

# **Talent Management in Deloitte Central Europe**

**Research and Experience**  
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**Member for Talent**  
**Tallinn, January 19, 2016**



2015 Global Human Capital Trends

# Leading in the new world of work



March 2015

# Leading in the **NEW WORLD of WORK**

**Barriers**  
between  
work  
and life  
dissolve

**Talent**  
in high  
demand



**Millennials**  
make up  
50% of  
workforce

**Global  
transparency**  
in job  
market



# Global Human Capital Trends 2015

One of the **largest-ever**  
longitudinal global talent studies

**3,300+**

Business and  
HR leaders

**106**

countries

Unless otherwise cited, all data referenced in this presentation is from the Global Human Capital Trends 2015 survey.



# Global Human Capital Trends 2015



**LEADERSHIP**  
Why a perennial issue?



**LEARNING AND DEVELOPMENT**  
Into the spotlight



**CULTURE AND ENGAGEMENT**  
The naked organization



**PERFORMANCE MANAGEMENT**  
The secret ingredient



**WORKFORCE ON DEMAND**  
Are you ready?



**REINVENTING HR**  
An extreme makeover



**HR AND PEOPLE ANALYTICS**  
Stuck in neutral



**SIMPLIFICATION OF WORK**  
The coming revolution

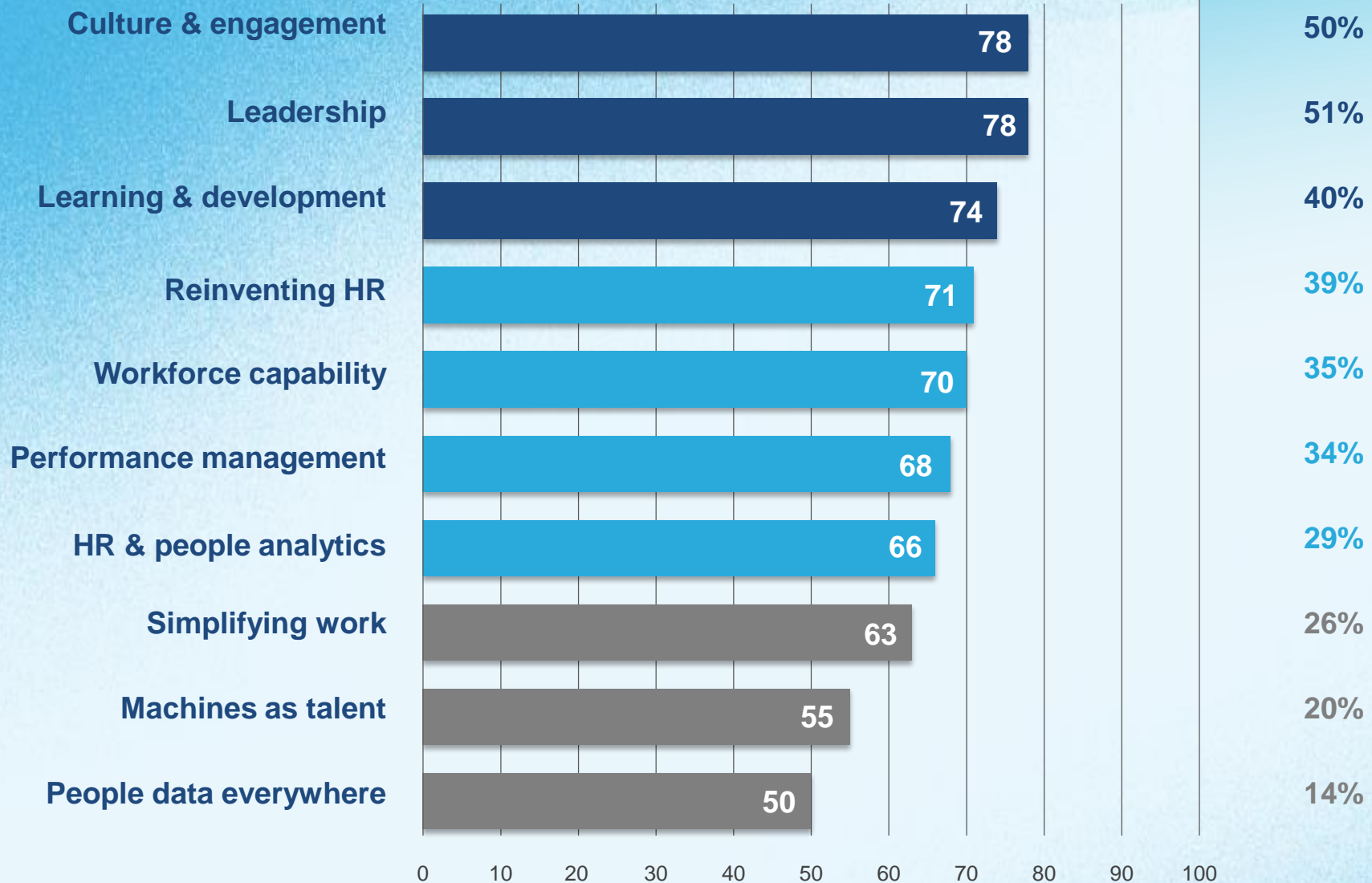


**PEOPLE DATA EVERYWHERE**  
Bringing the outside in



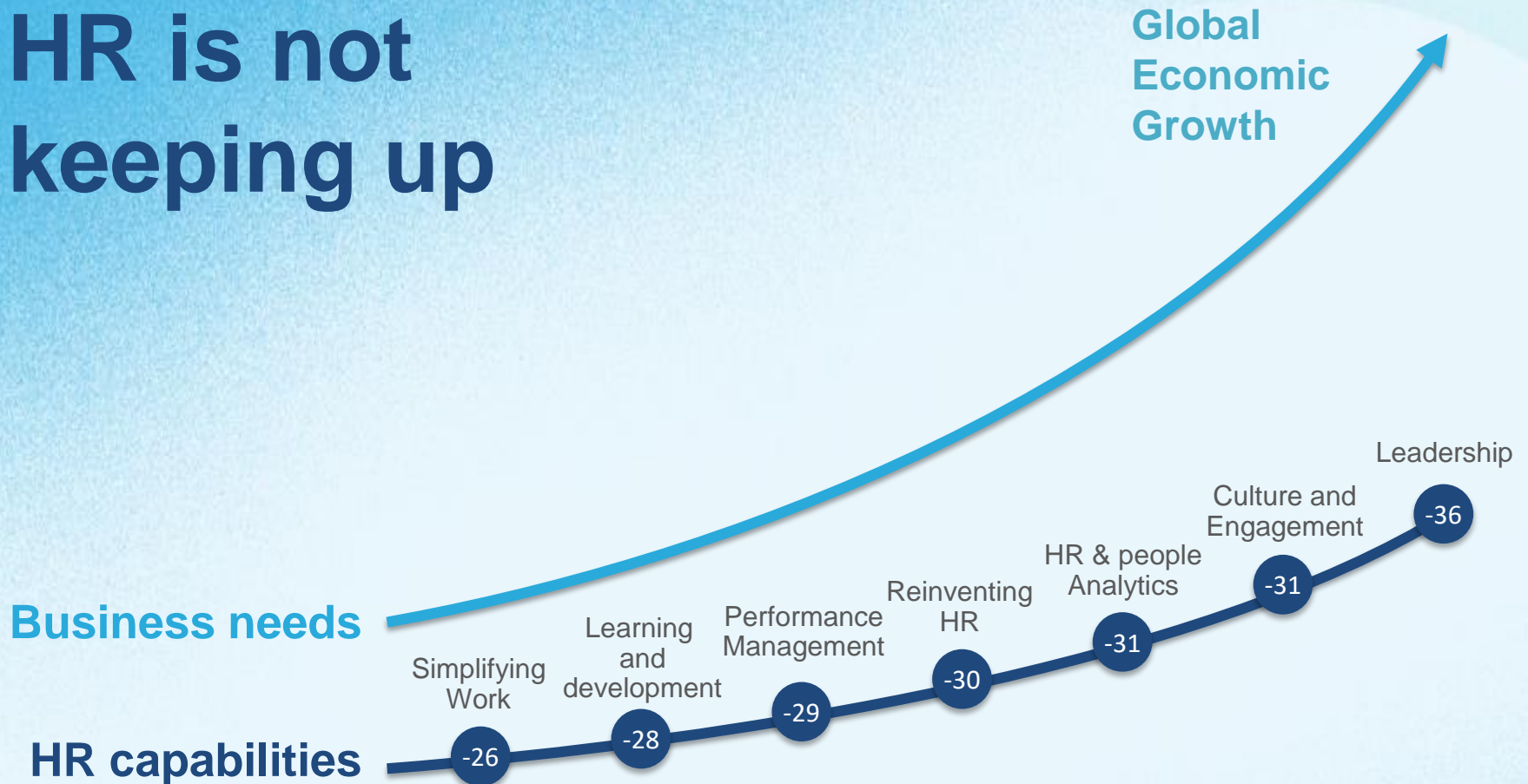
**MACHINES AS TALENT**  
Collaboration, not competition

# 10 human capital trends for 2015





# HR is not keeping up



# 6 KEY FINDINGS





# BE BOLD



# Global Human Capital Trends 2015

Leading in the new world of work



[www.deloitte.com/hctrends2015](http://www.deloitte.com/hctrends2015)

# Talent Management in Deloitte CE

- 18 countries, 150+ Partners, 5,000 employees
- 80% Gen Y/Millennials
- Turnover 20%
- Engagement Index 70%
- Significant variances between countries and service lines
- Revenue growth double digits, gaining market share
- 1 HR professional per 60 employees
- Philosophy Business Partnering and focus on role in Change Management
- Leadership an Imperative
- Purpose – Making an Impact That Matters



# Deloitte University EMEA

January 2016



# Transformation Journey

- FY12 – “Performance Management Approach” designed to integrate competency model, KPI’s, learning curriculum, promotions, compensation and evaluation process. Supported by online platform
- FY13-15 – implementation, continuous improvement and alignment, focus on Quality Conversations
- FY15 – Reflection: good habits established, but “process (forms) get in the way”. Transformation starts...
- FY15 – pilots start elsewhere (Harvard Business Review case study)
- FY16 – local pilots in CE, alongside regional re-design
- FY17-18 – transformation to technology-enabled, development-oriented performance management, bringing all data and resources to the benefit of each individual



# Bersin's Assessment

## Two Philosophies

	Competitive Assessment Model	Coaching and Development Model
Underlying theory	By carefully evaluating people against their goals and each other, we will create a higher-performance organization	By identifying people's strengths and weaknesses against a given position, we can coach and develop people to improve performance
Behaviors which are reinforced	Quantitative assessment of performance, bonuses tied to specific goals and objectives, comparative evaluation	Development planning, careful identification and communication of critical competencies, self and 360 assessment
Underlying belief	We want "high-performers" in our organization.	We want "the right people" and "the right behaviors" in our organization.
History and Background	GE, "the rugged individual," competition breeds success, "Execution" drives results.	Professional Sports, Generation X, Generation Y values, Tom Peters "In Search of Excellence"
What we Reinforce	Corporation as a collection of processes and high performing individuals.	Corporation as a place for people to fulfill their potential and become successful.

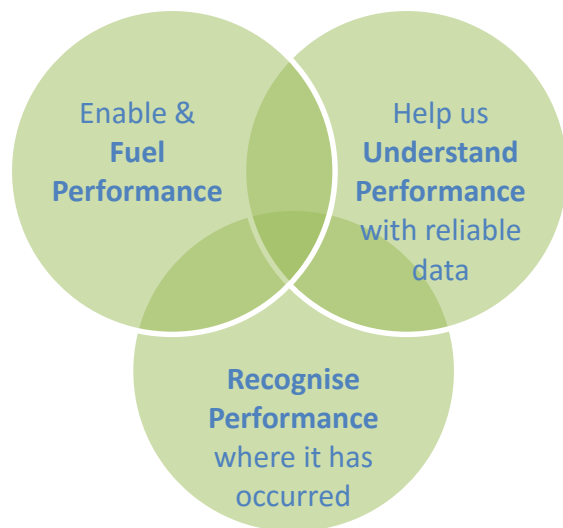


# Fuel, understand, recognize

### 3

#### OUTCOMES

Any performance management system should fairly and equitably achieve three outcomes



### 7

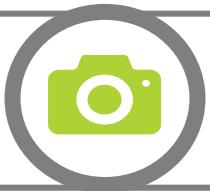
#### GUIDING PRINCIPLES

- 1 Me first**  
I am always going to be most interested in myself and my view of the world. Approach interactions with me through a “me-first” lens.
- 2 Local trumps central**  
Given our client service model, the local team leader has the greatest leverage.
- 3 Real-time trumps batched**  
Most of the important interventions will happen in real-time, based on real-time data.
- 4 Leaders trump “leadership”**  
Deloitte should be a place *Where Leaders Thrive*, not *Where Leadership Thrives*.
- 5 Leaders share outcomes, not strengths**  
We should drive impacts, measure outcomes and capitalize on peoples’ diverse approaches to achieving those outcomes.
- 6 The best metrics are the simplest metrics**  
Complexity should happen in interactions. Simple metrics yield complex conversations; complex metrics lead to simplistic conversations.
- 7 I am an unreliable rater of other people’s behavior**  
We are unreliable raters of another person’s thoughts, feelings and behaviors. We can judge the quality of a person’s performance, but can’t quantify it.

# Core elements of the new performance experience



**Check-Ins** – Frequent, future focused conversations about the work, priorities, performance, and alignment to strengths. Quality Conversations



**Performance Snapshots** – Assessment of performance, at the current point in time, based on first-hand experience. Three question model – choose again, compensate financially, promote?



**Pulse Surveys** – Short survey, providing Team Leaders with confidential insights into performance and team engagement. May supersede biannual Survey



**Career Coaching** – Career development mentorship and coaching



**Talent Reviews** – Practice level discussions of selected professionals to support development. Example, Partner Pipeline Review Session

# Lessons learned from our pilots

‘Identifying and addressing key change enablers and stakeholders is vital for successful change management’ – AU

‘Be clear with everyone that reducing leadership time ‘managing performance’ does not mean ‘no time’ invested in the future’ – FR

‘It is critical that this be positioned as a mind-set shift – a transformational type of change – not simply a process change’ – CA

‘Removing ratings and process has been key to driving team leader accountability and cultural change’ – UK

‘It is important that leaders are fully on board and engaged. They need to recognize the time and effort they have in making this a success’ – CA

‘The new approach should be promoted as a continuous, collaborative ‘co-ownership’ model of managers and employees’ – U.S.



## Enhancing Culture and Engagement

# Coaching

- Widely recognised as a skill which can contribute to High Performance Culture
- Developing pool of internal coaches and recommended externals
- Coaching to support transitions – promotion, parenthood
- Bringing coaching to any Quality Conversation
- Variety of internal and external training courses
- Recommended by Leaders
- “Coaching and Mentoring” used interchangeably

# PARTNERS coaching model, Gavin Flook

**P**reparation. Contracting, calm, time and place.

**A**ssess the person and the situation. Awareness of needs, internal environment and recent events to build rapport

**R**eality/ealistic. What has happened/is happening? New or continuing subject? Is there a sense of ownership and control?

**T**est importance and urgency. Is this going to make a difference? Challenge to ensure commitment.

**N**egotiate barriers. What stands in the way? What are the options?

**E**nsure understanding. Where are you now?

**R**eview for alignment and completeness. Anything else? Does this get you to(wards) where you want to be? Is this who you are?

**S**ee it through. Is there commitment? What is the next action and when?



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