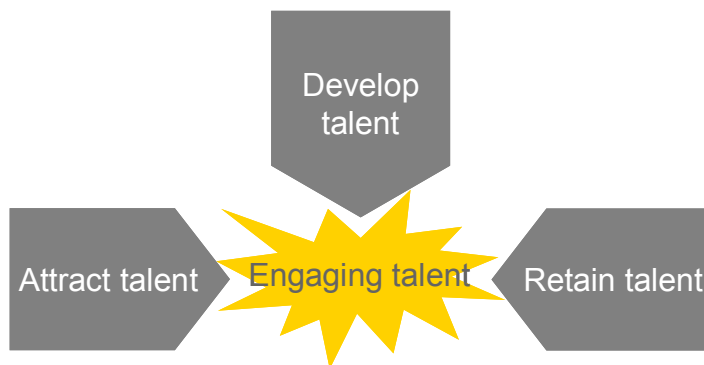
review, they were removed to minimise the damage from hiring the player in the first place. Few companies in these three markets had processes to level up their 'C' Players or match them to other jobs.

Leading practices in Signal

Talent is a precious commodity and fiercely contested for at a global level. As such, the organisations in all four markets have made calculated investments in the areas of:

- ▶ Attracting talent
- ▶ Developing talent
- ▶ Retaining talent

These investments were found to be effective methods of engaging talent for full contribution in the organisation.



Attracting talent

Attracting the right talent is vital to maintaining and increasing business growth, our research shows three key methods to attract talent in Singapore.

- ▶ Corporate career websites are effective tools to communicate company brand and other recruitment information. Websites are accessible globally and therefore able to engage a global talent market.
- ▶ Head hunters and recruitment consultants provide services to employers who are looking to recruit, and bring together candidates and employers who are suited to one another to create a successful working environment. They typically have access to large pools of readily employable talent.
- ▶ Conducting university recruitment road shows is an effective method to develop a presence among the local student population.

As China is facing immense growth, recruitment of the right talent or individual is an increasingly important field. Recruitment methods also consist of recruitment fairs, online recruitment, graduate recruitment and the use of headhunting firms. Specialists and technical professionals are mainly recruited through universities and headhunter agencies. '985'² University graduates are preferred to fill high-level technical positions. Internal

² 985 refers to a Chinese higher education initiative enacted in 1998 to boost select universities in becoming top class universities at an international level

recommendation is a preferred form of recruitment. Recommended talents usually demonstrate experience and prior knowledge about the industry.

Hong Kong adopts similar recruitment tactics as China, however internal recommendations were the preferred method of recruitment as talent hired via this method demonstrated experience and prior knowledge about the industry.

Developing talent

Talent must be developed so that it flourishes and contributes in a manner that is aligned to organisation strategy and objectives, commensurate salary and perquisites payout, and the costs involved in training and other outflows. In this regard, our research indicates three key investments deigned to develop talent in Singapore.

- ▶ Exposure to different areas of work – Lateral overseas deployment career and project opportunities, management associate programme
- ▶ Training – Training budgets were approximately 4% of company's annual revenue. Some common programs used included e-learning and buddy programs
- ▶ Succession planning

Talent development is the main incentive of employee retention. Research showed China is progressively developing their talent training programs. Training and job rotation allows employees to broaden talent knowledge and skill-sets. Most companies spend a sizable amount of their revenue on employee development, including hiring of university professors or institute experts to update new market trends or training methods.

The preferred method of developing talent in Hong Kong is training programmes; with companies in the manufacturing industry valuing hands-on training above classroom conducted training programmes. Some companies provide subsidies for training programmes (up to 80%), these subsidies are dependent on the potential of the individual and the available training budget. Companies encourage their employees to go for as much training as possible and believe that self financing your personal development increases the commitment level towards the training.

Most companies in Hong Kong have a rudimentary introductory course for new hires. Whereas, companies in the financial industry and some multinational companies have more comprehensive Management Programmes for managerial talent to expose them to different functional areas of senior management.

Training, job rotation and mentorship are the common development methods in India. Managerial talents are typically sent for top MBA courses (e.g., IIM) to prepare them for top leadership positions. They would then be rotated through various roles and functions within

the organisation to prepare them for senior management positions. This will be supplemented by a mentorship programme where junior high potential staff would be allowed to shadow senior staff to learn about the organisation and the expectations of their new position.

Retaining talent

Retaining talent was a constant challenge in all four markets. Talent leakage resulted in a string of costs and deficits which includes the cost of searching for replacements and training new people, the loss of intellectual property and reduced productivity during the changeover. There is also the possible cost of damaged morale among remaining staff. To prevent this companies in Singapore have made the following investments to retain their talent pool.

- ▶ Rewards - Competitive remuneration, benefits and stock options
- ▶ Visible advancement opportunities with exposure to different roles and functions for younger workforce
- ▶ Company branding and unique market position

The companies in China follow similar tactics to retain talent. It was found that state-owned companies possess inherent advantages in enticing talents to remain within the firm. The low turnover rate was due to company branding and a unique position in the market as they are backed by the government. Competitive remuneration and benefits were the baseline measure to deter talents from leaving. Companies lacking in brand prestige found themselves facing high turnover rate without sufficient development opportunities. Similar to Singapore, visible advancement opportunities and talent development are especially important for the younger workforce and the main incentive for talent retention. Firms have to strike a balance between providing learning opportunities to the employees and receiving contributions made by the employees.

For companies in Hong Kong and India, compensation is the main incentive of employee retention. This was particularly challenging for smaller companies who were not able to pay top dollar. Training and job rotation are some other incentives of employee retention in the Hong Kong market, this was especially so in the manufacturing industry whereby job roles are repetitive.

Engaging talent

Companies need to engage their talent and empower them to influence business performance. Employees who believed they could influence business performance were likely to go the extra distance and to produce significant results. Conversely, employees who are disengaged are far less likely to try because they feel that they haven't been given the appropriate training or flexibility to do so, or other workplace practices are in the way. To achieve increased business performance the companies in Singapore have defined engaging their talent as:

- ▶ Developing employees who are loyal to the organisation, and able to represent the organisation through demonstrating organisational values and alignment to organisational objectives.
- ▶ Good synergies between organisational teams whereby employees:
 - ▶ Have purpose and derive satisfaction from working engagements.
 - ▶ Are able to maximise individual potential and contribution to the team
 - ▶ Communicate and interact effectively to challenge conventional methods towards developing innovative solutions
- ▶ Supervisors and managers take interest in employee welfare and an active role in recognising, appreciating, motivating and developing employees.
- ▶ Seamless communication between the senior and junior staff whereby constructive feedback is shared and discussed to generate organisational improvements.
- ▶ Becoming an employer of choice and attracting and retaining top talent to the organisation

Employee engagement surveys such as the Leadership Index and Communication Index are tools used to measure and assess the level of employee engagement in an organisation.

Leading practices in Space

The following key factors were identified as critical when creating and managing a high performing team across all four markets:

- ▶ Competent team leadership to drive individual performance to achieve team objectives and targets through motivating team members, identifying and managing strained relationships between team members, and making executive decisions and taking accountability for the overall results.
- ▶ Setting and communicating clear objectives and targets to help team members stay focused on realising desired outcomes, while allowing flexibility to challenge convention and develop creative solutions to achieve them.
- ▶ Clearly defined roles, responsibilities and accountability for each team member helps ensure each team member contributes according to their area of expertise, completes the work required, and take responsibility for the quality of their work.
- ▶ Effective communication between team members, regardless of seniority, promotes sharing of different ideas to generate creative solutions. Effective communication helps resolve disagreements and conflicts quickly and amicably.
- ▶ Mutual respect for team members and being accepting of different working styles, point of views and cultures.

Another challenge faced by organisations is assimilating new team members into existing high performing teams. Companies have adopted the following methods to address this:

- ▶ Induction training programme to introduce new hires to the organisation's core values and equip them with basic competencies
- ▶ Provide strong mentorship from supervisors and managers to identify development gaps, set individual targets for the new team member, and provide the required guidance and training to expedite the assimilation process.

Politicking was identified as a key challenge for companies in China and Hong Kong markets.

Where diversity was concerned it was found that companies in the Singapore market placed greatest emphasis on managing diversity. A diversified staff requires additional management consideration to avoid miscommunication and conflict. Diversity in Singapore ranges from differences in nationality, culture, character, age and gender. Most companies agree that these differences may prove integral to global success, as diversity was considered important towards enhancing innovation and competition in an environment of multiculturalism in organisations. Companies have benefited from the wealth of available business knowledge, differing experiences, and global perspectives contributed by staff from diverse backgrounds.

The integration of diversity in the workplace was not without difficulty, with many organisations in all four markets experiencing degrees of challenges, such as:

- ▶ Creating an environment where employees are not discriminated based on disability, nationality, gender, religion and beliefs, but on merit.
- ▶ Overcoming language barriers, working styles and culture differences to resolve work conflicts and produce effective teams
- ▶ Obtaining gender diversity in senior management/leadership positions

This signalled a greater need for sensitivity and empathetic orientations in the workplace, whereby there ought to be emphasis on acceptance. Policies and practices in diversity management should ensure that there is continuous learning and adaptation in organisations. For example, organisations in Singapore have put in place:

- ▶ Cross cultural training programmes
- ▶ Induction trainings which focus on team building and collaboration
- ▶ Organising company events and initiatives to celebrate diversity and create awareness
- ▶ Offering culturally different food in the canteen

Companies in China agree that facilitating the inclusion of both foreign and local clients is advantageous towards understanding foreign markets and trends. Encouraging communication between diversified staff culminates in an active sharing of experience and knowledge, while multiple perspectives allowed for better problem solving.

It was found that recruitment of foreign talents is dependent on level of diversity of clients and availability of local talents who are able to fill specialised roles. Overseas Chinese talents who studied abroad were excellent intermediaries in a diversified office. They catered to the needs of both local and foreign staff at reduced costs compared to wholly foreign talents.

Senior management was recommended to pay attention to foreign talents hired for their western management style. Sinolisation may occur overtime that may dilute the management style the talent was originally hired for.

The majority of middle management and non-managerial positions in the Hong Kong were homogeneous, comprising of PRCs and Hong Kong Citizens. However, senior management positions for multinational companies were more nationally diverse with a predominant western flavour. National diversity was therefore not a major consideration for most companies in Hong Kong.

Companies in Hong Kong typically focus on hiring individuals based on their attitude, experience and competencies with no preference for gender, ethnicity or age. Multinational

corporations place a greater emphasis on maintaining a diverse portfolio of staff, as global enterprises have more diverse portfolios of customers and therefore a greater business case for a diverse workforce.

For the India market, managing religious diversity is the main focus. Most organisations were 'religiously-neutral' so as not to cause any disharmony in the office.

Leading practices in Support

In general, most companies across all four markets invested minimally in technology, with most of these initiatives in its infancy/pilot stage. Technology investments tend to increase in proportion to the size of the company with smaller enterprises being unable to justify the return on technology investments. Most of these investments were aimed to improve:

- ▶ Communications
- ▶ Ease of archiving and accessing information
- ▶ Personal learning and development

Security risks, unjustifiable costs and unproductive work were the three key hindrances which prevent companies from adopting technology in all markets.

In the Singapore market, the IT and Telecommunication enterprises are at the forefront of using technology for greater returns on talent, embarking on initiatives such as:

- ▶ Shared knowledge repository which allows project teams and functional teams to share project/work deliverables among project team members, keep current on project/work progress, and retain project/work knowledge
- ▶ Occasionally, discussion forums are created to allow teams to express their point of views and opinions on certain topics.
- ▶ Video conferences tools (E.g., Skype) and PC cameras to reduce travelling time and costs by enhancing the contractibility between employees in the different locations.
- ▶ Facebook and Twitter as a sales tool by broadcasting press releases, product deals and interesting news to customers. "As you start to post more, you will realise more people will follow you. The account I created to send out interesting news such as press releases has three to four hundred followers"
- ▶ Blogs

Most companies in Singapore prefer more conventional methods of interaction, encouraging employees to make phone calls or personal visits to colleagues over the use of technology (E.g., writing emails or using instant messengers), as it reduces miscommunication and encouraged relationship building.

In the China market, investment in technology is encouraged as the size of the company grows in order to facilitate efficiency within the company. Depending on the function and size of the firm, the following technology practices are put in use:

- ▶ The ease in accessing information and knowledge repository is facilitated through an intranet system (E.g., ERP, OA, VPN). Administrative duties are also performed

through this system and project documents are circulated through this channel to increase efficiency since the frequency of meetings intended for information sharing is reduced.

- ▶ E-learning and training modules are set up within the intranet to encourage self development and to administer examinations. Internet and software in leadership and promotion planning allows the staff to plan for getting to the next position. This is more common in research-based firms, developed high tech manufacturers and larger, international companies.
- ▶ Video conferencing and e-mailing are popular tools for communicating with clients and firm subsidiaries for all types and sizes of firms. Companies that are more production-based may only employ this form of technology use for the purpose of sales communication.
- ▶ Blogs are an increasingly popular form of idea sharing in China.

Regarding the use of social networking tools such (E.g. MSN, QQ, Facebook), the majority of firms object to the use of such tools, whereas a smaller number of firms use instant messengers to expedite communication with their respective clients.

- ▶ Most firms consider social networking tools a distraction for the employees, thus hindering efficiency
- ▶ Western-based companies are generally more liberal in the use of networking tools as long as employees exercise personal discipline and the use of these tools do not compromise their productivity.
- ▶ Employees may be more unproductive when technology is opened to personal use

Similar to the China market, most companies in Hong Kong do not encourage the use of social networking tools, regarding them as a distraction to employees and therefore hindering efficiency. Some companies however have leveraged social networking tools as a means to conduct market research and identify market trends.

Conclusion

There is a strong business case for organisations in Asia to invest and develop their talent management practices. Our study has shown a correlation between the quality of talent management practices in an organisation and positive business performance, and the importance of talent management in the area of managing knowledge and growth. Most companies in Asia acknowledge the importance of talent management and its positive impact on business performance, but possessed a lower competency level in this talent dimension (building a business case) relative to its perceived importance, indicating room for improvement.

For talent management to be effective it has aligned with business goals and objectives though a customer centric talent management philosophy. This trend was predominantly observed in customer serving and pure sales-driven organisations, while firms in more traditional industries showing potential to reap the benefits from obtaining and adapting customer feedback into their talent management practices.

In general organisations in Asia performed well in 10 out of the 11 talent dimensions of talent, with partnership between HR and line having the most significant room for improvement. It was found that there was a lack of understanding and collaborative ownership on talent management between HR and the line. The partnership between HR and line should form the fundamental building block of the talent management process, to ensure consistency in the understanding and approach to identifying and developing managerial talent in the organisation.

The impetus for organisations in Asia to develop their talent management practices is great, therefore organisations should continue to invest and develop their talent management practices towards greater customer centricity. Organisations in Asia should start by fostering greater collaboration between HR and the line, to ensure customer satisfaction by developing managerial talent and being jointly responsible for the career development of employees.

Case studies

EYA approached three organisations with leading practices in talent management, specifically in the area of managerial talent management to serve as case studies for anecdotal learning for this study. The three organisations, Raffles Hotel and Resorts, Quayside Dining and Ericsson Hong Kong, each provide learning examples in a Multi-national, SME and non-Singaporean context respectively.

Raffles Hotel and Resorts

“We need to retain our Raffles DNA while we grow. We want our guests to arrive as residents, leave as friends and return as family. Currently we have 7 operating properties with another 20 plus under development that will come on line in the next four years. Obviously, we don’t have the needed bench strength to staff that at present, especially at the management and executive levels. Selecting and developing the right talent is therefore critical to our success. Eighty to 90 percent will have to come externally at this point; our intention is for those we select at all levels to grow with us.”

Andreas Sungaimin, VP, HR & Organisational Development, September 2009

Domain 1: Build Business Case for Talent. Raffles Hotels and Resorts, part of Fairmont Raffles Hotels International, competes in a rarified league of luxury hotels that is also occupied by the Four Seasons, The Peninsula, the Mandarin Oriental, and the iconic independent hotels in the markets in which they operate. Raffles’ strategic aim is to be one of the top three hotels in each market in which they compete as measured by the basic hotel industry metric of RevPAR, or revenue per available room (a calculation based on occupancy rates and room rates) while also significantly growing its number of locations. Raffles’ core belief in the service profit chain defines its approach to accomplishing this: engaged employees drive higher customer satisfaction which in turn delivers the operating profit.

Thus, key metrics on Raffles’ balanced scorecard per property include:

- ▶ Gross Operating Profit
- ▶ Customer (also known as “Resident” or “Guest”) Satisfaction, benchmarked against the competitive set
- ▶ Employee Engagement
- ▶ Competitive RevPAR Index
- ▶ Brand Consistency Measures

Making a significant number of external leadership hires in the near term while also maintaining the prestigious Raffles brand and profitability requires careful attention to

selecting talent, and to training, developing and retaining talent. The ultimate intent is to grow leadership talent from within.

Domain 2: Ensure Teamwork. Raffles ensures that it meets its scorecard of targets by requiring that each member of the team in a property to deliver “service like a gentle breeze.” Assessing for this largely innate trait is the first screen before selecting a team member, and is the most important criterion on which a team member is judged throughout his or her career. The notion of “right fit” for a colleague, manager or executive, therefore is about having not only the necessary technical qualifications for working in the luxury hotel market, but also about the right cultural attributes for Raffles. As Sungaimin explains, “We assume that anyone coming from one of our competitors, for example, has the required technical know-how. They would be expert in, say, food and beverage or whatever they have been working in. But that does not mean that they have a way of successfully working in our Raffles culture.”

The executive team for a specific hotel is vital to the achieving the five key metrics because the team provides the leadership direction and service culture tone for that property. They are held responsible for the level of employee engagement, customer satisfaction, and the consequent gross operating profit. “Ideally, all of the members of our executive committees should be strong for the very simple reason that the leadership team, especially the GM, is exceptionally critical to retaining the right talents and delivering our service like a gentle breeze,” says Sungaimin. “If they do not provide the right leadership, talent leaves. We recently brought in Pierre Jochem, who is considered one of the top GMs globally, formerly from The Imperial, Four Seasons and Peninsula. So we hunt for talent, asking our hotels regularly what key talents from the competition they might want on their team. Look around at your top six competitors, each function from GM, to director of F&B, director of HR: who do you want on your team? Then we go and hunt that person.”

Domain 3: Align Competencies to Strategy.

Talent is selected and developed around themes that support the Raffles brand. Raffles prefers the term “theme” over “competency” because it, like a gentle breeze, is more subtle.

The themes are:

- ▶ *Motivation.* Do they have the intrinsic drive to succeed in the ways that Raffles requires?
- ▶ *Influence.* Can the person get things started, and have the courage to challenge others?
- ▶ *Work style.* Are they both focused and able to multi-task to get things done?
- ▶ *Process.* Do they have the acumen to process information and solve problems?
- ▶ *Relationship.* Do their genuine core beliefs synch up with those of their colleagues? Can they “read” a guest to understand his or her needs intuitively – for example, to know how a resident feels after an 18 hour flight, and whether he needs to go straight

to his room, or be offered a drink? Can the person communicate as a team member? Can he or she develop the people below them and have fun while also being sophisticated?

Domain 4: Assess Talent. “We assess and benchmark against the talent themes which are customised to Raffles culture,” says Sungaimin. “They are the most important. Technical knowledge is necessary, but what makes us distinctive as Raffles is assessing against the talent themes.”

To understand how seriously Raffles takes its talent themes, consider the selection process. The first step anyone takes in the consideration process is an automated survey developed and administered by Gallup. That assessment determines whether or not the candidate will fit into the Raffles culture. If the candidate is a good fit according to this screen, he or she will advance to the next step, which is assessing his or her technical abilities. Anyone who fails the first screen is not invited to continue in the selection process, because at that point his or her technical abilities, no matter how good, are irrelevant.

On-going assessments take place against the balanced scorecard categories and the talent themes. The balanced scorecard and the talent themes apply to everyone at every level of the organisation.

Domain 5: Invest in Talent:

Raffles offers developmental experiences to all colleagues, including coursework and job experiences. Some offerings are compulsory; others can be selected depending on need and ambition.

Compulsory for All New Hires at All Levels (Colleagues, Managers, Executives):

- ▶ *My Raffles Orientation.* This program must be taken within the first month of joining the organisation. It sets expectations around Who We Are, What We Believe In, and What We Do.
- ▶ *Raffles Service Fundamentals.* This program consists of two components:
 - *Raffles Behavioral Standards.* It discusses Raffles’ brand promise and dimensions, who are the promise keepers, and how to apply Raffles Behavioral Standards in each and every interaction with residents and patrons.
 - *Service like a Gentle Breeze.* It discusses what Service like a Gentle breeze looks and feels like, why it is important and how to bring it to live.

Compulsory for Managers & Leaders

- ▶ *Raffles Leadership Fundamentals.* All new managers and leaders must complete this program within their first 90 days. It equips leaders to: select the right fit talents,

orient and develop colleagues, build engagement, manage performance, recognise and celebrate success, and understate their role as leader.

Special for High Potentials

- ▶ *Raffles Talent Development.* This is a customised program for high potentials who are being groomed for leadership positions in the Raffles organisation. The career development is managed on an individual basis, finding the right opportunities to fill out an individual's experience gaps and skill sets. In addition to job rotations throughout the Raffles world, the individual may also go to Cornell or Lausanne for further formal education.

Non-Compulsory for All

- ▶ A variety of development programs, including an assortment of over 100 e-Cornell courses for those who wish to upgrade their professional qualifications. These classes are largely around technical issues (accounting, financial management, restaurant operations, room operations, and the like)

Domain 6: Leverage Diversity:

"We are operating in a global environment. For example, we are opening hotels in Greater China, the Middle East and Europe. We don't want to have all ex-pats to fill management positions – so, we need to identify, select and develop some local talents. We need to find some young talent whom we can develop and grow," says Sungaimin.

That said, "Hotel industry is fundamentally still a very traditional industry. Most managers and executives are still largely middle-aged white Caucasian male. As a company, we are cautiously trying to recruit males and females from different backgrounds."

Domain 7: Match Talent to Position:

Again, this is all about the themes and balanced scorecard.

Domain 8: Engage Talent (contribution):

Raffles as an organisation is keenly aware that employee engagement is linked to turnover and to other measures of performance. Therefore, they measure employee engagement down to the smallest unit of measure on an annual basis and reward on that basis. Any manager responsible for at least five colleagues (employees) is measured on employee engagement. The unit's measure is then rolled up to the department, then up to the division, then up to the hotel as a business unit. "We can identify not only which unit is engaging its employees better, but which manager. We link that result to our incentive plan," says Sungaimin.

Where does engagement come from? “People need to know what they are expected to do. That’s very basic. They need to have the right information and the right tools to do what they need to do. They want their managers and the company to care about them as individuals as well as employees. Not only in terms of benefits, but about their welfare, their growth and their development. And they also need to know *how* to contribute to the goals and missions. For that, they need direction and communication from the leadership team.”

Domain 9: Use Technology:

Raffles uses Gallup science throughout its talent processes, from the initial screen of candidates discussed earlier through on-going assessment. Raffles also provides internet access to its colleagues in Colleague Dining Room, accommodation and HR department, many of whom otherwise would not have access. “For example, in Dubai, 99 percent of the colleagues are not from Dubai, and the computers that we provide enable them to communicate with their families at home. This is very good.” Employees can also access the e-Cornell programs from computers available to them on property, and corporate from time to time communicates Raffles-wide messages through our special website / blogs.

Domain 10: Measure Talent:

Talent is assessed using Raffles’ automated talent selection tools via web or IVR (Interactive Voice Recording) against Raffles’ talent themes. Because Raffles operates globally, , the talent assessment process is translated into 17 languages, including Bahasa Indonesia, Tagalog, Khmer, Russian, Arabic, Simplified Chinese, Cantonese, French, Canadian, and Spanish, among others. One of the tools is IVR (interactive voice recording) is available 24 hours a day so that illiterate colleagues may participate.

Domain 11: Partner HR and the Line:

The director of HR is very much a part of the senior leadership team in support of operations. The head of HR makes sure that he understands what operations needs, and has the people available and properly trained to meet that need. HR facilitates the implementation of the business through its people.

Quayside Dining

*“At \$50, you walk in here, you will basically get close to a fine dining experience. The food won’t be as expensive; the décor here is excellent. We don’t spend millions on a beautiful statue or table, but we have high standards. **Serving the customers with our heart** as we experiment and try new things to please the customer. At the same time, **we back the employees** so that they feel valued and appreciated in their jobs” says owner Pauline Graham.*

Quayside Dining³ is a small chain of five restaurants in Singapore that is thriving in a tough industry in which half the businesses don’t survive, enjoying very low turnover in an industry desperately short on manpower. What is the secret to their success in terms of Talent? The staff can deliver on both the technical and the softer sides of the business: all focused on the customer. As a SME with modest growth ambitions, Quayside Dining can offer limited career opportunities but somehow continues to keep employees engaged and performing. These employees span the range from close family members to recent immigrants from the Philippines, Malaysia and PRC.

Domain 1: Build Business Case for Talent: Quayside Dining is a family owned, professionally managed chain with \$24 million in annual turnover. Its core value proposition is fine dining at a lesser price: value-for-money. Its business model relies on the foundation of *always* making even the unreasonable customer happy while also backing and supporting their staff. Involved owners maintain standards by working in the restaurants every day, meeting customers, sharing feedback with the staff, and quickly solving problems as they arise.

Domain 2: Ensure Teamwork: At Quayside Dining, teamwork starts at the top: husband as cook, wife as service overseer, brother in the kitchen, sister working accounts -- two sisters working in the same office or a husband-and-wife team in the same restaurant . The goal is a family environment in which both family members and professional manager can happily work closely with each other.

“Serving the customers with our heart” is the starting point for teamwork. Says owner/director Pauline Graham: “The team needs to believe what we believe and share our core values. When we set them in a certain direction, it is because we ourselves believe in that direction and lead by example. We constantly remind managers of our core values. Unless they understand, accept and share in our values, it is impossible to train and retain them. We don’t have huge teams like some of the big businesses. A service team is about 12 to 25 people. Most importantly, it is about getting the right talent at the top and finding a way to retain such talent through a clear direction, respect and financial rewards. ”

³ **QUAYSIDE DINING PTE LTD includes: Peony Jade** Sichuan Cantonese Cuisine at Clarke Quay, **Peony Jade at Keppel Club, The Pump Room Microbrewery & Bistro** at Clarke Quay, and Quayside Seafood at Clarke Quay

Working in teams can require some tough decisions. “For instance, at Peony Jade, we have worked through 3 rounds of managerial changes before getting the right team, and now the team has been together for 3 years and doing a great job.” However, The Pump Room brings new challenges as a hybrid microbrewery, bistro and Club. Finding the right managerial team has been underway for two and a half years. Each managerial team is given a clear direction of what is expected from them through constant dialogue with the owners. Any new guidelines reflect customer considerations and are made in consultation with the managerial team. In this way, managers can take pride-of- ownership in the business.

Despite the family ownership, efforts are made for all staff and managers to be treated impartially; no favouritism. When mistakes are made, “there is no need for any screaming session but a calm approach to point out the issues, discuss them and to learn from them so as not to repeat,” says Graham. “Likewise, we expect them to treat their team – the floor staff – in the same manner and not to reprimand them in public.” Any managers who do not know how to treat their staff will be counselled and given examples of what had been done wrongly. Until the recession hit this year, the entire team – both managerial and floor staff - were placed on monthly incentives as a team. When targets were achieved, the owners shared a percentage with the team. This reward system has worked very well in motivating the team to look after the customers. Says Graham: “In fact, we go one step further by singling out all managers with a lump sum cash reward which was given out in the last 2 years. This lump sum is over and above what is given out to all staff as bonus.”

Domain 3: Align Competencies to Strategy: As a small family business, even though it is professionally run, Quayside Dining does not have a comprehensive competency model.

Domain 4: Assess Talent: Quayside conducts a standard year end appraisal for its entire staff from top to bottom, including floor staff and administrative staff. First, each employee is asked to appraise himself or herself using a standardised assessment form. The manager reviews that self-assessment, and then goes through point by point with the employee and discusses the ranking against his or her own experience of the employee. The goal is to help the staff members to see how others see them.

Staff receives incentives for hitting customer targets and for achieving agreed-upon results. In a good year, a staff member can get a bonus based on individual accomplishment worth two months' salary.

The rare poor performer has to leave. Issues are usually discovered very early; 3 month probation, then out.

Domain 5: Invest in Talent: One of the primary investments in Talent at Quayside dining is respect for staff, customers and suppliers. “We retain the best talent by providing them with a good working environment, treating them respectfully, listening to their opinions and, if things go wrong, HR will listen to both sides of the story. We also make a conscious effort not to treat the relatives differently from the rest of the staff; whilst at work, family relationship is put aside.”

Quayside does some in-house and external training aligned with the strategy of the business:

- ▶ Very active training programs
- ▶ Courses on customer moments-of-truth
- ▶ English classes for Chinese staff
- ▶ Sharing customer situation/problems widely so that everyone knows how to handle it
- ▶ Knowledge transfer of Quayside product and service offerings so that all employees can cross sell.

In addition, all managers go through an induction course around Quayside values and the Quayside mission statement. Plans include developing a career succession model: for example, how to promote floor staff to captain to supervisor to manager. This is now possible because HR has just been installed as a full-time job (v. part-time).

Domain 6: Leverage Diversity: No specific efforts are made around managing diversity. “At the end of the day, it is really the attitude we are looking at, not the race or what. We try to match ethnicity to restaurant: Chinese staff in a Chinese restaurant if possible, but not necessary.” The chain encompasses restaurants ranging from Filipinos working in a traditional Chinese and seafood restaurant to Filipinos, Malaysians and Sri Lankan in an Australian bistro.

Domain 7: Match Talent to Position: “It is all about finding the right people for the right slots,” says HR Manager Foo. “We select rather carefully not just for a prospect’s experience but for the right attitude. Of course, only time tells if the recruited member of staff is all talk or action.”

The key roles in a restaurant are chef, manager and, typically, assistant manager. These people are treated and compensated especially well. Last year, one of the managers got an extra 6 months bonus on top of the 13th month bonus because of performance. In the Chinese and seafood restaurants, six chefs and managers received lump sum bonuses of \$10,000. One must be in a critical role to truly be considered an A player, and carry more responsibility.

Sometimes a special Talent can create a position, even a new business. For example Quayside might create a “wedding chef” position because catering weddings would extend Quayside services into hotels with limited food options. Quayside recently hired a chef to create an à la carte menu. This menu allows the customer to more personalised choices – a new way to create a Quayside customer-centric experience.

Domain 8: Engage Talent (Contribution): Quayside believes in hiring and supporting people who “serve the customer with heart ... If you serve the customers with heart [and] you are not going against your own brain or personality, you make people happy. If you enjoy making people happy, you yourself feel happy,” says Foo. Quayside focuses on providing an environment to the staff in which they feel appreciated. “We always believe that you treat people as you would like to be treated.”

Foo and Graham take pride in the low staff turnover. “This is very difficult to achieve in a Chinese restaurant industry, and especially important with the limited labour supply in Singapore. When hiring, we look more into attitude than experience. Some may have all the experience but they don’t have the right attitude. I won’t employ them because they won’t fit into the environment... The person who has the passion for the work [even with less experience] will get the job.”

Quayside pays better, provides more engaging perks than other restaurants, and creates stronger connections. Says Foo: “There is nothing less expensive than good staff: pay a little more, and get five times better people. Other restaurants pay \$6 per hour; we pay \$7 to \$9 per hour. We send people on courses relevant to the business that matter to them. We get our people through personal recommendations, rarely through advertising. People at Quayside recommend us to their friends and relatives – this is a good system.”

Since the staff eat two meals a day at the restaurant, the company says that it provides good food for them so that they can perform better. Also, during the 3 PM to 6 PM break at the Chinese restaurant they serve biscuits for a proper tea time, and provide places for the staff to rest.

Managers are fully empowered to make decisions to write off a bill, offer a discount and/or offer service recovery satisfactory to the customer. Owners encourage managers to make on-the-spot decisions necessary to redeem a nasty situation. In this way, the managers can carry out their tasks efficiently and with pride without having to check with owners for guidance all the time.

Domain 9: Use Technology: Customer feedback on the website is shared with the staff.

Domain 10: Measure Talent: The leadership team sets the direction of the rest of the team based on what the customer wants, and holds others to that standard. “This is the business

case,” say Foo. “We set the direction...we [as a leadership team] put ourselves in the customers’ shoes. If we don’t want to be treated that way as a customer, we would not treat the customer that way.”

Domain 11: Partner HR and the Line: Quayside has recently hired its first fulltime HR person and is working with that person to formalise and professionalise certain processes and procedures like succession planning as well as to give each aggrieved staff member a fair hearing.

Ericsson Hong Kong

*“We are part of a global firm, in the sense that while we plan and execute our tactical strategies to build our local presence, we can draw on resources from a global pool and we pursue a global business strategy. At Ericsson, we share a global vision: **to be the prime driver in an all-communicating world.** This means a world in which everyone can use voice, data, images and video to share ideas and information whenever and wherever they want.*

“Although the telecommunications industry is also facing many tough challenges with the global recession, there are still many opportunities for growth and to maintain our leadership here in Hong Kong, Greater China and around the world. In many ways, our business is shifting from traditional telecom networks to all-IP networks, and from performing network rollouts to network evolutions. All these changes mean that we have to adapt by shifting our competence, and by exploring new ways to engage our customers. To continue to succeed, we need to change our ways of working, and to put more focus on our customers and their businesses.”

Jack Chong, Head of HR & Organisation, Ericsson Hong Kong

Domain 1: Build Business Case for Talent. Ericsson’s strategy is to be the prime driver in an all-communicating world: leading innovation and technological advancement in telecommunications, and providing telecommunication solutions and related services of mobile and fixed networks.

Ericsson’s story in both Hong Kong and Mainland China is one of keeping pace with rapid business growth and changes. In Hong Kong especially, that means guiding the people and the organisation in a significant shift from a product-based model to a solutions-based one in a rapidly changing technology landscape. “This means that we not only have the most competent people within our industry, but we also have people who understand our customers’ business and strategy, and are able to provide advice towards their business success,” says Chong. Thus, the organisation consciously develops and rewards talent along two competence dimensions: technical and leadership/managerial.

Ericsson’s culture and values includes everyone in the organisation as a Talent, not just a special few.

Domain 2: Ensure Teamwork. The strategy requires having an agile, high performing organisation that works in a collaborative and consultative way.

The Hong Kong office has multiple divisions and project teams underway at all times that cut across organisation and product lines. Their work ties directly into the Ericsson corporate scorecard that cascades into various division scorecards – each with its own performance

indicators – and then to the teams. The teams are fundamental to organising both work and people, with a lot of emphasis on team goals and team targets. The “consensus-driven” culture supports teamwork, as well as the innovation that the strategy requires. The team results are tied into performance appraisals, evaluations and target setting.

Ericsson believes that the key to excellent team performance is the team manager: how well goals and expectations are set and communicated by that person.

Domain 3: Align Competencies to Strategy. “Every year we review what we need as a business: the types of business opportunities and the targets we seek to achieve,” says Chong. “This then translates to the right competence and people we need in order to realise these targets.”

For technical competence, the strategy is to ensure that the competence mix shifts as the business and technology evolves, so that Ericsson builds portfolio competence readiness to maximise the business value of the products and solutions that we bring to the market.

For leadership competence, a global leadership competence framework aligns the development and assessment programs of all Ericsson managers. Working in an evolving business environment on the cutting edge of communications technology, Ericsson requires its leaders to lead in thought and action, and to inspire their employees. The global Leadership Development Initiative aims to nurture key leadership capabilities, and strengthen and deepen leadership qualities at all levels of the organisation. In 2008, there were 122 leadership programs conducted as part of the Leadership Development Initiative from which 2,068 managers participated, including a few managers from Ericsson Hong Kong.

Domain 4: Assess Talent. At Ericsson, everyone has a semi-annual individual performance management discussions with his or her manager, and is graded in terms of performance (rewards and compensation are based on this).

For existing senior managers, as well as high potentials and potential managers, an annual management planning exercise is conducted to assess performance and achievements, and to discuss possible career opportunities and assignments. Nominations for leadership assessments and identification of new potentials are also discussed during the exercise, which involves line managers and the senior management team.

A range of assessment centres are conducted annually at various levels – globally, regionally and locally – for nominated managers and high potentials.

Domain 5: Invest in Talent: The training budget is in the range of 3.5% of payroll and demonstrates Ericsson’s commitment to learning and education as a competitive differentiator.

Learning and development is provided through various platforms, from traditional classroom-type workshops, to online learning and knowledge sharing tools, to growth experiences

through transfers to new job roles or assignments in new projects in Hong Kong or overseas, to collaboration and education solutions with customers and other external stakeholders. Underpinning the investments in talent is the belief in fostering a learning environment and a learning culture. To maximise learning opportunities, Ericsson seeks to mix classroom sessions with informal learning such as mentoring, job rotation, coaching, and interactive feedback. This provides employees with practical support in further developing their knowledge and skills.

Domain 6: Leverage Diversity: Ericsson believes that its strength in innovation comes from having a diversity-rich employee base, one in which different experiences and different backgrounds bring new ideas to business challenges. Since Oct 2008, Ericsson has been rolling out a diversity I-check program, an online diversity training tool which seeks to challenge perceptions, raise awareness about diversity of skin colour, age or gender, and demonstrate business benefits of diversity.

In the area of gender, for example, Ericsson Hong Kong is making some headway in a traditionally male dominated industry: the number of female staff, including female managers, in the Hong Kong office has increased to almost 25% of the workforce.

Domain 7: Match Talent to Position: Having the right people in the right positions at the right time requires constant conversation and interaction between HR and line management. Resource dimensioning, in terms of numbers of headcount, profile and competence are forecasted on an annual basis, and reviewed quarterly. Career development is seen as a strategic priority to attract the best talent and retain employees.

For new hires, Ericsson uses a range of channels to recruit people: referrals, agencies, head hunters, and internship programs with universities. In terms of selecting the right candidates, a portfolio of selection methods are employed from behavioural interviews, psychometric tests, skills-based tests and reference interviews.

Domain 8: Engage Talent (contribution): Engaging and motivating talent is key to retaining staff and sustaining a leadership position in the marketplace. Every year, Ericsson conducts Dialog – an employee engagement survey – to better understand staff feedback on key issues and to outline improvement plans to improve the workplace.

From the feedback received, results are analysed across regions, within local organisations, down to individual divisions and functions. Action plans are also formulated, implemented and monitored at these levels.

The efforts made have contributed towards a positive trend in Dialog results in Hong Kong and Greater China, and across the Ericsson Group as a whole. It is also one of the factors contributing towards staff turnover rate at Ericsson Hong Kong being less than half of the industry average in the last five years.

Domain 9: Use Technology: Ericsson offers internal educational programs globally and across all functions, supported by a common learning management system. Approximately 100,000 annual classroom days are complemented by on-line learning packages to deliver focused learning that enhances collaboration. The internal learning web portal provides 2,500 off-the-shelf and 150 tailor-made courses for employees across the globe. These include online seminars in collaboration with Harvard Business School.

To further promote networking and knowledge sharing, a common platform for online collaboration has been launched since 2008, and these include knowledge contribution and exchanges through user generated content such as wikis, blogs and RSS feeds.

Domain 10: Measure Talent: Talent is measured on both individual and collective basis, across various dimensions. The strategic intent is to have a dashboard of key indicators to evaluate and make plans to better develop the human capital in the organisation. Measurements can be generally classified across three broad areas – performance, development and engagement. In the area of performance, a range of indicators are tracked from individual performance ratings particularly of managers and high potentials, to productivity indicators such as billability of service staff, sales turnover per staff, etc. In the area of development, indicators include measurements of training efforts – such as leadership index, learning index, training days and budget – to measurements on actual competence profile and mix of the organisation, such as numbers of key job groups, their competence areas and career / proficiency levels. In the area of engagement, a range of Dialog survey indicators are monitored, such as the human capital index and engagement index.

Domain 11: Partner HR and the Line: HR as a business partner has probably been talked about for a long time. What this means in Ericsson is that HR is more of a partner for everyone in the organisation.

For the senior leadership team, this means being involved in the strategic management of the organisation and driving its implementation, in terms of operating plans, organisational structure, succession planning, competence planning, objective setting and performance.

For the mid management team, this means being aligned with the efforts of the various functions in the organisation and ensuring that these functions can recruit, develop, and retain the necessary talents.

For everyone in the organisation, this means supporting their development, advising on their careers, and supporting communications efforts, particularly relating to employee perspectives and views.”

Annex

Survey questionnaire

Demographic Data:

ORGANISATION DEMOGRAPHICS [LOADED JUST ONCE FOR EACH ORGANISATION BY ADMINISTRATOR]:

Size of Company: (1-499; 500-999; 1,000-4,999; 5,000-9,999; over 10,000)

Industry: (Agriculture; Petroleum and Mining; Chemicals; Allied Products; Pharmaceuticals; General Manufacturing; Automotive; Communications and High Technology; Retail and Wholesale; Financial Services; Utilities; Public Administration; Other)

Region: (Europe; US/Canada; Latin America; Middle East; Asia/Pacific; Africa)

Economy: (Singapore, India, mainland China, Hong Kong, other)

Is your organisation (pick one that best represents your company)

- a state-owned enterprise
- a government agency
- a privately-owned enterprise
- a division of a multinational corporation
- a publicly-traded company
- a family-owned enterprise
- other

INDIVIDUAL DEMOGRAPHIC DATA [EACH PARTICIPANT WILL ANSWER THESE QUESTIONS]:

A. Your role: (Pick list: Individual Contributor; Manager of Individual Contributors; Director of Managers; Top Manager/Executive)

B. Function (select only one): (Pick list: Marketing/Sales; Operations; HR; IT; Finance; R&D; Other)

ORGANISATION PERFORMANCE INDICATORS [EACH PARTICIPANT WILL ANSWER THESE QUESTIONS]:

C. Is your organisation (select one): (Pick list: For-profit, Not-for-profit)

[SKIP LOGIC: If they select for-profit, please use questions D, E and skip F, G. If they select Not-for-profit, D, E, and use F, G.]

[SCALE FOR D, E, F, G: 1 = much worse; 2 = worse; 3 = about the same; 4 = better; 5 = much better]

D. Compared to the major competitor in your business in the last three years, how has your business performed financially?

E. Compared to the major competitor in your business in the last three years, how well has your organisation done overall in *managing talent*?

F. Compared to other similar not-for-profit organisations in the last three years, how has your organisation met its goals?

G. Compared to other similar not-for-profit organisations over the last three years, how well has your organisation done overall in *managing talent*?

Section 1: Talent Dimensions

Instructions: For each item below, please indicate how well you believe your organisation currently performs using the following scale:



POOR



FAIR



GOOD



VERY GOOD



OUTSTANDING

Dimension 1: Create the business case for talent

How good are we at ...

- 1.1. Linking talent efforts to our ability to implement our business strategy?
- 1.2. Linking talent efforts to our ability to create shareholder value?
- 1.3. Linking talent efforts to our ability to differentiate us from competitors?
- 1.4. Continuing to invest in talent even in a downturn?
- 1.5. Building a business case for the importance of talent?

Dimension 2: Ensure that we have high performing teams

How good are we at...

- 1.6. Valuing teamwork as well as individual contribution?
- 1.7. Making sure teams have a clear purpose?
- 1.8. Making sure teams have good processes that help get work done?
- 1.9. Making sure team members build strong working relationships?
- 1.10. Helping teams use the diverse opinions of team members productively?
- 1.11. Helping teams learn from their successes and failures?

Dimension 3: Align talent with strategy and customers

1.12. Does your organisation have a competency model? (A competency model formally identifies the specific skills, knowledge and abilities required to for the organisation to achieve its goals.) [SCALE: YES OR NO]

[Skip logic: If yes, proceed to 1.13. If no, skip to 1.17.]

1.13. How involved are each of the following groups in creating our competency model (please allocate 100 points across the following options—must total 100):

[SCALE: No 1-5 scale here; please use a open response box with numbers only and auto-check for total of 100 across all five categories before allowing respondents to continue.]

1. Line managers	___
2. HR professionals	___
3. Outside consultants	___
4. Customers	___
5. Shareholders	___
TOTAL	100

How good are we at...

- 1.14. Using a competency model to guide our talent decisions (who to hire, what to develop, who to promote, how to pay, etc.)?
- 1.15. Aligning our competency model to our strategy?
- 1.16. Having a competency model that is based on what behaviors our customers expect from us?

Dimension 4: Assess talent

How good are we at...

- 1.17. Setting clear standards for employee performance?
- 1.18. Assessing the results employees deliver?
- 1.19. Assessing the behaviors employees use in getting results (vs. only assessing results employees deliver)?
- 1.20. Giving employees direct feedback on employee performance?
- 1.21. Identifying high potentials?

Dimension 5: Invest in talent

How good are we at...

- 1.22. Involving line managers in sourcing and screening new employees?
- 1.23. Hiring the people with the skills and qualities we need?
- 1.24. Orienting new employees to speed up their ability to contribute?
- 1.25. Delivering training programs that help deliver strategy?
- 1.26. Giving employees development assignments in the organisation that help them grow?

- 1.27. Encouraging employee involvement in their communities as a way to help them develop?
- 1.28. Having a pipeline of the right people ready for open leadership positions?

Dimension 6: Fully leverage and manage diversity

How good are we at...

- 1.29. Valuing people who are different (by gender, race, age, global experience, or orientation to work)?
- 1.30. Valuing people with different types of work experience (industry or function or geography)?
- 1.31. Requiring that employees, regardless of their differences, adopt a common set of values and beliefs around how we work?

Dimension 7: Match talent to positions

How good are we at...

- 1.32. Knowing what jobs create the greatest value for customers and shareholders?
- 1.33. Matching top performers ("A players") with jobs where they can have the most impact on the organisation's performance?
- 1.34. Giving top performers ("A players") challenging work that tests and develops them?
- 1.35. Helping solid performers ("B players") feel empowered to do their jobs?
- 1.36. Retaining top performers ("A players")?
- 1.37. Removing low performers ("C players")?

Dimension 8: Engage talent for full contribution

How good are we at...

- 1.38. Helping employees feel that their personal identity is in sync with the company's identity?
- 1.39. Giving employees a sense of purpose in their work?
- 1.40. Encouraging employees to find meaningful relationships at work?
- 1.41. Giving people work that is challenging and exciting?
- 1.42. Helping employees learn from successes and mistakes?
- 1.43. Creating a positive work environment for employees?
- 1.44. Encouraging people to have fun at work?
- 1.45. Helping people manage the transitions required by change?

Dimension 9: Use technology to get greater return on talent

How good are we at...

- 1.46. Using technology to allow employees more flexibility in where they work?
- 1.47. Using technology to connect people throughout the organisation?
- 1.48. Using technology to share ideas throughout the organisation?
- 1.49. Using technology to speed up learning?
- 1.50. Using technology to improve quality of internal communications?
- 1.51. Using technology to bring important external information into the organisation?

Dimension 10: Measure talent

How good are we at...

- 1.52. Using the following talent measures to help us better manage our talent:
 - a. productivity indices?
 - b. employee attitude surveys?
 - c. turnover and retention data?
 - d. candidate hiring ratio?
 - e. backup ratios (# of people ready to take job) for our most important jobs?
 - f. other? [NOTE: leave space for participants to add up to four more measures as open text fields which also use the same 1-5 scale (poor to outstanding) as other items]
- 1.53. Using talent measures as a part of line manager's overall performance measurement?
- 1.54. Consistently collecting talent measures as part of our overall organisation scorecard?

Dimension 11: Create a shared partnership between HR and line managers

How good are we at...

- 1.55. Involving line managers in delivery of talent practices?
- 1.56. Creating an effective partnership between HR and line managers that uses HR professionals as coaches and architects?
- 1.57. Involving line managers in design of talent practices?
- 1.58. Having a business-focused HR strategy?

Section 2: Talent Dimensions Importance Ratings

Instructions: For each item below, please indicate how well your organisation needs to perform on this dimension in order to create long-term value for the organisation: (USE SAME SCALE AS ABOVE: POOR-FAIR-GOOD-VERY GOOD-OUTSTANDING)

- 2.1. Create the business case for talent
- 2.2. Ensure that we have high performing teams
- 2.3. Align talent with strategy and customers
- 2.4. Assess talent
- 2.5. Invest in talent
- 2.6. Fully leverage and manage diversity
- 2.7. Match talent to positions
- 2.8. Engage talent for full contribution
- 2.9. Use technology to get greater return on talent
- 2.10. Measure talent
- 2.11. Create a shared partnership between HR and line managers

Section 3: Open-ended questions

Instructions: Please answer the following two questions in the space provided below.

What 2 things most help our organisation's ability to build talent?

What 2 things most hinder our organisation's ability to build talent?

Detailed survey domain information

Table 5 Building a Business Case for Talent Domain Information

Build a business case for talent					
Item	Mean ⁴	Business (15.2%)		Impact on talent (12.6%)	
	Overall 3.11	Correlation	100 points	Correlation	100 points
1 linking talent to ability to implement business strategy	3.11	.46	24.9%	.54	23.4%
2 linking talent to ability to create shareholder value	3.05	.38	17.5	.45	16.4
3 linking talent efforts to ability to differentiate us from competitors	3.21	.45	24.3	.53	22.6
4 continuing to invest in talent during downturn	3.10	.38	17.6	.47	17.9
5 building a business case for importance of talent	3.10	.36	15.7	.49	19.6

Table 6 Create High Performing Teams Domain Information

Create high performing teams					
Item	Mean ⁴	Business (10.9%)		Impact on talent (10.8%)	
	Overall 3.25	Correlation	100 points	Correlation	100 points
6 valuing teamwork as well as individual contribution	3.29	.36	17.6%	.48	17.4%
7 making sure teams have clear purpose	3.31	.34	15.2	.44	14.5
8 making sure teams have good processes for doing work	3.27	.38	19.7	.48	17.7
9 making sure team members have strong working relationships	3.24	.33	14.8	.47	16.9
10 helping teams use diverse options of team members productively	3.18	.35	16.5	.48	17.5
11 helping teams learn from successes and failures	3.22	.35	16.2	.46	15.9

⁴ Scores are based on a 5 point scale (i.e., 1=poor, 2=fair, 3=good, 4=very good, 5=outstanding)

Table 7 Align Competencies to Strategy Domain Information

Align competencies to strategy					
Item	Mean ⁴	Business (9.1%)		Impact on talent (8.7%)	
	Overall 3.28	Correlation	100 points	Correlation	100 points
14 using a competency model to build talent decisions	3.24	.34	33.1%	.43	31.2%
15 aligning competency model to strategy	3.27	.35	36.1	.46	35.2
16 having a competency model based on behaviors customers expect from us	3.33	.33	30.8	.45	33.7

Table 8 Assess Talent Domain Information

Assess talent					
Item	Mean ⁴	Business (8.1%)		Impact on talent (8.6%)	
	Overall 3.16	Correlation	100 points	Correlation	100 points
17 setting clear standards	3.20	.32	20.3	.42	19.5
18 assessing results delivered	3.17	.34	23.3	.43	20.9
19 assessing behaviors used to get results	3.12	.29	17.7	.42	19.2
20 giving employees feedback on performance	2.96	.30	18.1	.40	17.6
21 identifying high potentials	3.15	.32	20.6	.45	22.8

Table 9 Invest in Talent Domain Information

Invest in talent					
Item	Mean ⁴	Business (9.8%)		Impact on talent (10.4%)	
	Overall 3.08	Correlation	100 points	Correlation	100 points
22 involving line managers in sourcing and screening	3.08	.32	13.7	.42	12.4
23 hiring people with skills needed	3.16	.33	14.6	.46	14.9
24 orienting new employees	3.12	.34	15.3	.45	14.7
25 delivering training programs to deliver strategy	3.13	.32	13.8	.43	13.3
26 giving development assignments	3.08	.34	15.9	.45	14.1
27 encouraging community involvement	3.01	.30	12.4	.45	14.7
28 having a pipeline of right people for key positions	2.98	.33	14.3	.47	16.0

Table 10 Leverage Diversity Domain Information

Leverage diversity					
Item	Mean ⁴	Business (8.5%)		Impact on talent (8.0%)	
	Overall 3.17	Correlation	100 points	Correlation	100 points
29 valuing people who differ (race, gender, age, etc.)	3.17	.31	31.2	.41	32.3
30 valuing people with different work experiences	3.19	.32	33.4	.42	33.2
31 requiring employees have a common set of values for work	3.14	.33	35.5	.43	34.6

Table 11 Match People and Position Domain Information

Match people and position					
Item	Mean ⁴	Business (8.6%)		Impact on talent (9.5%)	
	Overall 3.08	Correlation	100 points	Correlation	100 points
32 knowing what jobs create greatest value	3.12	.37	24.0	.44	17.7
33 matching top performers with jobs to add impact	3.13	.31	17.3	.43	16.8
34 giving top performers challenging work to test them	3.18	.30	16.3	.45	18.2
35 helping solid performers feel empowered	3.10	.32	18.1	.45	18.8
36 retaining top performers	3.07	.31	16.4	.45	18.2
37 removing low performers	2.87	.21	7.8	.34	10.3

Table 12 Engage Talent for Contribution Domain Information

Engage talent for contribution					
Item	Mean ⁴	Business (8.3%)		Impact on talent (9.6%)	
	Overall 3.06	Correlation	100 points	Correlation	100 points
38 helping employees link their identity and company identity	3.00	.31	12.4	.46	13.7
39 giving employees a sense of purpose at work	3.09	.35	15.8	.45	12.9
40 encouraging employees to find meaningful relationships	3.13	.31	13.0	.41	10.8
41 giving people challenging and exciting work	3.05	.31	13.0	.45	12.8
42 helping employees learn from successes and mistakes	3.10	.29	11.1	.44	12.5
43 creating a positive work environment	3.14	.31	12.5	.47	13.9
44 encourage people to have fun at work	3.00	.29	11.0	.42	11.6
45 helping people manage transitions required by change	2.99	.29	11.2	.43	11.7

Table 13 Use Technology for Talent Domain Information

Use technology for talent					
Item	Mean ⁴	Business (7.1%)		Impact on talent (6.8%)	
	Overall 3.18	Correlation	100 points	Correlation	100 points
46 using technology for flexibility in where work is done	3.16	.29	17.1	.39	17.6
47 using technology to connect people throughout organisation	3.23	.28	15.9	.36	14.8
48 using technology to share ideas throughout organisation	3.17	.28	15.8	.37	15.7
49 using technology to speed up learning	3.16	.31	18.5	.41	19.4
50 using technology to improve communications inside	3.24	.29	17.0	.36	15.0
51 using technology to bring external information inside	3.16	.28	15.8	.39	17.6

Table 14 Measure Talent Domain Information

Measure talent			
Item	Mean ⁴	Business (7.1%)	Impact on talent (7.0%)

Using the following talent measures to manage talent:	Overall 3.09	Correlation	100 points	Correlation	100 points
52a productivity indices	3.24	.34	26.2	.42	22.8
52b employee attitude surveys	3.11	.29	19.2	.39	20.0
52c turnover and retention data	3.09	.29	19.3	.37	18.2
52d candidate hiring ratio	3.01	.27	16.8	.36	17.1
52e back up ratio for key jobs	3.03	.28	18.6	.41	21.9

Table 15 Partner for Building Talent Domain Information

Partner for building talent					
Item	Mean ⁴	Business (7.6%)		Impact on talent (8.4%)	
	Overall 2.90	Correlation	100 points	Correlation	100 points
53 using talent measures as a part of line manager performance measurement	2.90	.30	17.1	.41	16.5
54 collecting talent measures as part of organisation scorecard	2.90	.31	18.1	.43	17.8
55 involving line managers in deliver of talent practices	2.94	.30	16.8	.41	16.1
56 creating partnership between HR and line managers	2.88	.30	16.4	.42	16.6
57 involving line managers to design talent practices	2.91	.29	15.6	.41	15.8
58 having a business focused HR strategy	2.89	.29	16.0	.42	17.2

List of companies interviewed

Singapore: 120 interviews

No.	Industry	Company
1	Finance and Insurance Activities	IPAC (part of AXA wealth management)
2	Finance and Insurance Activities	Aviva
3	Finance and Insurance Activities	Bank of America
4	Finance and Insurance Activities	Censere
5	Finance and Insurance Activities	GIC
6	Finance and Insurance Activities	HSBC
7	Finance and Insurance Activities	NTUC
8	Finance and Insurance Activities	PhillipCapital
9	Finance and Insurance Activities	SGX
10	Finance and Insurance Activities	Standard Chartered
11	Finance and Insurance Activities	Temasek Holdings
12	Finance and Insurance Activities	UBS
13	Finance and Insurance Activities	UOB
14	High-Tech Manufacturing	Abbott
15	High-Tech Manufacturing	Allergan
16	High-Tech Manufacturing	Asia Pacific Breweries Singapore
17	High-Tech Manufacturing	Behn Meyer
18	High-Tech Manufacturing	Cadbury
19	High-Tech Manufacturing	Cargill
20	High-Tech Manufacturing	CEI
21	High-Tech Manufacturing	Cerebos
22	High-Tech Manufacturing	Chevron
23	High-Tech Manufacturing	Ciba
24	High-Tech Manufacturing	Covidien
25	High-Tech Manufacturing	DoveChem Group
26	High-Tech Manufacturing	Dragages
27	High-Tech Manufacturing	Emerson Process Management
28	High-Tech Manufacturing	ExxonMobil
29	High-Tech Manufacturing	Flextronics
30	High-Tech Manufacturing	Givaudan
31	High-Tech Manufacturing	GSK
32	High-Tech Manufacturing	Keppel Offshore Marine
33	High-Tech Manufacturing	Linde
34	High-Tech Manufacturing	Merck
35	High-Tech Manufacturing	OSIM
36	High-Tech Manufacturing	Perkin Elmer
37	High-Tech Manufacturing	Petra Foods
38	High-Tech Manufacturing	Procter & Gamble
39	High-Tech Manufacturing	Qian Hu

40	High-Tech Manufacturing	Schering-Plough
41	High-Tech Manufacturing	Semi-caps
42	High-Tech Manufacturing	ST Engineering
43	High-Tech Manufacturing	TUV-SUD
44	High-Tech Manufacturing	Vizbranz
45	High-Tech Manufacturing	Volvo Construction
46	Hospitality	Alexandra Hospital
47	Hospitality	Alila Hotels
48	Hospitality	Ang Mo Kio Thye Hua Kwan Hospital
49	Hospitality	Burson - Marstella
50	Hospitality	Capella Hotels
51	Hospitality	Citystate Management Group
52	Hospitality	Commonwealth Travel Group
53	Hospitality	Concorde Hotel
54	Hospitality	Gallant Venture
55	Hospitality	Grand Mercure Roxy Hotel
56	Hospitality	Hilton Hotels
57	Hospitality	Holiday Inn Park View
58	Hospitality	Intercontinental Hotel Group
59	Hospitality	Lufthansa German Airlines
60	Hospitality	Millenium and Copthorne International
61	Hospitality	MOH Holdings
62	Hospitality	Pan Pacific Singapore
63	Hospitality	Parkway Health Primary Care Network
64	Hospitality	Quayside Dining
65	Hospitality	Raffles Hotels and Resorts
66	Hospitality	Singapore Cricket Club
67	Hospitality	Singapore Tourism Board
68	Hospitality	St Regis
69	Hospitality	Subway International
70	Hospitality	Thai Express
71	Hospitality	The Regent
72	Hospitality	Tourism Australia
73	Hospitality	Yum!
74	IT & Telecommunications	Add-Plus International Pte Ltd
75	IT & Telecommunications	AMD
76	IT & Telecommunications	Amplus
77	IT & Telecommunications	ASM Technology Singapore
78	IT & Telecommunications	Bizpoint System Pte Ltd
79	IT & Telecommunications	BTS Asia Pacific Pte Ltd
80	IT & Telecommunications	Catalyst Project Solutions
81	IT & Telecommunications	Chartered Semiconductor Manufacturing Ltd
82	IT & Telecommunications	Consistel Pte Ltd

83	IT & Telecommunications	Datacraft Asia Pte Ltd
84	IT & Telecommunications	Datapulse Technology Ltd
85	IT & Telecommunications	EastGate Technology Ltd
86	IT & Telecommunications	ESA Electronics
87	IT & Telecommunications	F5 Networks Singapore Pte Ltd
88	IT & Telecommunications	Giesecke & Devrient
89	IT & Telecommunications	IBM
90	IT & Telecommunications	Intel Technology Asia Pte LTD
91	IT & Telecommunications	Lenovo
92	IT & Telecommunications	Microsoft
93	IT & Telecommunications	ObTech Asia Pacific Pte Ltd
94	IT & Telecommunications	Oracle
95	IT & Telecommunications	PacNet
96	IT & Telecommunications	Red Hat Asia Pacific Pte Ltd
97	IT & Telecommunications	Sabre Holdings
98	IT & Telecommunications	SAGE Software Asia Pte Ltd
99	IT & Telecommunications	Seagate
100	IT & Telecommunications	Singapore Technologies Telemedia
101	IT & Telecommunications	Starhub
102	IT & Telecommunications	StepStone Solutions Singapore Pte Ltd
103	IT & Telecommunications	Symantec Singapore Pte Ltd
104	IT & Telecommunications	TecBiz FrisMan Pte Ltd
105	Supply Chain Services	CWT Globelink
106	Supply Chain Services	DHL
107	Supply Chain Services	Dimerco Express
108	Supply Chain Services	Dynalite Asia
109	Supply Chain Services	J-Lauritzen
110	Supply Chain Services	Jurong Port
111	Supply Chain Services	Kuehne + Nagel
112	Supply Chain Services	Logwin Air and Ocean
113	Supply Chain Services	Maersk
114	Supply Chain Services	Nexans
115	Supply Chain Services	Rotina Enterprises
116	Supply Chain Services	RR Donnelley
117	Supply Chain Services	Singapore Petroleum Company
118	Supply Chain Services	Thome Ship Management
119	Supply Chain Services	TNT
120	Supply Chain Services	Yusen Air and Sea

China: 102 interviews

No.	Industry	Company
1	Finance and Insurance Activities	Shenzhen Centaline
2	Finance and Insurance Activities	UBS

3	Finance and Insurance Activities	Village Earth
4	Finance and Insurance Activities	Zhongyuan Credit
5	High-tech Manufacturing	Anhui Ningguo
6	High-tech Manufacturing	Beijing Agie
7	High-tech Manufacturing	Beijing Brighty Instrument
8	High-tech Manufacturing	Beijing Vocational College of Agriculture
9	High-tech Manufacturing	Brady
10	High-tech Manufacturing	Changxing Boda
11	High-tech Manufacturing	Closure Systems
12	High-tech Manufacturing	Dongguan Walsin
13	High-tech Manufacturing	Dongguan Zhonglong
14	High-tech Manufacturing	ESC Lighting
15	High-tech Manufacturing	Fazheng
16	High-tech Manufacturing	Fujian Tobacco
17	High-tech Manufacturing	G-First
18	High-tech Manufacturing	GSI
19	High-tech Manufacturing	Guangdong Jinxiang
20	High-tech Manufacturing	Guangzhou Weltone
21	High-tech Manufacturing	Hangzhou Hikvision
22	High-tech Manufacturing	Hangzhou Xir Bearing
23	High-tech Manufacturing	Huawen
24	High-tech Manufacturing	Huaxin Cement
25	High-tech Manufacturing	Jiangsu Kailong
26	High-tech Manufacturing	Meheco
27	High-tech Manufacturing	Ningbo
28	High-tech Manufacturing	Qinhuangdao
29	High-tech Manufacturing	Seashore Manufacturing
30	High-tech Manufacturing	Shanghai Fengxian
31	High-tech Manufacturing	Shanghai Jinglan
32	High-tech Manufacturing	Shanxi Dryland Agriculture
33	High-tech Manufacturing	Shanxi Poh Lian
34	High-tech Manufacturing	Shanxi Shuanghe Pharmaceutical
35	High-tech Manufacturing	Shenzhen Architechural Science
36	High-tech Manufacturing	Shenzhen Longchi
37	High-tech Manufacturing	Shenzhen Riska
38	High-tech Manufacturing	Shenzhen Saitu
39	High-tech Manufacturing	Shenzhen Xinlan
40	High-tech Manufacturing	Taiyuan Aoxinhuacheng
41	High-tech Manufacturing	Taiyuan Architechural
42	High-tech Manufacturing	Taiyuan Herui
43	High-tech Manufacturing	Taiyuan Kangpei

44	High-tech Manufacturing	Taiyuan Zhushi Architechural
45	High-tech Manufacturing	Tianjin Otis
46	High-tech Manufacturing	Tianjin Pacific
47	High-tech Manufacturing	Tianjin Tiandy
48	High-tech Manufacturing	Toshiba Dalian
49	High-tech Manufacturing	Tsinghua Tongfang
50	High-tech Manufacturing	Vishay
51	High-tech Manufacturing	Wuxi Apptec
52	High-tech Manufacturing	Yantai Debao
53	High-tech Manufacturing	Yantai Zhongneng High Tech Lighting
54	High-tech Manufacturing	Zibo
55	Hospitality	Grand Hotel Beijing
56	Hospitality	Guangdong Ocean
57	Hospitality	Guangzhou Hotel
58	Hospitality	Hill and Knowlton
59	Hospitality	Hilton Beijing
60	Hospitality	Holiday Inn Express
61	Hospitality	Holiday Inn Jasmine
62	Hospitality	JCDecaux
63	Hospitality	Kenuo Danty
64	Hospitality	Lowe
65	Hospitality	Millward Brown
66	Hospitality	Portman Ritz Carlton
67	Hospitality	PR Newswire
68	Hospitality	Publicis
69	Hospitality	Regent, Beijing
70	Hospitality	Shanxi China
71	Hospitality	Shanxi Linye Hotel
72	Hospitality	Shenzhen Ado Company
73	Hospitality	The Ritz Carlton, Sanya
74	Hospitality	Web International English
75	Hospitality	Weber Shandwick
76	IT and Telecommunications	Beijing Star Tech
77	IT and Telecommunications	China Telecom
78	IT and Telecommunications	Kphone
79	IT and Telecommunications	Mumedia
80	IT and Telecommunications	Ping An Technology
81	IT and Telecommunications	Ultizen Games
82	Supply Chain Services	Beijing Post
83	Supply Chain Services	China General Technology
84	Supply Chain Services	China Wellfast

85	Supply Chain Services	Emborio
86	Supply Chain Services	Grand Smooth
87	Supply Chain Services	Olayma
88	Supply Chain Services	Reach-win
89	Supply Chain Services	Rockwood
90	Supply Chain Services	Sea -star
91	Supply Chain Services	Shanghai Hua An
92	Supply Chain Services	Shanghai K Logistics
93	Supply Chain Services	Shanghai Superway
94	Supply Chain Services	Shanxi Coal
95	Supply Chain Services	Shanxi Xinghuacun
96	Supply Chain Services	Shenzhen Ruiyuan
97	Supply Chain Services	Shenzhen Tianqin
98	Supply Chain Services	Sinotech
99	Supply Chain Services	St Anda
100	Supply Chain Services	Starfly
101	Supply Chain Services	Tianjin Port
102	Supply Chain Services	Transvision Logistics

Hong Kong: 114 interviews

No.	Industry	Company
1	Finance and Insurance Activities	UBS AG
2	Finance and Insurance Activities	Aon Asia
3	Finance and Insurance Activities	Blue cross (Asia-Pacific) Insurance Ltd
4	Finance and Insurance Activities	Bupa
5	Finance and Insurance Activities	Colliers International
6	Finance and Insurance Activities	Economic Digest
7	Finance and Insurance Activities	GE Money
8	Finance and Insurance Activities	Guoco
9	Finance and Insurance Activities	Henyp Securities Ltd
10	Finance and Insurance Activities	Heter Media
11	Finance and Insurance Activities	ING
12	Finance and Insurance Activities	Jardine Lloyd
13	Finance and Insurance Activities	Jones Lang Laselle
14	Finance and Insurance Activities	JSM
15	Finance and Insurance Activities	Kingsway Financial Services Group Ltd
16	Finance and Insurance Activities	Mingly Corporation
17	Finance and Insurance Activities	Mourant
18	Finance and Insurance Activities	Quam Securities
19	Finance and Insurance Activities	Shenyin Wanguo
20	Finance and Insurance Activities	Wing On (Holdings) Ltd

21	High tech Manufacturing	Cartier
22	High tech Manufacturing	Chung Hing
23	High tech Manufacturing	Connaught Industries
24	High tech Manufacturing	Defond
25	High tech Manufacturing	Desktop
26	High tech Manufacturing	Eagle Trading
27	High tech Manufacturing	Everwise
28	High tech Manufacturing	Fairic
29	High tech Manufacturing	Freedom Industrial Corp
30	High tech Manufacturing	Global
31	High tech Manufacturing	Globalink Marketing
32	High tech Manufacturing	Hop Hing Holdings Ltd
33	High tech Manufacturing	Hoplun
34	High tech Manufacturing	Hung Fook Tong
35	High tech Manufacturing	Hyosung
36	High tech Manufacturing	Kam Lee Metal & Plastic Fty Ltd.
37	High tech Manufacturing	Karrie Industrial Co Ltd
38	High tech Manufacturing	Opal
39	High tech Manufacturing	Shin Kee Drug
40	High tech Manufacturing	Solitronics Engineering
41	High tech Manufacturing	Star Industrial
42	High tech Manufacturing	Sunnex
43	High tech Manufacturing	Taitex (Asia)
44	High tech Manufacturing	Tung Shing Stationery and Office Supplies
45	High tech Manufacturing	Wilson's Design
46	High tech Manufacturing	Worldprint
47	High tech Manufacturing	Yee fung Polyform Ltd
48	Hospitality	Asiaray
49	Hospitality	British Airways
50	Hospitality	BSI
51	Hospitality	Byoden
52	Hospitality	Connected Group
53	Hospitality	Contract Advertising
54	Hospitality	CP Exhibition
55	Hospitality	Elgrande
56	Hospitality	Entertaining Asia
57	Hospitality	Fleishman
58	Hospitality	Gloss Mind sports International Ltd
59	Hospitality	Golin/Harris
60	Hospitality	Hill and Knowlton
61	Hospitality	Home of the Elderly

62	Hospitality	Hong Kong Observatory
63	Hospitality	Hospital Authority
64	Hospitality	Igoo
65	Hospitality	International Grand Stanford
66	Hospitality	Landor Associate
67	Hospitality	Le Meridien Cyberport
68	Hospitality	Leo Burnett
69	Hospitality	Marco Polo
70	Hospitality	Metro Broadcast
71	Hospitality	Ogilvy
72	Hospitality	Poad Group
73	Hospitality	Progress-U
74	Hospitality	Satchi and Satchi
75	Hospitality	Sony Pictures
76	Hospitality	Space and People
77	Hospitality	Strategic PR
78	Hospitality	Sudler
79	Hospitality	Sweden Design
80	Hospitality	Synergy Marketing
81	Hospitality	Talent 2
82	Hospitality	TBWA
83	Hospitality	Tiffany and Co
84	Hospitality	TNS Hong Kong
85	Hospitality	UBM
86	Hospitality	Universal McCann
87	Hospitality	VFC
88	Hospitality	We Marketing
89	Hospitality	Whole Person Development
90	IT & Telecommunications	Avalade Group
91	IT & Telecommunications	Compelite
92	IT & Telecommunications	Creative Solutions
93	IT & Telecommunications	EBA Communications
94	IT & Telecommunications	EMC
95	IT & Telecommunications	Emphasis Media
96	IT & Telecommunications	Ericsson
97	IT & Telecommunications	Hong Kong Broadband Network
98	IT & Telecommunications	i-audience
99	IT & Telecommunications	Micros Fidelio
100	IT & Telecommunications	New World Telecommunications Ltd
101	IT & Telecommunications	Pulse Media Tech
102	IT & Telecommunications	SHI

103	IT & Telecommunications	Trans Telecom
104	IT & Telecommunications	Weber Shandwick
105	Supply Chain Services	AEL Asia Express
106	Supply Chain Services	Air Eagle International Freight
107	Supply Chain Services	Allied Moving Services (HK) Ltd
108	Supply Chain Services	Biznetvigator
109	Supply Chain Services	Martinair
110	Supply Chain Services	Melchers
111	Supply Chain Services	Modern Century
112	Supply Chain Services	OOCL
113	Supply Chain Services	Shanghai Tang
114	Supply Chain Services	Sun Cypress

India: 107 interviews

No.	Industry	Company
1	Finance and Insurance Activities	Axis
2	Finance and Insurance Activities	Fullerton
3	Finance and Insurance Activities	Saras Vision
4	Finance and Insurance Activities	SBI Life
5	Finance and Insurance Activities	Shanti International
6	Finance and Insurance Activities	Singhal
7	Finance and Insurance Activities	State Bank of India
8	Finance and Insurance Activities	Tower Capital
9	Finance and Insurance Activities	Volvie
10	Finance and Insurance Activities	Wise Management
11	High-Tech Manufacturing	Advnius
12	High-Tech Manufacturing	Agni Group
13	High-Tech Manufacturing	Akzonobel
14	High-Tech Manufacturing	Bhai Sagar
15	High-Tech Manufacturing	Brigade Group
16	High-Tech Manufacturing	Cosmos
17	High-Tech Manufacturing	Dayglo
18	High-Tech Manufacturing	Dickinson Fowler
19	High-Tech Manufacturing	Dynemic
20	High-Tech Manufacturing	Fancy India
21	High-Tech Manufacturing	Five Star
22	High-Tech Manufacturing	Gemini
23	High-Tech Manufacturing	Hari Om
24	High-Tech Manufacturing	I.V. Communications
25	High-Tech Manufacturing	Kunstocom
26	High-Tech Manufacturing	Libra Appliances
27	High-Tech Manufacturing	Lupin
28	High-Tech Manufacturing	Mahajan Imaging

29	High-Tech Manufacturing	Majgenta
30	High-Tech Manufacturing	Mayur
31	High-Tech Manufacturing	Om Metals
32	High-Tech Manufacturing	Pachranga Interntional
33	High-Tech Manufacturing	Prism
34	High-Tech Manufacturing	PRS Permacel
35	High-Tech Manufacturing	Raghunath Dye
36	High-Tech Manufacturing	Raptakos
37	High-Tech Manufacturing	Rasco Auto
38	High-Tech Manufacturing	Rishabh Metals
39	High-Tech Manufacturing	Ross Boilers
40	High-Tech Manufacturing	Samana Chemicals
41	High-Tech Manufacturing	Scorpion
42	High-Tech Manufacturing	Select
43	High-Tech Manufacturing	Shree
44	High-Tech Manufacturing	Soft Sensation
45	High-Tech Manufacturing	Subnil
46	High-Tech Manufacturing	Technotrove
47	High-Tech Manufacturing	Tetragon
48	High-Tech Manufacturing	Titan
49	High-Tech Manufacturing	Toppers Elerning
50	High-Tech Manufacturing	Tropica Seeds
51	High-Tech Manufacturing	TUV Rheinland
52	High-Tech Manufacturing	Vabros
53	High-Tech Manufacturing	Venkatesh
54	Hospitality	Advani Hotels
55	Hospitality	CASBAA
56	Hospitality	ENIL
57	Hospitality	M&C Saatchi
58	Hospitality	Ma-associates
59	Hospitality	Mudra
60	Hospitality	Natit
61	Hospitality	Pustak Mahal
62	Hospitality	Swagatm
63	Hospitality	Theron International
64	Hospitality	Tristar
65	Hospitality	Urja
66	Hospitality	Welcome Group
67	Hospitality	Zee
68	IT and Telecommunications	24 x 7 Learning
69	IT and Telecommunications	Aditya
70	IT and Telecommunications	Ants
71	IT and Telecommunications	ARM

72	IT and Telecommunications	Brickwork
73	IT and Telecommunications	Delmia
74	IT and Telecommunications	e4e
75	IT and Telecommunications	Ekgaon
76	IT and Telecommunications	IBM
77	IT and Telecommunications	Ismart
78	IT and Telecommunications	Neoteric
79	IT and Telecommunications	Netscout
80	IT and Telecommunications	Novell
81	IT and Telecommunications	Regalix
82	IT and Telecommunications	RPS Consulting
83	IT and Telecommunications	S7 Software
84	IT and Telecommunications	Scribers
85	IT and Telecommunications	Softjin
86	IT and Telecommunications	Spheris
87	IT and Telecommunications	Stratify
88	IT and Telecommunications	Symbol
89	IT and Telecommunications	Tavent
90	IT and Telecommunications	Thoughtworks
91	Supply Chain Services	Acemelon
92	Supply Chain Services	Adithya Exports
93	Supply Chain Services	Anant Carriers
94	Supply Chain Services	Aviation India
95	Supply Chain Services	Continental Carriers Pte
96	Supply Chain Services	Eclipse
97	Supply Chain Services	Indian Van
98	Supply Chain Services	Jayanti
99	Supply Chain Services	Panama Marine Service
100	Supply Chain Services	Protocol Marine
101	Supply Chain Services	QSS
102	Supply Chain Services	Sharf
103	Supply Chain Services	Sinha Impex International
104	Supply Chain Services	Skystar
105	Supply Chain Services	SSP Aviation
106	Supply Chain Services	Trans Asian
107	Supply Chain Services	Unicorn Pickles

Interview Questionnaire

Definition of Talent:

Talent is a systematic process to secure the general individual competencies and organisational capabilities that create sustainable value for an organisation's stakeholders.

Talent Dimension	Interview questions <i>(Note: the first question in each Talent Dimension is the key question: may be all that the interviewer has time for. The bulleted questions are provided in case this Talent Dimension is especially interesting in this company and the answers can be collected in the time available.)</i>
Create the business case for talent	<p>What is the business case for talent in your organisation? How compelling is it to the organisation (as measured by share of budget and attention)?</p> <ul style="list-style-type: none"> • How well are you able to link talent to the results stakeholders (organisation, customer, investor/owners, community) care about? How do you do it? • What keeps line managers from supporting talent investments?
Ensure that we have high performing teams	<p>How does your organisation use teams? Can you give an example of a team that worked and one that did not? Why the difference?</p> <ul style="list-style-type: none"> • What, if anything, makes it hard to integrate individuals into high performance teams? • In general, what is good and what is bad about how teams work in your organisation?
Align talent with strategy and customers	<p>Do you use competency models to define talent expectations? If so, how do you go about defining the competencies required for success? If not, why not?</p> <ul style="list-style-type: none"> • What works best about your competency model? What does not work as well? • How much have you involved customers or investors in defining your desired competencies?
Assess Talent	<p>With what assessment methods do you have the most success for selection and performance (psychological tests, assessment centers, 360s, etc.)? What are the challenges in assessing for selection?</p> <ul style="list-style-type: none"> • What are the challenges you have in assessing performance? How is the information shared (e.g., with the employee, HR, supervisor)? • What else do you do to assess the talent in your organisation? How is assessment different for high potentials?
Invest in Talent	<p>What do you do to invest in talent in your organisation?</p> <ul style="list-style-type: none"> • What are the best things you do in sourcing and training new talent? What works? What does not work? • What are best job assignment /job development things you do to develop talent? What works best? • What do you do for promotion of talent? What works? Does not work? • What do you do to retain the best talent? What works/does not work?
Fully Leverage and Manage Diversity	<p>What are the dimensions of diversity you pay most attention to? How much do you worry about diversity of Age, Gender, Race, Global background, Education background, Ethnicity, and Work style?</p> <ul style="list-style-type: none"> • What does "diversity" mean in your organisation? What, if any, benefit do you

	<p>see in paying attention to it?</p> <ul style="list-style-type: none"> • How do you manage diversity in our organisation? What, if anything, most hinders your ability to integrate talent from any source?
Match Talent to Positions	<p>How do you define key jobs or positions? To what extent are you very deliberate in finding the right people to fill those jobs? Based on what criteria?</p> <ul style="list-style-type: none"> • What do you do as you manage “A” players, “B” players and “C” players? What do you do to remove poor performers? What works/does not work? • How well does the talent management process match up the right level of talent with the significance of the position?
Engage Talent for Full Contribution	<p>What does “engaging talent” mean in your organisation? What is the greatest challenge in engaging talent?</p> <ul style="list-style-type: none"> • What methods and measures do you use to gauge and increase employees sense of contribution? • How much does it matter to you that employees find meaning and purpose at work? How do you help employees find meaning at work?
Use Technology to Get Greater Return on Talent	<p>What, if anything, have you done to use technology to help your people stay connected to each other?</p> <ul style="list-style-type: none"> • How do you go about connecting people through technologies (e.g., twitter, blogs, Facebook, etc.)? • What, if anything, most hinders your ability to use technology to get a greater return on talent?
Measure Talent	<p>What measures are most important in measuring talent in your organisation? How do you use these talent measures?</p> <ul style="list-style-type: none"> • Who collects and monitors talent measures? How is the information used? What implications does measurement of talent have on investment in talent? • What, if anything, most hinders your ability to measure talent?
Create a shared partnership between HR and line managers	<p>How would you describe the relationship between line managers and HR as it relates to talent?</p> <ul style="list-style-type: none"> • Who spends more time on talent development: line managers or HR? • What barriers, if any, are there to line managers playing a larger role in improving talent in the organisation?