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The Taste Of LIME: Competitive Dynamics and Strategies In The Telecommunications Industry
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Why do a large global corporations have a common set of talent management principles?
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Alignment with Strategy

- Corporate Strategy is a Natural Starting Point
  - "What kind of talent is needed?"
- General Electric (GE)
  - Talent Management System = Powerful Tool
  - Support of renewed focus on technological leadership and innovation
    - Specifically targeted technological skills as a key development requirement
  - Drives and implements strategic priorities
Internal Consistency

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- How Talent Management Practices fit with each other.
- Monitor the consistency between systems

Siemens
- Recruits 10 to 12 Graduates
- Assigns new hires to a learning campus (network of top graduates)
- Leadership quality analysis
- Become part of the mentoring program
- Monitored through reviews and linked to rewards
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- Deliberate efforts to integrate their stated core values and business principles into talent management processes
- Cultural Fit
- A strong emphasis on cultural fit and values is common among successful global companies

- IKEA
  - Selects applicants using tools that focus on values and cultural fit
  - Standard questionnaire downplays skills, experience or academic credentials
  - Explore the job applicants’ values and beliefs, which become the basis for screening, interviewing, and training and development
Management Involvement

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- Successful companies know that the talent management process needs to have broad ownership
- Senior leaders need to be actively involved in the talent management process
- Involve line managers

- Unilever
  - Top-level managers must make time for interviews, even in the face of all their other responsibilities
  - Line managers can contribute by acting as coaches or mentors, providing job-shadowing opportunities and encouraging talented employees to move around within the organization for career development
Balance of Global and Local Needs

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• Companies need to figure out how to respond to local demands while maintaining a coherent HR strategy and management approach
• Talent management is complicated
  • No single strategy
• Companies need a global template for talent management to ensure consistency but need to allow local subsidiaries to adapt that template to their specific circumstances