

The talent to win

Talent Innovation



The strategic talent advantage

To fuel innovation, growth and market advantage, you need the right people. You need a talent strategy that drives your business strategy.

Our world is changing

A groundswell of global megatrends is escalating the war for top talent and reshaping business as we know it. Breakthroughs in technology. Shifts in economic power. Resource scarcity. Changes in workforce demographics.

To stay ahead, organizations are innovating at warp speed. The problem is, in most organizations business innovation dramatically outpaces talent innovation. This means too many companies are

placing their most important ambitions in the hands of traditional talent strategies. And when your business strategy and talent strategy are out of sync, you can't drive top business performance. Even with the right people.

The opportunity is clear

The leaders whose businesses will succeed today and shape tomorrow are acting now to establish talent as a strategic advantage.

When the stars are aligned

Companies that set talent strategy to enable business strategy have seen measurable performance gains:

85%

stronger financial performance

75%

higher revenue growth

77%

better strategy implementation

Note: % of respondents reporting above average or well above average performance in these areas.

Source: PwC, Project Management Institute, *Talent Management – State of the Market*, November 2014.



Nearly 80% of US CEOs are concerned that a lack of key skills threatens their organizations' growth prospects.

PwC's 2015 US CEO Survey

Rethinking talent for performance

It's never been more important to align your people strategy with your business strategy.

We recently surveyed business leaders and human resources professionals from more than 700 companies worldwide on the critical role their talent management strategies play in delivering on strategic initiatives.¹ Only 12% of respondents said their business and HR leaders both recognize talent as a strategic differentiator and align talent practices with strategic initiatives. Another recent global survey of top executives revealed that talent deficiencies significantly hamper strategy implementation efforts.

The mounting evidence points to a new imperative: a no-holds-barred rethink on talent

Now more than ever, talent-related functions need to stay connected to each other — and to C-Suite priorities.

By creating talent innovations that accelerate your top business goals and integrating them throughout your entire organization, you can help to:

- Uncover efficiencies that dramatically lower costs while boosting productivity and effectiveness.
- Create the right environment, with the right people and the right skills, to increase customer value.
- Differentiate your business. Gain competitive advantage. And set your organization up to win.

This is Talent Innovation

We know it works. We're doing it ourselves.

1. PwC, Project Management Institute, *Talent Management – State of the Market*, November 2014.

This is our talent story

PwC has always been about making a difference for our clients and our people. But today's changing world demands that we do more.

Anticipating new needs

The global megatrends present our clients with more complex problems today than ever before. Important problems that can only be solved by a different kind of leader. This one revelation led us to transformational change.

Transforming our strategy


With so many forces of change at play, we knew we needed to up our people game. We had the opportunity to respond to the research and the trends in a radical way by driving changes that would advance our competitive position. In a business-led talent transformation initiative, a cross-organizational team of leaders within PwC re-imagined our traditional talent approach to address the shifting needs of our business and fuel our innovation, growth and market advantage.

This was our Talent Transformation.

“To achieve growth in today’s complex global business environment, you need the right strategy to build and maintain competitive advantage. And you need the right people — you need leaders — to drive it.”

Miles Everson
U.S. Advisory Leader





“People want to feel fulfilled both at work and in life. When we help them strike that balance, they are happy and productive. They bring even more value to PwC and to our clients.”

Terri McClements
Co-Lead, Talent Transformation, and
Washington Metro Managing Partner

Building leaders who build the future

To accelerate our goal to be the #1 professional services firm and achieve our purpose to build trust in society and solve important problems, we created a monumental talent shift within PwC. Better equipping our firm to lead in today's fast-changing world, we created a talent strategy to build leaders who could build the future. Leaders at all levels, regardless of role or title. Leaders who would differentiate PwC in the market and position us to continue to achieve extraordinary things for our clients.

The resulting new PwC leadership development experience blends progressive talent practices, tools and techniques – threaded across PwC's entire business – to engage our people to win.

A modern talent experience

Rolling out a renewed talent strategy with an uninspiring, “status quo” talent technology interface was simply not good enough. Harnessing the latest thinking in user-experience design, we created a digital talent experience that puts live information and actions at the fingertips of our people, leaders and human capital professionals. We challenged ourselves to connect this experience to our business goals and weave all our talent functions together across the firm. The result? A one-stop-shop where our people can perform talent-related actions in significantly less time while accessing the live data, analytics and learning they need to accelerate their growth.

Examples of Talent Innovation at work



New capability model for hiring and building leaders

Based on direct client input on the leadership attributes they need to solve their important problems, we created a new capability model designed to hire and build next-generation leaders who will fuel client value and set PwC apart.



State-of-the-art tools to drive performance

By inventing advanced tools that provide fast, frequent real-time data and analytics on individual performance, we can now give our people complete transparency on their progress and better equip our leaders to help them accelerate their development to drive top business results.



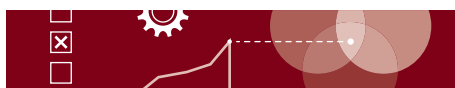
Dynamic real-time development culture

Significantly shifting our development culture, we created a new environment of frequent, informal feedback that helps our people to maximize strengths and quickly close performance gaps throughout the year.



Career-driven performance management

Reimagining our approach to performance management, we shifted our primary focus from the documentation of the previous year's activities to the forward-looking development of the leadership attributes that will advance our people's careers and strengthen our firm's competitive position.



Capability-driven skills management

We designed an innovative way to quickly identify the right capabilities and skills needed to drive new business opportunities. The result: faster speed to market at a lower cost – and higher quality for clients.



Modern digital experience

We re-engineered the way we manage all things talent, including launching a digital hub that gives our people a 24/7 window into their development journey. This resource speeds and simplifies all talent-related actions for our people and our leaders so they can dedicate more time to growing our business and creating client value.

1



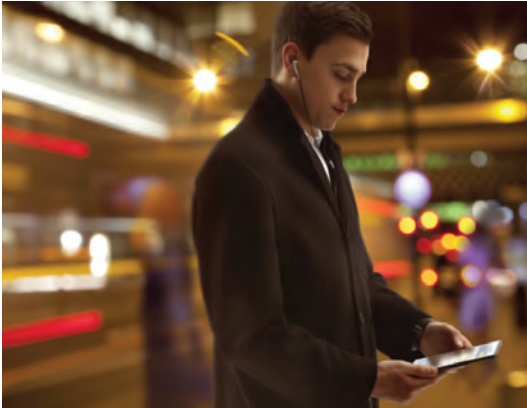
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1. Elite Performers: a video series showing how in-the-moment feedback fuels performance of top performers in other industries.

2. FACES: a campaign encouraging engagement in our real-time development environment.

3. Town Hall: US Chairman Bob Moritz leading a firm-wide event.

4. Pilots and training: a 2,700-person pilot, Human Capital bootcamp and interactive training simulations helped prepare our people for our new way forward.

5. Talent Hub: a one-stop digital home giving our people a window into their development – from anywhere, at any time.

Fueling change

From the beginning, our executive team recognized that this people initiative was different. It was a business strategy that would define our future. As a result, we committed significant thinking and resources to do it right. We launched inspirational communications campaigns and created tools that transform the way our people work and develop. We created interactive and in-person training programs. We held several firm-wide Town Halls led by our Chairman. We did all this and more, to drive the kind of rapid firm-wide behavior change that will accelerate our business performance.



We're developing next-generation leaders who will deliver game-changing value and growth opportunities for our firm for years to come."

Partner

I was so impressed when the actual PwC experience lived up to the promise of PwC while I was being recruited. The firm takes such a modern approach to everything we do...I told my friends, I am actually working the way I live!"

Associate

People are asking for and giving feedback to each other more often – and with the right motivation – which is helping us perform so much better individually and as a team."

Manager

Inspiring people to perform

We've woven our new leadership development experience throughout our entire operation. From recruiting and onboarding to training and development, our new way forward is evident in everything we do. It has created a dramatically simplified, yet more powerful overall experience for our people.

The result? There's a change in the atmosphere at PwC.

- You can feel a heightened energy – whether you're brainstorming in meetings or just walking down the hall.
- You can hear people asking each other for feedback right there in the moment, so they don't have to wait until the end of year – or even the end of the day – to improve.
- You can see it in our daily work. Our people are building the skills they need to lead in today's changing world. They are operating at a higher level. Delivering even more value to clients. Solving new and different kinds of important problems. And more clearly differentiating ourselves from our competitors.

Transform your business

We created the talent formula that would accelerate our business agenda. What's yours?

Through PwC Talent Innovation, we can help you achieve your own talent-led business breakthroughs. Whether you need to build more leaders, create new sources of competitive advantage, fuel growth or speed innovation, together we will identify and mobilize the talent strategy that propels your business forward.



“We’re privileged to work with the world’s most forward-looking brands and see talent innovation as increasingly essential to how they achieve their ambitions and stay out front.”

Mike Koehneman
Co-Lead, Talent Transformation, U.S. Advisory Operations Leader

For years, companies have focused on optimizing talent ‘silos.’ How can you take a different approach?

Talent Innovation

What’s your talent story?

Many organizations might enhance their performance management processes without examining how they could – or should – tie directly to their business strategy.

In contrast, Talent Innovation positions your organization to compete through your people from the start.

PwC’s Talent Innovation

- Aligns your business strategy with your talent strategy, helping you achieve measurable performance gains in business value, growth and leadership
- Creates efficiencies that lower costs and generate new opportunities for revenue growth
- Improves employee productivity and retention and drives greater customer satisfaction

More and more organizations are just starting to recognize that the right talent strategy creates significant business advantage. By rethinking and reshaping your talent strategy, you can outpace your competitors and find new sources of innovation, performance and growth.

This is your moment.

Create a talent advantage that wins.

Talent Innovation for business performance

Do you have the
talent to win?

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