

XBHR Barcelona – March 7-8, 2019

International Talent Management in Changing Times

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● Change – Is It Now Job #1 for Management and HR?

- Change is frequent, constant, fast, and unrelenting – but must be embraced
 - o *Causes*: access to information/data; shifting employee expectations (nb millennials); globalization of talent
 - o *Challenges*: failure to recognize or understand change; difficulty/lack of consistency and standards in organizing responses to change; choice of how to value/reward changing expectations or needs (ex. developing talent vs. meeting numbers); how to deal with open access/response to information (ex: info not controlled by/restricted to senior level)
 - Ex: development of regional talent successful only when mind set shifted to recognition of global equality, openness to generational contributions, staffing policies to include labor relations experts – e.g. movement away from senior staffing in legacy countries.
 - o *Questions*: does “talent management” really work now in the face of the gig economy? Does management culture still reflect heritage thoughts (moving people when vacancy exists) vs. need for movement for development/exchange of skills?

● Key Issues for Global Companies

- Talent definition is shifting: high employee expectation of value vs. reality
- Employees must see actual opportunity for growth (e.g. “do senior roles look like me”)
- Companies still focus talent on CHQ vs. appreciation/development of local talent – issue of trust and empowerment key to global talent growth
- Organization maturity/traditional success may inhibit change

● Key Issues for HR

- What percentage of C-suite conversations are actually about talent?
- Has corporate attention to talent management issues increased? View is that business needs will still govern – have to combine HR expertise with business leadership
- Programs to develop talent are successful but value placed on growth within company is less important and attrition results
- Management expectation/understanding of employees often conflicts with employee expectation/aspirations

- Millennials demand different talent management skills (ex: negative/constructive feedback rejected by millennials so how to manage effectively?)
- How to manage increasing shift of career responsibility from corporate to individual (including international assignment/return career growth) - what is HR's role?

