Global Talent Management
Learnings from the ANDRITZ GROUP

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Introduction

Key topics for this presentation

1. From a complex organizational environment to a global, harmonized and effective talent management system
2. Managing a global and effective implementation
3. Dos and Don'ts of a global talent management and talent acquisition roll out
Introduction

ANDRITZ GROUP at a Glance

A world market leader in most business areas

Headquarters in Graz, Austria

Employees by region as of June 30, 2013 (June 30, 2012) in %

- 61 (58) Europe
- 6 (8) Americas (without China)
- 12 (11) China
- 12 (11) South America
- 11 (12) North America
- 1 (1) Others

Employees: 23,849

2001: 4,545
2013: 23,849
In 2009, the ANDRITZ GROUP has established the group function Global Human Resources Management with one major function being **Global Talent Management**.

**Main tasks**

Ensure *smooth successions* for *global key positions* with an *increasing* internal succession rate by systematically *developing* global talents and succession candidates for global key positions.

**Scope of the group function Global Human Resources Management**

- **Talent Management**
  - Talent Nomination & Selection
  - Leadership Development I
  - 360° Feedback Module
- **Succession Planning**
  - Succession Planning
  - Leadership Development II
- **Recruiting for and Filling of Key Positions**
INITIAL SITUATION (2009): Complex organizational environment

Organizational environment

- consistent definitions for key positions and key people
- group-wide talent management processes
- group-wide standards for performance management

NO

IT landscape in the HR function

- group-wide standards for HR solutions
- dedicated talent management solution
- central data source for group-wide organizational data

NO
Global Talent Management

TARGET: Global, harmonized and effective talent management system

Organizational setup

Group-wide and global
- defined key positions
- talent management processes, e.g. for talent nomination and selection etc.
- guidelines for incentive planning and performance evaluation
- leadership development programs

IT landscape in the HR function

HRIS Talent Management Solution
- for global key people, including performance management
- as the standard system for global key people
- as support all global HR processes
- used by other legal entities and regions for incentive planning
- integrated into the group-wide ERP system (organizational database)

→ A global, harmonized and effective global talent management system

Global Human Resources Management

Talent management and succession planning – two major components

Global Potentials / Talents  Succession Candidates  Key Position Holders

ANDRITZ Global Talent Program
Leadership Development I
Transfer Task
360º Feedback / Coaching

ANDRITZ Global Management Group
Leadership Development II
Global Project Assignment
MBTI / 360º Feedback / Coaching
Global Human Resources Management

Global Leadership Development Programs

### ANDRITZ Global Talent Program

**Leadership Development I**
- Target Group: Global Talents
- 2 Modules, 6+4 Days: Managing a business, managing people, finance, business game
- Transfer tasks in groups

**360° Feedback Module**
- Target Group: Global Talents
- Based on 360° feedback an individual development plan will be created

### ANDRITZ Global Management Group

**Leadership Development II**
- Target Group: Key Position Holders and potential successors
- 3 Modules, 3½+3+3½ Days: Strategy, customer orientation, leadership, driving change
- Project work in groups with focus on leadership: How to achieve results through people
- Based on MBTI and 360° feedback an individual development plan will be created during program

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Global Talent Management

Need for a professional talent management solution

>180 locations
Globally coordinated Talent Management
Lean Global HRM Team

ANDRITZ GROUP solution partner for talent management since 2009
Global Human Resources Information System (HRIS)

Strategy and functionality

Global Talent Management

Talent nomination – process

Nominate Potential Talents
Key Position Holder (Nominating Manager) mid-April to mid-May

Approve Nominees
Supervisor of Nominating Manager mid-May to mid-June

Apply for Talent Program
Applicant with Support of Nomination Manager mid-June to mid-July

Select Talents
Global HRM mid-July to end-July

Participate in Development Programs
Talent
Global Talent Management

Talent nomination – HRIS manager self-service

How to design an effective talent management system

Who is the person below? Who is the person below? What do you see now? What do you see now?

Pixelated free image from: http://www.abrahamlincolnartgallery.com

When asking for the name of the person, both images effectively serve the same purpose – each pixelated image reminds you of Abraham Lincoln

Pixelated free image from: http://www.abrahamlincolnartgallery.com
How to design an effective talent management system

Who is the person below?  Who is this Person?

→ Having all the details of one small area of the whole image – in this case the nose/mouth – is not sufficient to serve the purpose, i.e. identify the person

What can we learn from the pixelated Lincoln images?

In order to serve the purpose – identify Abraham Lincoln – it is better to see the blurry big picture rather than a sharp limited area of the image

Applied to talent management, this analogy suggests that …
- Implement better all vital elements even if only at a basic level
- some building blocks at an advanced level are not sufficient to be effective
- focus on the big picture rather than get lost in the details and complexities
- the well functioning interplay of all components generates the result not the only “perfect” component

→ An effective talent management system needs all vital elements to serve its purpose, i.e. deliver the right talent at the right time for the right position
How to design an effective talent management system

What are the essential elements?

1. You need to know your people
   - Global visibility about your key talents
   - Reliable knowledge about their performance and potential

2. You need to know the current and future demand
   - Projected demand for key people based on the strategy
   - Succession planning for key positions

3. You need access to external talents
   - Talent acquisition
   - Attractive employer

4. You need measures for an effective people development
   - Leadership development programs and coaching

5. You need to maintain a positive, open and ambitious culture
   - Competency models and open feedback culture

6. You need a systematic way to manage the whole
   - Talent pipeline, policies, standards

Managing a global and effective implementation

Driving change in a complex environment

1. Global roll out is organizational change process

2. Change management – see Kotter’s 8 steps to transforming your organization

3. People have own interests & are resistant to organizational changes

4. Different cultures, standards, incentives and interests in different locations and/or regions and/or business divisions

5. For the project setup, clearly distinguish between:
   - The mandatory organizational change project
     to adapt all affected daily routines for all relevant target groups – e.g. business area managers, managing directors and their local HR managers, global key people, etc.
   - The IT roll-out project
     to implement all needed IT solutions and related trainings to the target groups
Managing a global and effective implementation

Implementation roadmap for the IT solutions

HRIS – Focus on global key people (Lumesse ETWeb 10.5)

HRIS and Recruiting – Expansion of coverage to divisional/local units

Next steps

Global Talent Management Roll Out

Organizational Change Initiative

Dos

- Set up a professional change project (which acts as a framework for the IT implementation project) to facilitate organizational/behavioral changes and to ensure a smooth implementation e.g. sufficient communication, get managers on board, pilot groups, feedback loops, etc.
- Ensure that the project plan is flexible enough to allow concept changes during the implementation project
- Walk the talk

Don’ts

- Forget about top management support
- Involve local HR as late as possible
- Implement only some components – e.g. launch just another leadership program – and forget about all the others – e.g. provide career opportunities for your talents via succession planning
- Promise things you may not deliver
- Raise expectations too high
Global Talent Management Roll Out

Roll out of the supporting IT solutions

Dos

● Ensure that the own project team and the team of the solution provider have a clear and deep understanding of all affected global processes (design, workflows, roles, etc.)
● Arrange enough time for concept work and design workshops together with the IT provider
● Establish an effective development/improvement loop: design of features/definition of changes → implementation → testing → approval

Don’ts

● Assign the IT implementation project to an HR manager with no sound understanding of IT
● Delegate the design of the requirement specifications to your company IT
● Involve company IT as late as possible or not at all
● Tell the project owner (inside HR) that the implementation does not need much attention