

# ■ The Future of HR - Total Talent Management

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Regional Director Business Development EEA

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# ■ Agenda



- StepStone - Who We Are & Analyst View
- Future of HR - Results from B & A 2009 Study
- StepStone Value Proposition
- Next Steps

## StepStone - Who We Are

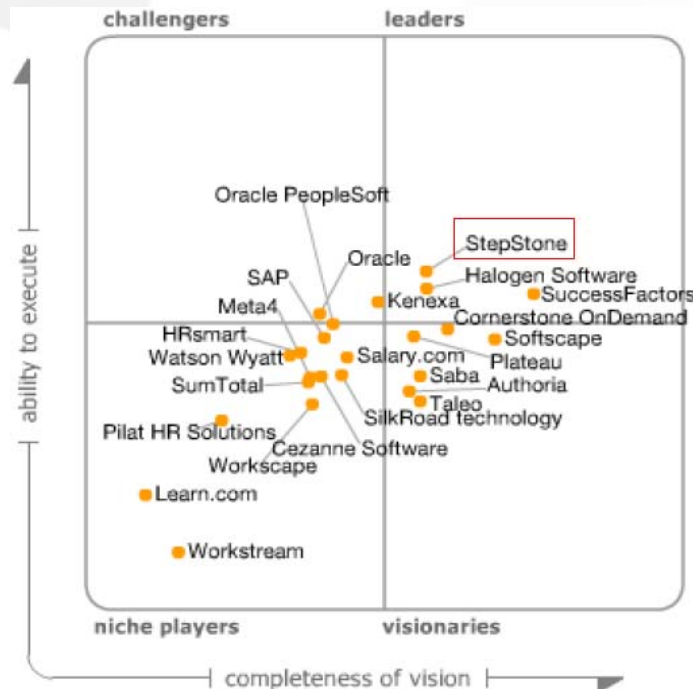


- StepStone has 25 offices in 16 countries worldwide
- Global deployments across 40+ countries
- 1,600+ customers across all solutions
- Products available in 30+ languages
- Global reach and local expertise



## StepStone - Analyst View

- StepStone - Global and Local
- We are Talent Management Solution experts
- The external view...



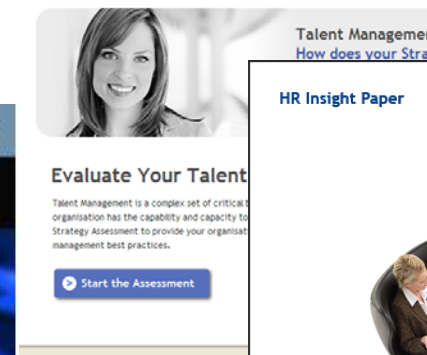
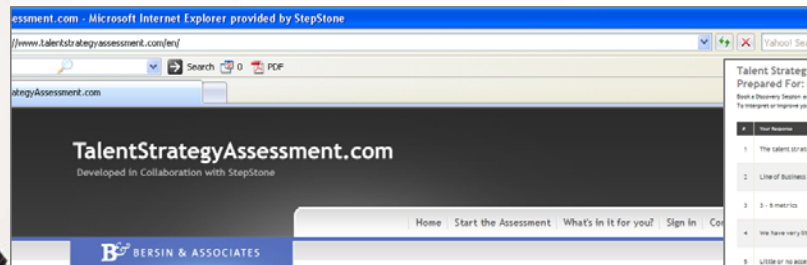
Source: Gartner (January 2009)



*“One of the most comprehensive sets of capabilities for career management on the market!”*

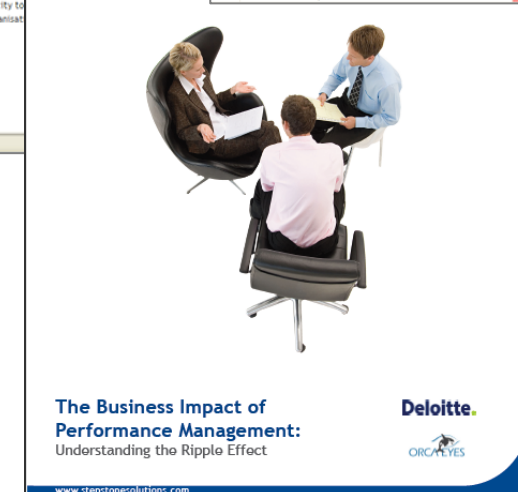
*Bersin Industry Report, 2008*

# StepStone - Thought Leadership Partnerships



**Talent Strategy Assessment Results**  
Prepared For: Michelle Martin, 22/05/2009  
Read a Summary Report and discuss your results with a talent management expert.  
To integrate or improve your results, [visit Deloitte](#)

Item	Item Description	Assessment Result
1	The talent strategy is in development or needs revision.	moderately effective
2	Line of business owns process and HR manages/implements.	moderately effective
3	3 - 6 metrics	moderately effective
4	We have very little ability to identify current or future talent capability & capacity.	insufficient
5	Little or no accessibility to integrated talent data.	insufficient
6	We have a moderate level of visibility and access to internal candidates when filling open positions.	moderately effective
7	We have an excellent and readily available source of time data collection and analysis and know the ratio of source contributions.	highly effective
8	We have a well-established employer brand and strategy aligned with corporate messaging and supported by excellent processes and technology.	highly effective
9	Most or some business units/divisions use the same performance management process.	moderately effective
10	360° review alignment.	moderately effective
11	Managers are not held accountable.	insufficient
12	We do not consolidate and leverage employee talent profile data.	insufficient
13	We do not conduct enterprise or line of business functional talent reviews.	insufficient



# StepStone - Future of HR

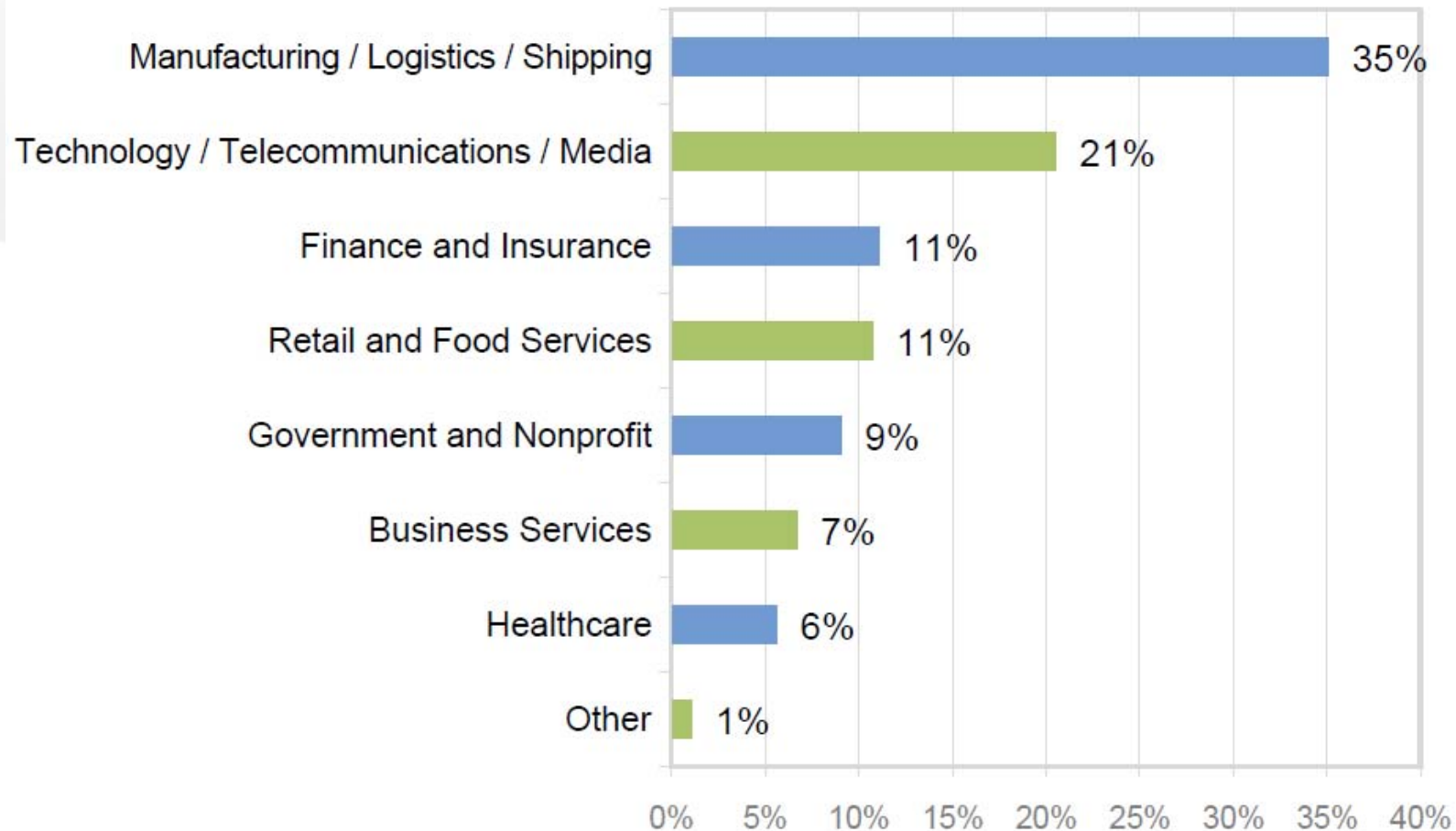
Bersin & Associates Research Bulletin 2009



- 550+ organisations in over 20 countries
- Offered in 5 languages
- 19 critical questions on:
  - Business alignment
  - Leadership
  - Technology
  - Process integration
- Compares strengths and weaknesses against organisations with high-impact talent management practices

# StepStone - Future of HR

Bersin & Associates Research Bulletin 2009  
Participating Industries





# StepStone - Future of HR

Bersin & Associates Research Bulletin 2009  
Analysis of Aggregated Assessment Data



- Unique insights across many countries and industries:
  - Confirms criticality of Business alignment and business ownership for any talent strategy
  - Data collection, integration and analysis are challenging in all regions and industries
  - Cultural and economic factors strongly influence the need for regional approaches
- Biggest talent challenges:
  - Leadership succession planning
  - Performance management
  - Ability to retain key staff
- Least used talent metric:
  - Cost and efficiency of HR



# StepStone - Future of HR

Bersin & Associates Research Bulletin 2009

Executive Ownership with Limited Business Alignment



- Suggests that senior leaders are not “walking the talk”
- Companies who did focus on high levels of business alignment and had executive/business ownership were more likely to have high-impact talent management practices

# StepStone - Future of HR

Bersin & Associates Research Bulletin 2009  
Talent Scorecard Analysis



- 13 critical processes that require integration effort
- Maturity was based on red-yellow-green scale:
  - Red** - Indicates below industry standards
  - Yellow** - Indicates on average with industry standards
  - Green** - Indicates above average and in-line with high-impact talent practices

Talent Strategy Assessment Results		
Prepared For: Michelle Martin, 22/05/2009		
<small>Book a Discovery Session and discuss your results with a talent management expert. To interpret or improve your results, <a href="#">e-mail StepStone</a>.</small>		
#	Your Response	Relative Result
1	The talent strategy is in development or needs revision.	Moderately effective
2	Line of Business owns process and HR manages/implements.	Moderately effective
3	3 - 5 metrics	Moderately efficient
4	We have very little ability to identify current or future talent capability & capacity.	Inefficient
5	Little or no accessibility to integrated talent data.	Inefficient
6	We have a moderate level of visibility and access to internal candidates when filling open positions.	Moderately effective
7	We have an excellent and readily available source of hire data collection and analysis and know the ratio of source contribution.	Highly effective
8	We have a well established employer brand strategy aligned with corporate messaging and supported by excellent processes and technology.	Highly efficient
9	Most or some business units/divisions use the same performance management process.	Moderately efficient
10	30% - 69% Goal alignment.	Moderately effective
11	Managers are not held accountable.	Ineffective
12	We do not consolidate and leverage employee talent profile data.	Inefficient
13	We do not conduct enterprise or line of business/functional talent reviews.	Inefficient

# StepStone - Future of HR

Bersin & Associates Research Bulletin 2009

Aggregated View of Scorecard Ratings (550+ companies)



	Integrated Efforts	Green	Yellow	Red
1	Enterprise Performance Management	43%	41%	16%
2	Cascading Goals	42%	35%	23%
3	Enterprise Succession Planning	39%	37%	24%
4	High-Potential and High-Performer Strategies	34%	33%	33%
5	Internal Recruiting Capabilities	11%	62%	27%
6	Integrated Performance Management	28%	48%	24%
7	Accessible Employee Profile	22%	42%	36%
8	Talent Planning	12%	50%	38%
9	Workforce Planning	14%	29%	57%
10	Employer Branding	29%	29%	42%
11	Enterprise Required Development Plans	24%	34%	42%
12	Competitive Compensation	11%	25%	64%
13	Career Paths	14%	26%	60%

## StepStone - Future of HR

Bersin & Associates Research Bulletin 2009

Bottom 5 Critical Processes from Scorecard (550+ companies)

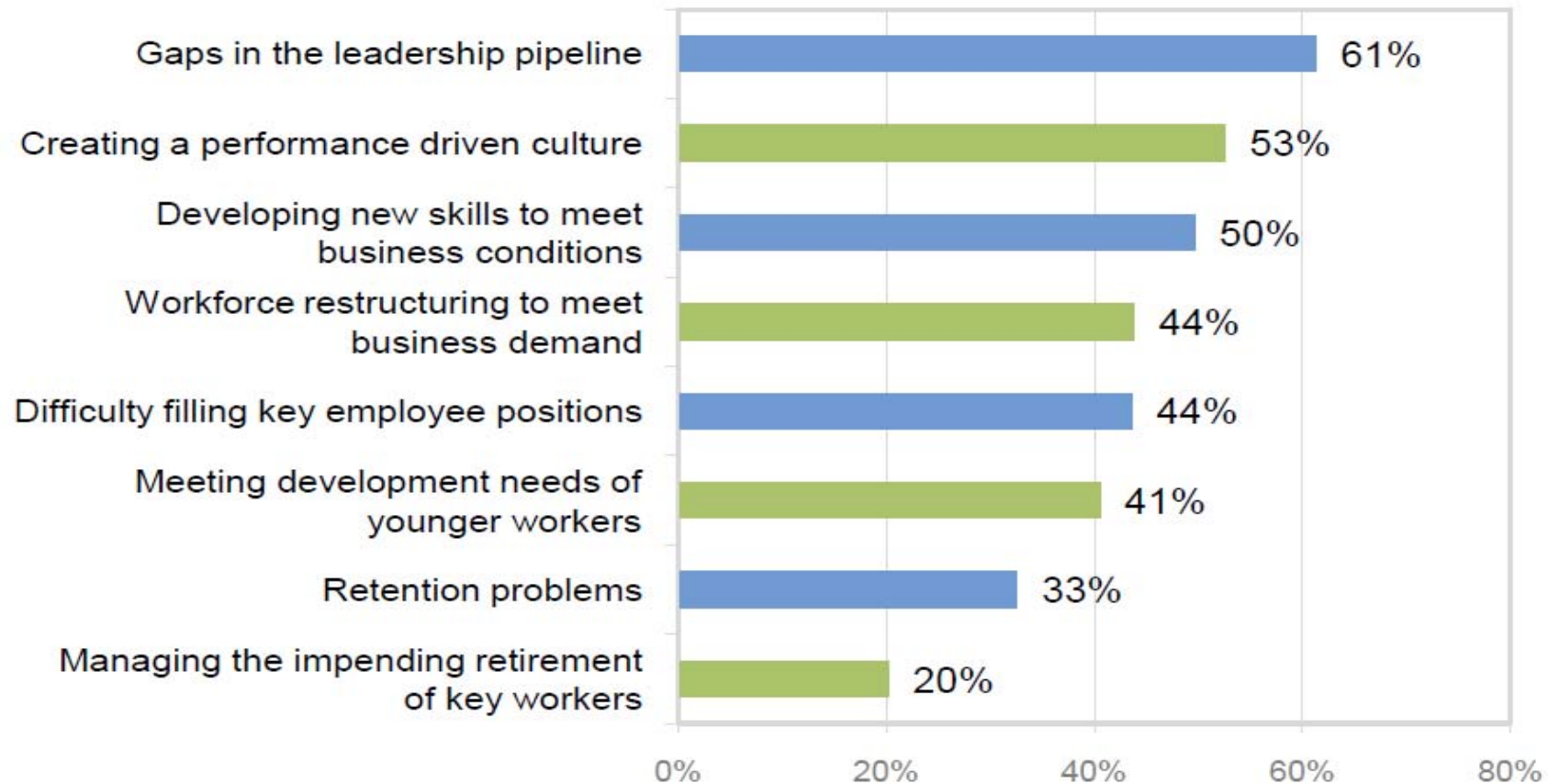


	Integrated Efforts	Red	Yellow	Green
9	Workforce Planning	57%	29%	14%
10	Employer Branding	42%	29%	29%
11	Enterprise Required Development Plans	42%	34%	24%
12	Competitive Compensation	64%	25%	11%
13	Career Paths	60%	26%	14%

- Employee planning and development
  - Most affected by collaboration levels across HR and
  - Effective HR data management

# StepStone - Future of HR

Bersin & Associates Research Bulletin 2009  
Top Talent Challenges Globally

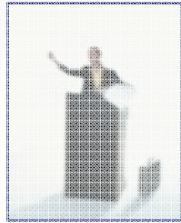


# StepStone - Future of HR

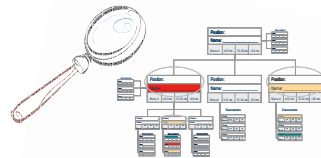
## Succession Planning: TOP PRIORITY!



- 1** Annual Succession Process Launch  
CEO

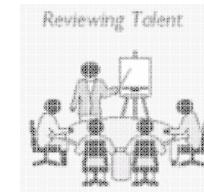


- 2** Talent Identification on Operating Levels

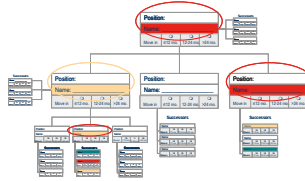


- 3** Evaluation of Talents on Operation Levels

- 4** Succession Review Meeting on Operational Level



- 10** ½ day each month devoted to discuss next moves for some talents

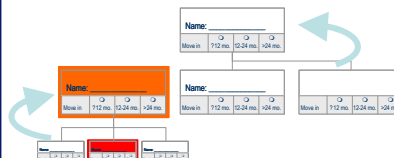


## Succession Planning STEPS

- 5** Agreement on identified Candidates



- 9** Agreement on Top Development Moves & Final Exact. Placements



- 8** Talent Review Meeting Senior Executive Committee



- 7** Agreement on Development Moves



- 6** Talent Review Meeting on Group Level



# StepStone - Future of HR

## Benefits of Succession Planning Automation



- High potentials and high performers easily identified and tracked
- Internal talent matched to specific vacancies
- Correctly placed talent secures future business growth & performance
- Early identification of potential management successors
- Vulnerable bench strength areas identified & resolved
- Current and future workforce planning made more efficient
- Productivity disruption minimised
- Efficient internal prospecting
- Simplified and transparent succession planning process



# Group-wide Succession Planning success

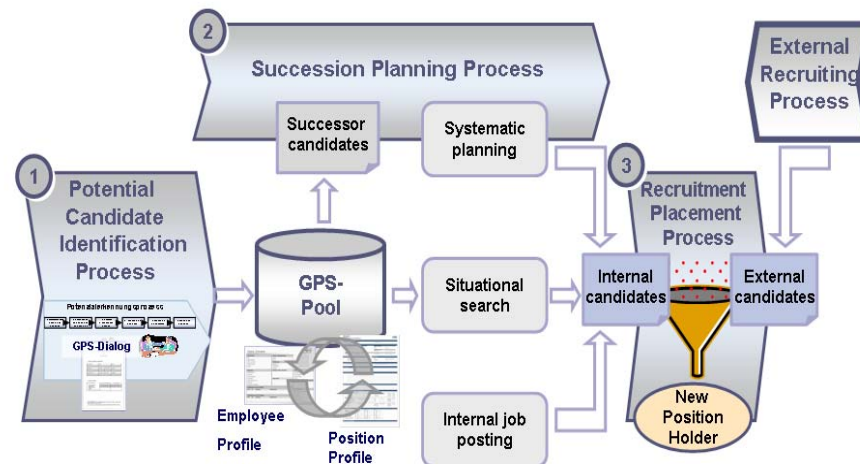


*"StepStone was able to tailor its solution to our needs. Using the software is easy and self-explaining."*

Dagmar Bauer  
Head of Corporate HR Development  
Körber AG

## The Challenge

- > Having difficulty placing the most qualified candidates/employees in the most challenging positions (person-job-fit)
- > Needed to consider internal candidates for management positions
- > Needed transparency on open positions and qualified position holders within the Körber Group



# Group-wide succession planning success



## The StepStone Solution

- > StepStone ETWeb Solution implemented
- > Global "Potential & Succession Management" system and process implemented
- > "Potential Candidate" identification process including self-nomination by employees implemented across the group
- > Staffing process and systems enables:
  - succession planning
  - ad-hoc search for candidates in GPS-Database
  - vacancy posting on internal career site before initiating external hiring
- > Rolled out in Germany and Switzerland in 2009.

## The Results

- > Self-assessment and line-manager assessment now built into an annual 1:1 review meeting
- > Able to conduct Succession Planning on company, divisional and group-wide level, using employee profiling and job-descriptions
- > Improvement in securing top and key positions
- > Increase of internal assignments and cross-divisional transfers

# StepStone - Future of HR

Performance Management: TOP PRIORITY!



- Increasing employee engagement in difficult economic times
- Providing a consistent Talent Management experience
- Improving Performance Management for all staff by providing a consistent, engaging, user friendly performance management system for managers & employees
- Cascaded, aligned targets throughout the organisation
- Accurate, graphically displayed Manager Interface

# StepStone - Future of HR

## Next Steps: Performance Management



*"Companies that introduced systematic goal-setting programs as part of a Performance Management initiative enjoyed an average 39% increase in productivity. In those companies where top management lent strong support to the goal-setting initiative, there was an average 57% increase in productivity, while in those companies where there was little top-management support the increase was only 6%."*

*Business Week, USA*

# Performance Management Solution provides Group-wide transparency



Deutsche Post DHL



## The Challenge

- > High administrative costs of the "motiv8" employee development and rating process due to a lack of IT support.
- > Time-consuming appraisal meetings and management analytics.
- > High cost manual processes.
- > Inadequate database and lack of transparency.

## The StepStone Solution - ETWeb™

*"StepStone's ETWeb™ solution helps to streamline our Group-wide goal cascade process in a more user-friendly manner, while also reducing our administrative expenses."*

**Dr. Karsten Rogas**  
HR Development Project Manager  
*Deutsche Post AG*

- > Integrated IT support for the "motiv8" performance management process.
- > Comprehensive Self Service functions for managers and employees (in English & German).
- > High level of process and information quality thanks to real-time monitoring, a standardised database and data input templates.
- > Continuous reports, e.g. on a team's target achievement progress or status.

## Performance Management Solution provides Group-wide transparency

Deutsche Post DHL

### The Result

- > 3,000 employees and 600 managers have access to the application through a user-friendly Self Service interface.
- > The performance management program has been rolled out to all individual contributors.
- > Automatic transfer of master data from the SAP system.
- > Improved analytics provide a transparent overview of employee performance.
- > HR administrative workload reduced.

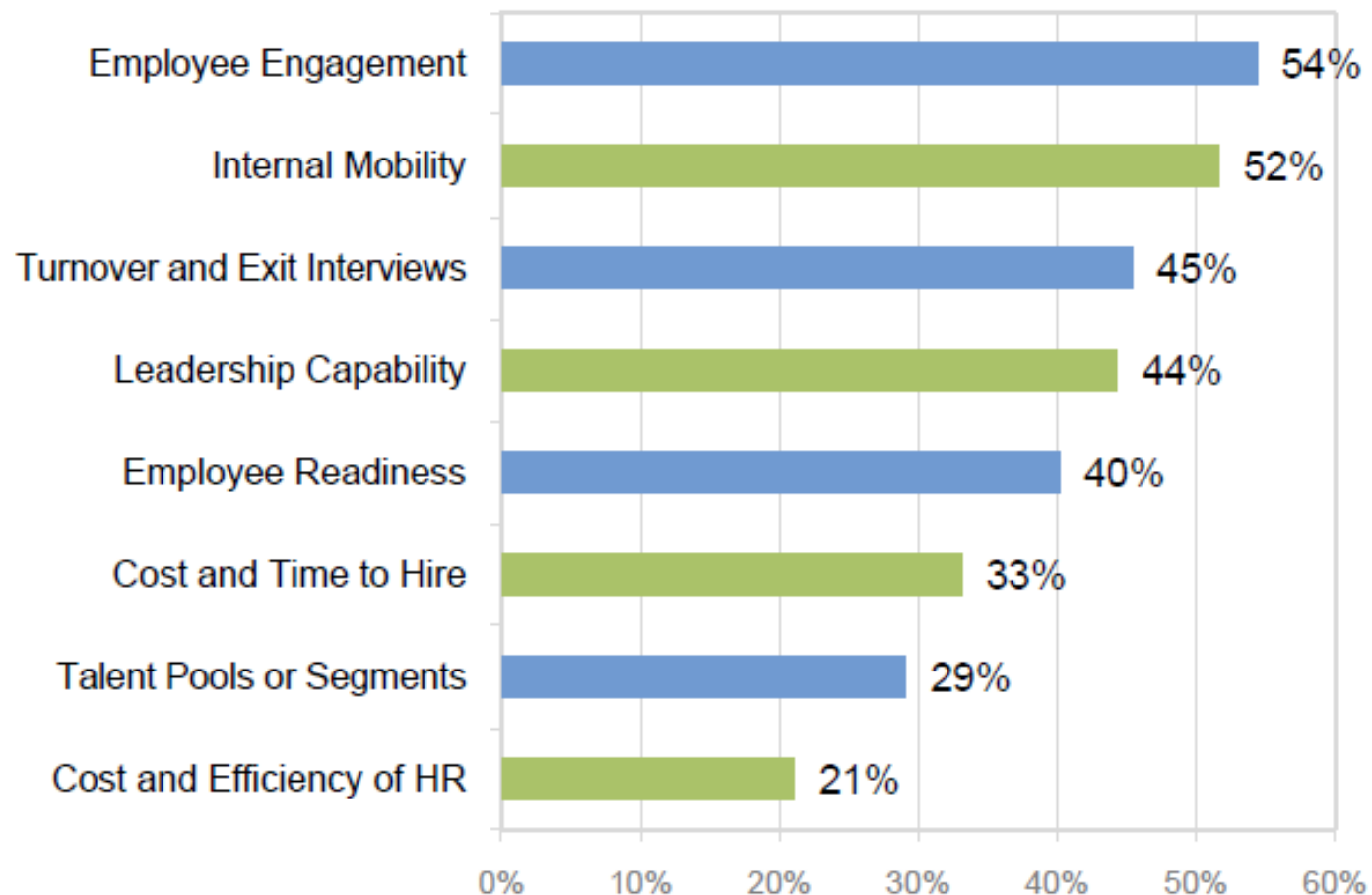
#### Modules used:

- HR Management
- Skills & Competency Management
- Performance Management
- Career & Succession Planning
- Organisational Charting



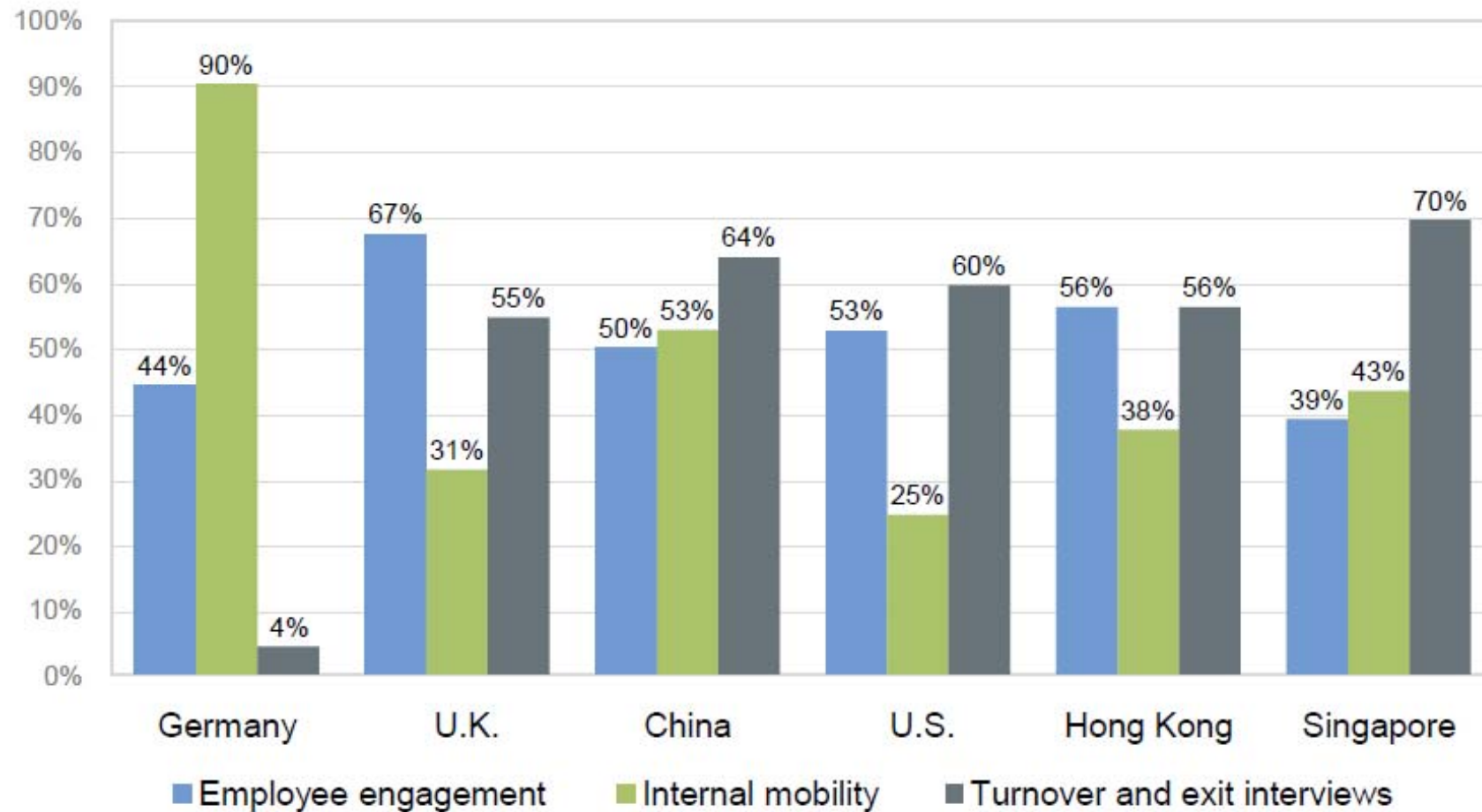


## Talent Management Metrics Used Globally





## Top 3 Talent Management Metrics By Country





## Overcoming the Challenge of Employee Engagement & Performance Management



- UK's largest insurer with 60,000 employees in more than 25 countries
- Implemented StepStone's ETWeb Solution
  - Provides a transparent, up-to-date view of capabilities and experience across the business globally
  - Helps Aviva to
    - retain and develop its staff
    - improve the ratio of internal promotions to internal hires
    - drive succession planning, particularly for senior level positions
    - put its employees in the driving seat of their own careers
  - ETWeb's self-service features allow staff to
    - feedback to line managers and HR professionals on their skills and career objectives
    - gain accurate, up-to-date info on their progress against development objectives

## ■ Key Recommendations for your Talent Strategy



- Develop executive and business alignment through
  - global governance
  - executive ownership
- Focus on most critical enterprise-wide talent needs to help prioritise talent strategy efforts
  - BUT allow for regional differences
- Clearly define enterprise standards for employee and job profiles
  - accessible across multiple systems and across borders
- Invest in process integration efforts to help address talent challenges
- Identify consistent measurements
  - but ensure they are meaningful for the right stakeholders

# Try the Assessment yourself..... How will you score ?




## *Complimentary personalised talent management assessment*

**TalentStrategyAssessment.com**  
Developed in Collaboration with StepStone

Language: UK English ▾


Home | Start the Assessment | What's in it for you? | Sign in | Contact Us

**B&B** BERSIN & ASSOCIATES



StepStone provides solutions and software for the complete spectrum of Talent Management, which enables organisations to find, recruit, retain and manage talent.

[Learn more](#)



**Talent Management**  
**How does your Strategy measure up?**  
How Can You Improve?  
Try it for Free!

### Evaluate Your Talent Management Strategy

Talent Management is a complex set of critical business processes designed to ensure that an organisation has the capability and capacity to achieve its business strategy. Complete this Talent Strategy Assessment to provide your organisation with valuable benchmarking insights into talent management best practices.

[Start the Assessment](#)

**Talent Strategy Assessment Results**  
Prepared For: Michelle Martin, 22/05/2009  
Book a Discovery Session and discuss your results with a talent management expert.  
To interpret or improve your results, [e-mail StepStone](#).

[Download Detailed Analysis](#)

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[www.talentstrategyassessment.com](http://www.talentstrategyassessment.com)

- Try the Assessment yourself.....  
How will you score ?



"The talent management self assessment was very user friendly and helpful in clarifying the fact that, whilst we have a number of projects and processes in place, there is a lot we can do to make our talent management arrangements more strategic."

*Ruth Cane  
Organisational Development Manager  
Oxfordshire County Council*

# Understanding the Business Impact of PM

## Try the NEW - PM Assessment Tool



*"We've seen faster implementation of strategic changes and alignment of individual, team, department and corporate goals. Stepstone's ETWeb helped to improve our revenue, growth and customer satisfaction."*



Shaping the future –  
together.

*"Ensuring that employees have financial metrics as part of their goals, we get efficient budget management, containment of costs, and an increase in productivity and commitment."*



*"All of our managers are measured on leadership effectiveness. This results in improved 360 feedback and a common leadership platform, with employee satisfaction at 95.3% and a response rate of 89.4% of the total population"*



White Paper  
available

[www.stepstonesolutions.com/impact-tools](http://www.stepstonesolutions.com/impact-tools)

# StepStone Value Proposition

Benefits of StepStone as a solutions provider



- Global project and cross country/culture experience
- Local support
- Financial stability
- Experience of 400+ implementations utilising Activ8
- Complete project specific documentation
- Fixed costs and timelines
- Customer Success - ongoing best practice support



## ■ StepStone Value Proposition - PM

Benefits to your organisation



- Improved individual performance leads to improved corporate wide performance
- The StepStone system supports online alignment of individual goals within the overall strategy
- StepStone's Performance Management solution will have a direct impact on the retention of the key staff needed to drive innovation and sales performance
- Enables organisational, team and individual performance goals to be agreed, monitored and managed both locally and remotely

# StepStone Value Proposition - SP

Benefits to your organisation



- Effective succession plans allow understanding of the leadership 'pipeline' and identifies risks. StepStone's Career & Succession planning module will also capture the organisation's view of individuals' careers
- The StepStone system produces detailed succession plans based on the projected readiness of employees across your company
- Improved engagement with HIPO/HIPER employees, as they see evidence of internal opportunity for development/growth via the StepStone Succession Planning module
- Demonstrable cost savings through the reduction of external recruitment costs through effective succession management

# StepStone Value Proposition

## Benefits to Managers



- Supports online alignment of goals with the overall strategy so employees clearly know what is expected of them
- Gives managers a comprehensive, graphical departmental overview of key performance indicators and the ability to conduct interim reviews
- Effective, planned succession will directly contribute to a reduction in any 'downtime' or lost productivity while new hires are onboarded
- Information generated by the system will facilitate planning discussions (including 'what if' scenarios) about succession plans by providing all necessary information for managers in a simple format

# StepStone Value Proposition

## Benefits to Employees



- StepStone's Career & Succession Planning module can create individual career plans and match these to plans, thereby giving HIPO/HIPER clearly visible career paths
- Improved engagement with the Performance Management process can contribute to a reduction in staff turnover, particularly HIPO/HIPER employees, as they see evidence of internal opportunity for development/growth via the StepStone Succession Planning module

## ■ StepStone Recommended Next Steps



*Understanding where your organisation is, and creating matching engagement initiatives accordingly, can ensure a more successful 'landing' into the business, which in turn ensures higher adoption. StepStone can work in partnership with you to develop these.*

Some key questions. For example;

- What type of managers do you have? (internally promoted, generally from non-management roles or managers with external experience)
- Are your Managers experienced at managing and used to motivating and giving feedback to employees?
- How do you currently recognise and reward good performance?
- Do you currently have a formal or informal succession planning approach?
- Are most of your key/senior roles filled internally?
- Is there transparency to the organisations approach to succession?  
Do your employees know how to best position themselves for inclusion in the succession plan?



Questions....