

Delivering better business results through talent

Talent management

*We help you identify and
implement the
key talent activities that
can deliver most value to
your business*



Are you getting the right results from your talent?

People are an increasingly valuable source of sustainable competitive advantage for organisations operating in a global economy characterised by only one certainty – change. Chronic skills gaps combined with a mismatch between demand and supply of talent means that getting (and keeping) the right people in the right places at the right time has never been more challenging.

Against this background CEOs are once again citing a lack of key skills as the hottest issue on their agenda¹. HR leaders are being challenged to mobilise talent to help businesses grow.

If organisations don't transform themselves to ensure they can attract, inspire, motivate, manage, develop and reward their people appropriately – they may lose their most valuable assets.

At PwC, we use a fact based approach to help identify the specific elements of talent management which drive the most value in your business and industry. Using PwC's unique Talent Management Framework and Diagnostic, we work with you to develop and implement strategies that deliver the right improvements – those that give you the best return on investment.

The true cost of losing key talent is equivalent to 6-24 months' salary. 27% of 'high potential' employees plan to leave their employer in the next 12 months². What will it cost your business?

78% of CEOs intend to make a change to their strategies for managing people.

15th Annual Global CEO Survey, PwC 2012

- 1 *15th Annual Global CEO Survey, PwC 2012*
- 2 *Corporate Leadership Council, October 2010*
- 3 *Millennials at work: Reshaping the workplace, PwC 2011*

Measure to manage

Only a minority of CEOs are getting comprehensive HR management information for the measures they say are important. Our PwC Saratoga analytics research show some interesting correlations:

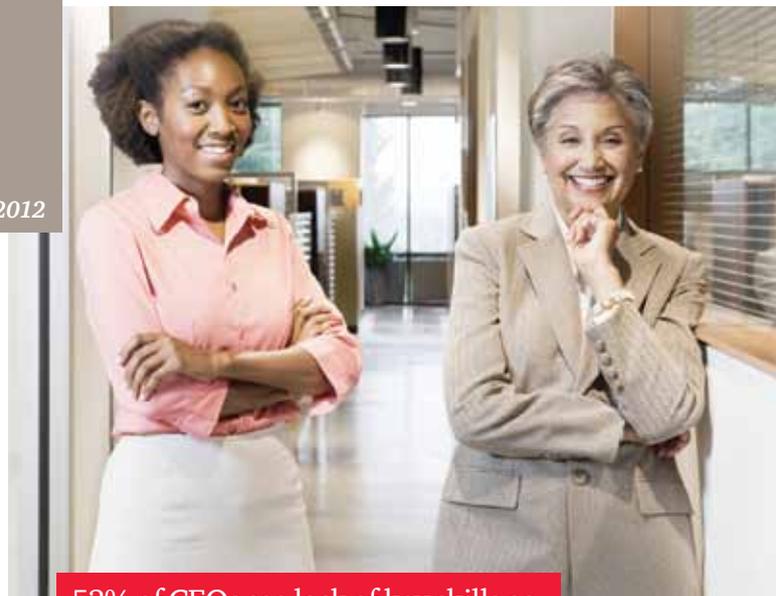
- Organisations with higher revenues relative to their human capital investment (i.e. people productivity) and experiencing higher rates of revenue growth (>20% per annum) versus their competitors are better at talent attraction – they invest more in recruiting, and display better quartile performance in improved acceptance rates for job offers and more rapid time to hire.
- In terms of people management, organisations with lower rates of employee absenteeism and resignation, together with a greater performance-related component in their reward versus the competition display stronger revenue productivity relative to human capital investment and grow their revenues more quickly over time than competitors.
- On a similar basis, these higher performing organisation typically invest more in training.

How does your business stack up?

Do you need a talent management rethink?

Is your current talent management plan fit for purpose? Ask yourself these challenging questions:

- Do I have the talent to quickly and successfully execute my organisation's strategy?
- Do I have people with the right skills, the right knowledge and the right experience in the right places – now and in the next 3 to 5 years?
- What will it cost me if I get my talent pipeline wrong?
- Which roles drive most value in my business, how do I best resource them and what is my cost of turnover?
- How am I engaging and rewarding talent in these pivotal roles? Am I over-rewarding 'non-talent'?
- Are my global mobility programmes truly strategic - or are they reactive?
- How do my people metrics stack up to my competitors in this industry? Is my people ROI good enough?
- How effectively is the HR function delivering what I need?
- Finally, does every aspect of my talent strategy directly contribute to the business plan and to creating value?



53% of CEOs see lack of key skills as a key challenge. Only 30% of CEOs are 'very confident' that they will have access to the talent they need over the next 3 years.

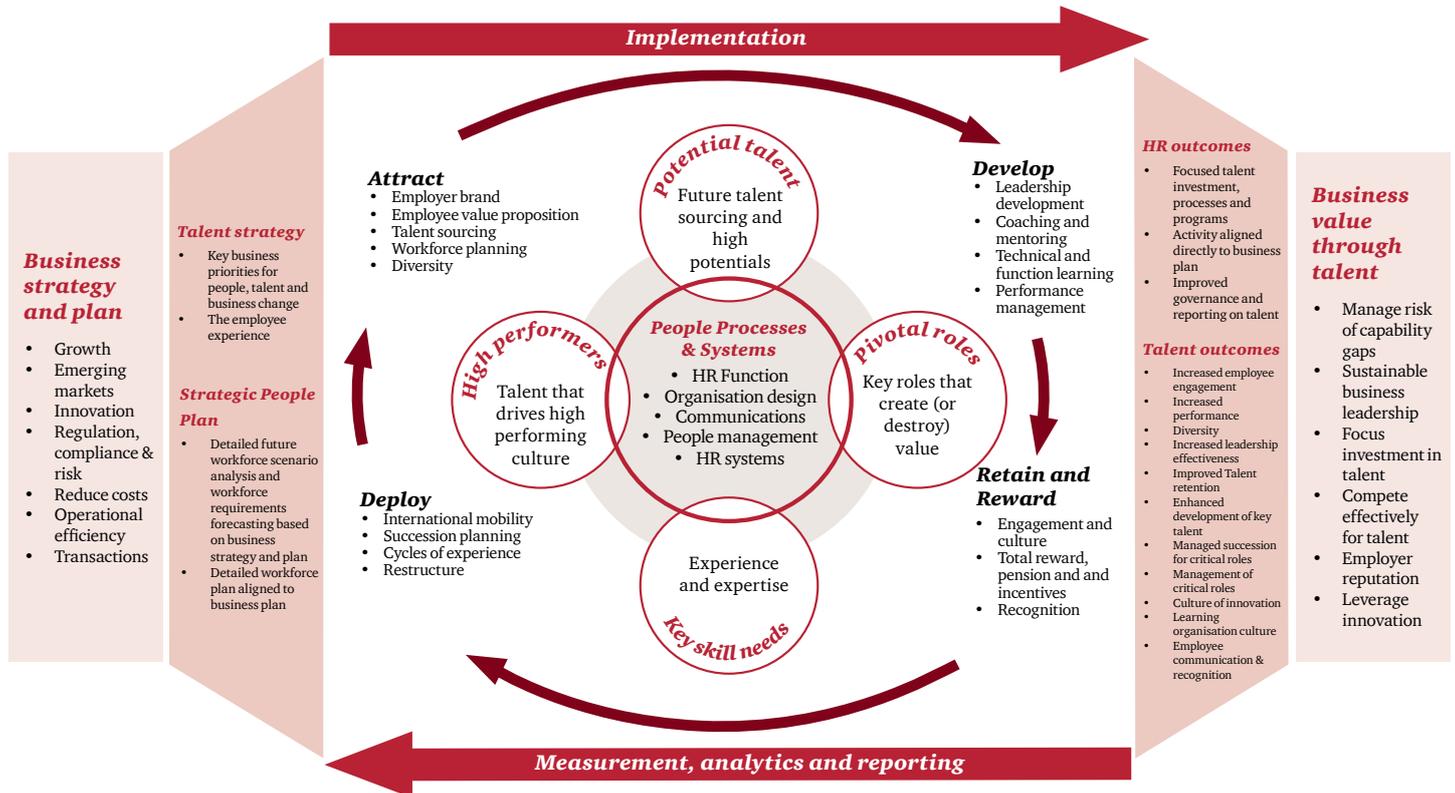
15th Annual Global CEO Survey, PwC 2012

The bad news for employers is that just 18% of millennials are planning to stay with their current employer³. How are you attracting and retaining younger workers?

Managing Talent to Deliver Value

Getting talent management right means you can worry less about your talent problems and more about your business opportunities. We help you identify the specific areas of talent management which could add the most value to your business and the improvements that deliver the best return on investment.

We've worked across many industries, geographies and with both growing and mature businesses. We understand that different organisations see 'talent' in their own unique way. For instance in China we have worked with businesses who need to rapidly upscale their operations and with others who struggle to incentivise and keep their star performers in pivotal roles.



Why PwC?

- **We understand talent:** We have deep experience in supporting our clients in Talent Management across the world. With more than 6,000 specialists in over 100 countries the PwC network has one of the largest human resource consulting organisations.
- **We understand the drivers of business value:** We help you to identify and focus your talent management activities to pin point what's important to your business plan to drive business benefits.
- **We are fact-based:** Our solid grounding in areas such as tax, compensation, benefits, pensions and HR analytics and benchmarking is the bedrock of our evidence based approach to consulting with clients. We help you to solve people challenges with market-leading human capital analytics – PwC Saratoga holds the world's largest database of human capital metrics.

Kennedy Research has judged PwC as a 'Vanguard firm' – amongst those with the broadest and deepest capabilities in the market.

Kennedy, "Global Consulting Marketplace 2010-2013"; © BNA Subsidiaries, LLC. Reproduced under license

IDC has named PwC as a global leader in talent consulting.

IDC Marketscape; Worldwide Talent Related Business Consulting, 2011 Vendor Analysis



Who have we helped?

We've supported clients in all aspects of talent management across all industries, often in large, global complex businesses.

▲ **Global insurance provider – Talent management strategy and programmes**

Attract & Retain

We worked with our client to define the business case for talent management to ensure they have the skills needed for success in a competitive external environment. We assisted them to identify key talent segments and transform their HR function. We also worked with our client to identify key moments within the employee lifecycle which influenced these employee behaviours, to create a practical plan to drive engagement.

▲ **Large global conglomerate of manufacturing and services – Strategic People Plan**

Deploy

We worked with our client to identify and plan for the talent requirements of their 5 year business goal to triple revenue within their Chinese operations. We defined capability requirements, skills and talent gaps, identified pivotal positions and developed retention strategies. We assisted the client with workforce analytics and planning, talent scenario planning and development of the HR business plan to implement operational solutions to support the business growth.

▲ **Global pharmaceutical company – Talent management strategy**

Develop

This global pharmaceuticals company's existing talent management activity had been too focused on current performance and leadership capabilities, rather than assessing potential for leadership in future roles. The client also faced the issues of the inconsistent assessment of potential indicators and the variability in line manager's assessment of employees reporting to them. We worked with them to develop a talent management strategy, which was globally aligned and imbedded into the organisation through increased line manager accountability. We did this by designing a talent review process aligned to the existing performance management cycle, ensuring that assessing talent was embedded into personal development plans. We also equipped the client with further tools for succession planning.

▲ **Global banking organisation – Managing top talent**

Retain and deploy

We helped this global bank consider how a small top talent cadre would be best structured, managed and assessed as a unit controlled centrally by the Executive Committee. They had challenges identifying top talent and determining how to coordinate the selection process between HR and the Executive Committee. Help was also needed to define differentiated career development and management activities that could be adopted for the top talent cadre. We provided external insight on how top talent could be best cultivated against the shifting global landscape. We provided options regarding the management of top talent including Executive coaching and creating a committee structure for managing top talent globally.

▲ **Global Energy Company – Performance Management**

Develop

We worked with our client to conduct a comprehensive review of the global performance management process applied to over 100,000 employees. We reviewed the existing performance appraisal process for compliance and quality, and advised on process change to drive performance value. We supported implementation of the new process and tools.

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