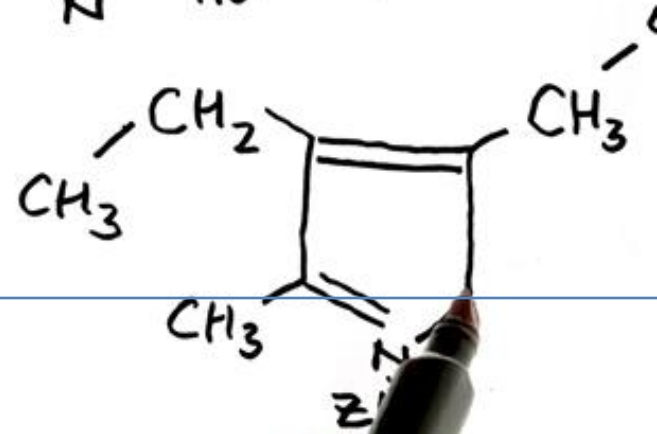
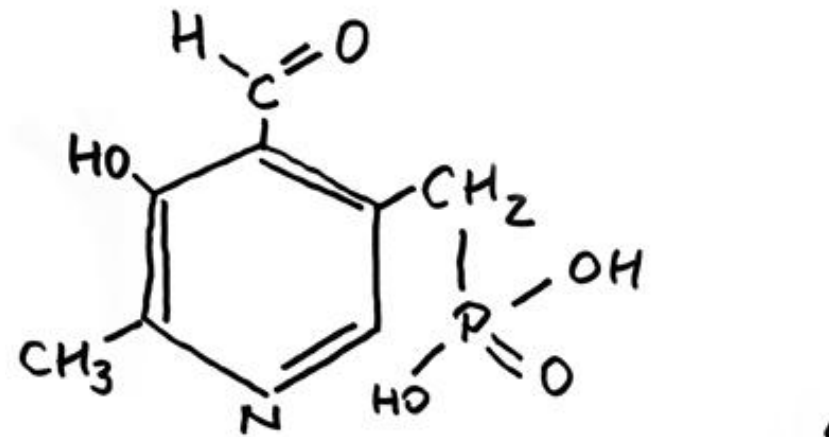


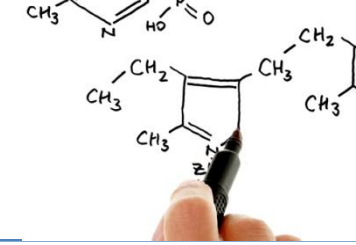
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Senior Leaders Week

22 August 2011





Human Capital Strategy & Talent Management

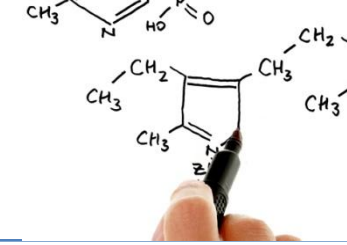
Stuart W. Taylor

Partner, Talent and Organisational Performance, Accenture

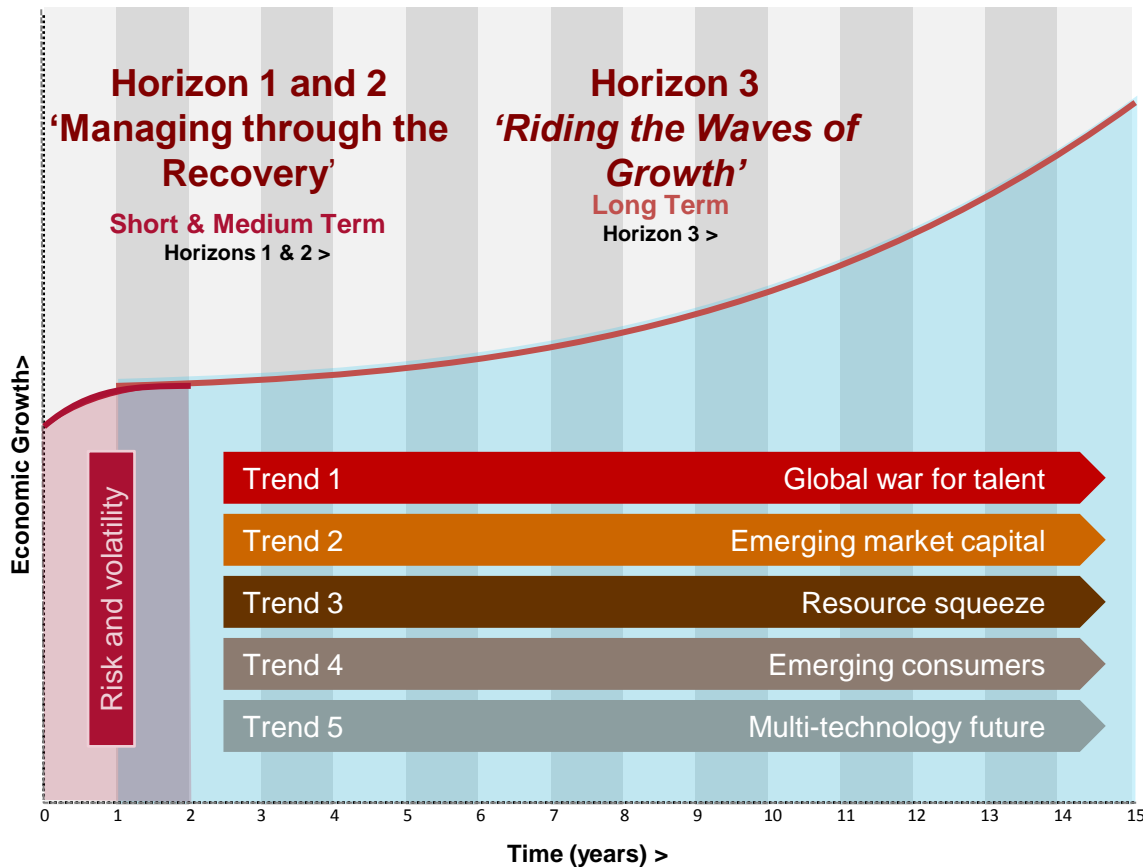
Gib Bulloch

Partner, Accenture Development Partnerships

We live in a global economy characterized by risk and volatility, that is returning to growth



From risk and volatility to growth

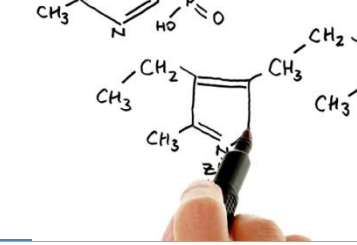


Source: *New Waves of Growth*, Accenture Institute for High Performance, 2011

Risk and volatility

1. Harnessing the multi-speed recovery led by emerging markets
2. Managing in an era of trade tensions and currency wars
3. Facing post-crisis headwinds
4. Adapting to new customers and changed customers
5. Coping with higher inflation and facing new resource economy
6. Riding the waves of information communication technology and multi-disciplinary science

This growth is being driven by a number of key macroeconomic trends...



Global War for Talent

Global workforce

Blurred boundaries of work

Multiple generations

Aging workforce

Lifelong learning



Emerging Market capital

New sources of capital

Destination of capital

Investment in infrastructure



Resource squeeze

Scarcity of resources

Alternative energy sources

Intelligent energy

Eco-ethical way of business



Emerging Consumers

Silver consumer

Global middle class

Low-cost products and services



Multi-technology Future

Global innovation

Core technologies

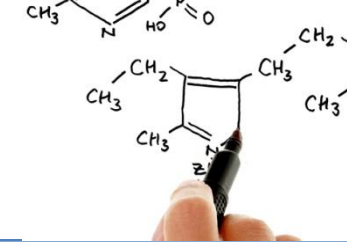
Analytics

Convergent technologies

Technology-enabled business

Source: ***New Waves of Growth***, Accenture Institute for High Performance, 2011

The trends have implications for the human capital strategy of organizations



Global War for Talent : Implications



Global War for Talent

Global workforce

Blurred boundaries of work

Multiple generations

Aging workforce

Lifelong learning

Leadership

- Embed long-term succession planning to ensure skills transfer
- Adopt a global mindset
- Cultural understanding across multi-generational, cross-cultural w'forces
- Retain leadership with relevant value proposition for aging workforce

Talent

- Source talent from wherever it exists
- Partner with education providers to develop the talent pipeline
- Build robust on-boarding programs
- Offer global career paths
- Widen the talent pool by retaining older workers/developing skills

Culture/Values

- Embrace cultural diversity
- Adapt ways of working to sustain productivity in older generations and diverse cultures
- Incorporate age diversity and inclusion into core values

Organization

- Develop flexible operating models to adapt to diverse workforces
- Adjust the org design / physical space to encourage knowledge exchange
- Model and plan for changing pension and healthcare costs
- Establish strategic workforce planning and analytics to predict future shape and scale of workforce

Succession Planning and the use of 'leadership pools' helps plan and develop for future organisation needs



Global War for Talent

Global workforce

Blurred boundaries of work

Multiple generations

Aging workforce

Lifelong learning

Succession Planning maturity scales



How does the 'War for Talent' manifest itself in the NGO sector? What steps are you taking to build and lead a team you can count on?



Global War for Talent

Global workforce

Blurred boundaries of work

Multiple generations

Aging workforce

Lifelong learning



Emerging Market Capital : Implications



Emerging Market capital

New sources of capital

Destination of capital

Investment in infrastructure

Leadership

- Embrace cultural diversity while maintaining a core identity
- Build international and cross-cultural experience in the leadership team
- Move top leaders to growth locations, and develop local capabilities
- Blend local leadership with the benefits of scale & standardization,

Culture/Values

- Create a learning culture that enables the business to take on new ideas as it expands
- Be local - develop local partnerships and place the organization at the centre of the business ecosystem

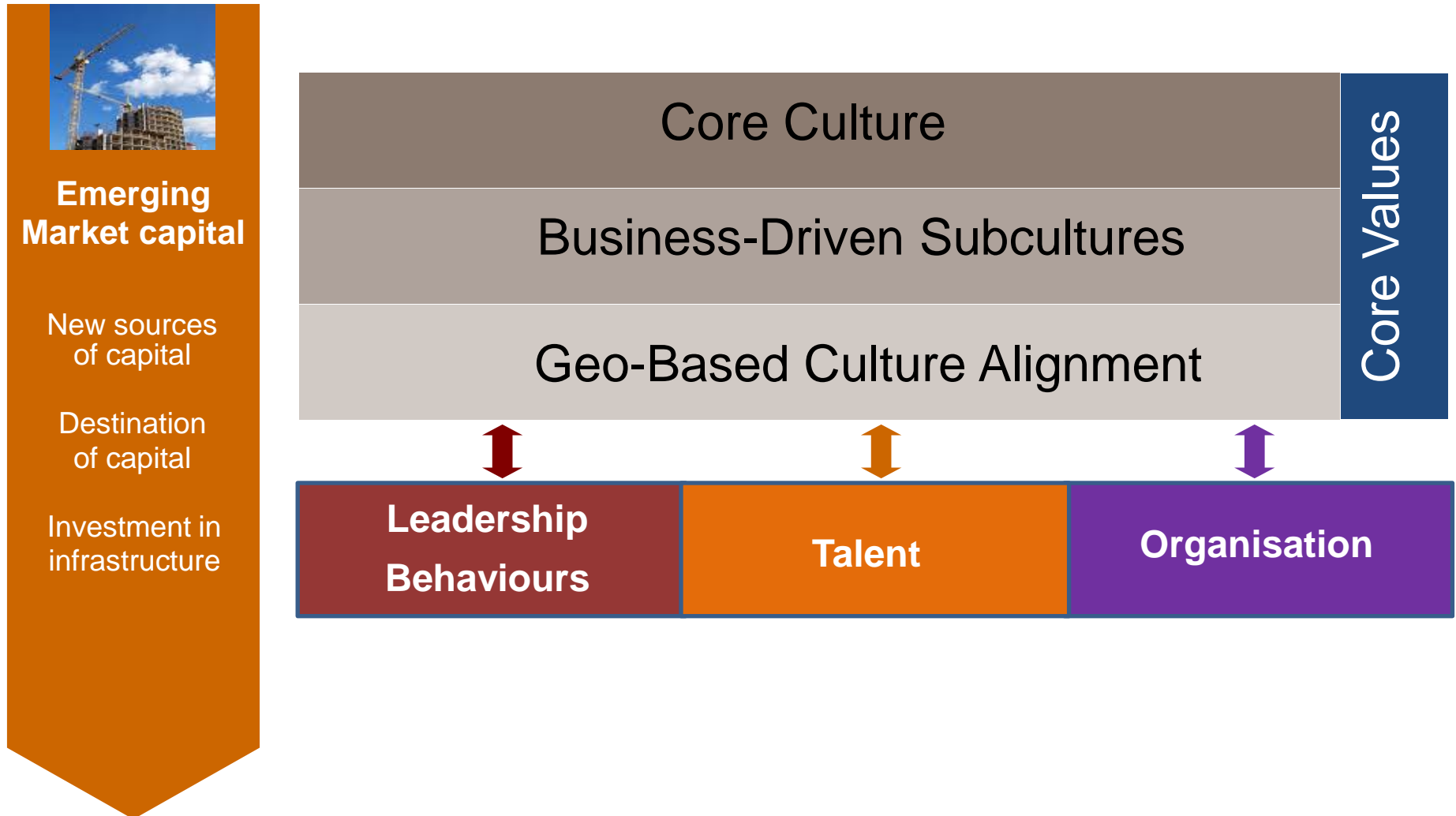
Talent

- Compete for talent on a global scale ; emerging/ mature orgs are focused
- Execute locally talent strategies to release the potential of emerging and mature market workforces
- Support global employee rotation policies and develop the talent pool

Organization

- Shift the centre of gravity of the org towards growth markets in order to be close to target channels/customers
- Support distributed decision making at the local business leader level to increase agility and adaptability
- Create an org infrastructure to support global collaboration and knowledge sharing

Maintaining a culture that aligns with overall business strategy is key, where multi-tiered cultures flex to support sub-cultures



What challenges do you face (e.g. highly decentralised NGO's) to leverage talent and cultures in new geographies ? What steps are needed to embrace the opportunity ?



Emerging Market capital

New sources of capital

Destination of capital

Investment in infrastructure



Resource Squeeze : Implications



Resource squeeze

Scarcity of resources

Alternative energy sources

Intelligent energy

Eco-ethical way of business

Leadership

- Embed social responsibility in corporate strategy and decision making
- Work with governments, NGOs and consumers to shape regulation that supports stability and innovation

Culture/Values

- Implement a value-based culture to support individual behavior and decision making
- Embed eco-ethical priorities in the culture and values to create a mindset of adding value to the company and the community

Talent

- Understand future workforce needs for emerging sectors & attract skills
- Build green skills internally to address the changing value chain and to meet eco-ethical commitments
- Collaborate with government and institutions to create certified training for workers in emerging sectors

Organization

- Develop flexible operating models to adapt to a more diverse workforce
- Adjust the org design to encourage the exchange of knowledge
- Model and plan for changing pension and healthcare costs
- Establish strategic workforce planning and analytics to predict the future shape and scale of workforce

What will be the impact of the current economic challenges on the size and shape of NGO workforces ?



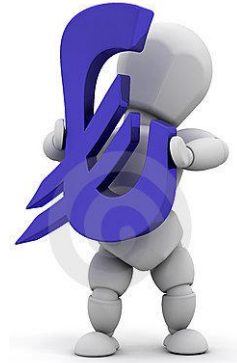
Resource squeeze

Scarcity of resources

Alternative energy sources

Intelligent energy

Eco-ethical way of business



Currencies Squeezed



Volatile Stock Markets



Economic Instability

Emerging Consumers (or future donors) : Implications



Emerging Consumers

Silver consumer

Global middle class

Low-cost products and services

Leadership

- Use local leadership to stay close to emerging market consumer trends
- Utilize demographics to inform corporate strategy / decision making
- Ensure diversity in leadership team to reflect target consumers and geographies

Talent

- Invest to develop local talent at all levels of the organization
- Establish models to retain older workers who can bring valuable insights into the silver consumer
- Identify a strong pipeline of workers ready to deliver growth services

Culture/Values

- Ensure strong market relevance and agility to respond effectively to new opportunities e.g. silver 'supporters'
- Embed respect for different cultures and demographics in corporate values and reward systems

Organization

- Establish low-cost business models to enable competition for base of pyramid and emerging middle class consumers
- Build co-production infrastructure to bring older consumers into product / service development process

What impact might the demographic shifts of Human Capital strategies have on NGO's as they continue to moving from defined issue to measurable outcomes?



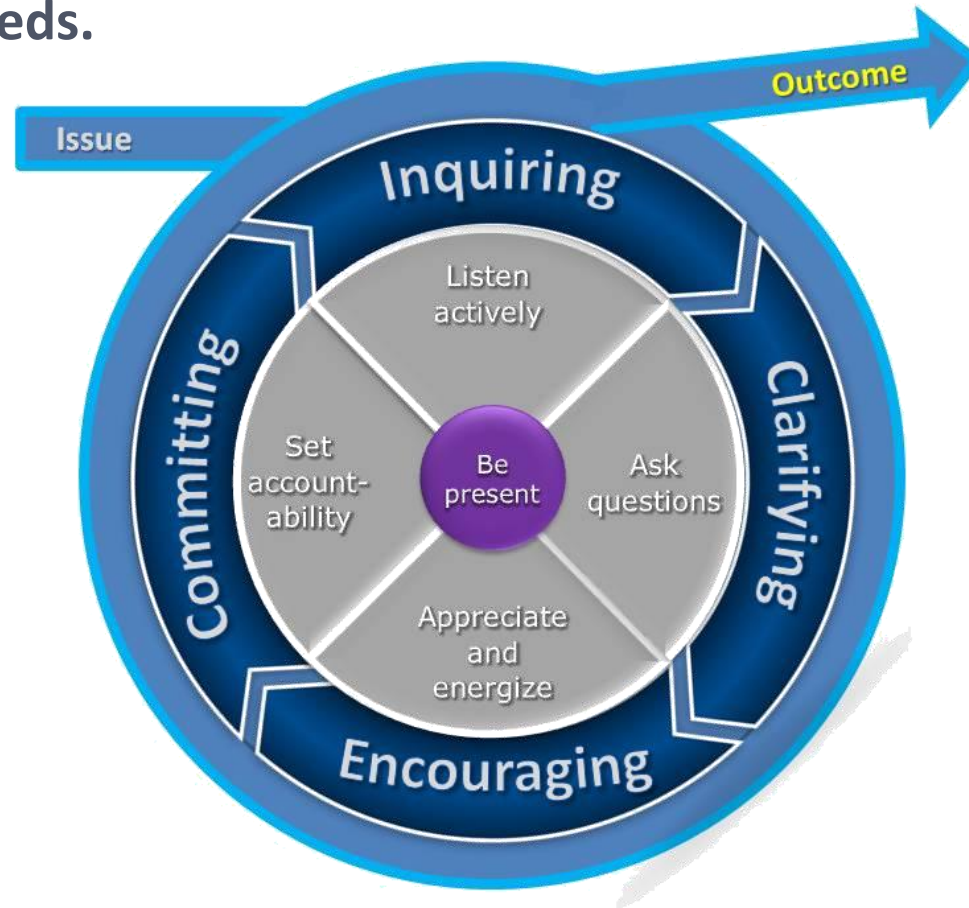
Emerging Consumers

Silver consumer

Global middle class

Low-cost products and services

Coaching is all about transforming issues into outcomes. Problems into performance. Desires into deeds.



Multi-technology Future : Implications



Multi-technology Future

Global innovation

Core technologies

Analytics

Convergent technologies

Technology-enabled business

Leadership

- Use data-driven analytics to gain insight and make smarter decisions
- Embrace new technology to drive innovation and productivity
- Build influencing skills to lead across locations / org boundaries based on values rather than role power

Culture/Values

- Embrace and sponsor new technology to drive innovation and productivity in the workforce

Talent

- Develop analytics talent as a critical differentiator
- Strengthen digital literacy across workforce to make use of social media to enhance collaboration
- Understand the scale of technology impacts and the workforce required to support these

Organization

- Encourage open innovation networks to harness collective intelligence and ideas of customers, partners, and stakeholders
- Understand implications of maturing new technologies, to build new business models, achieve savings and drive increased flexibility

Analytics – from Insight to Action

Dilbert on Data



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To what extent can NGOs rely upon technology to develop globally networked organisations?



Multi-
technology

Future

Global
innovation

Core
technologies

Analytics

Convergent
technologies

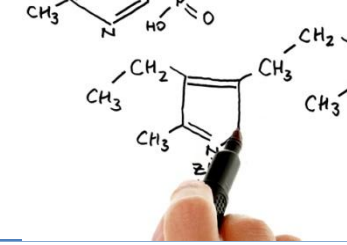
Technology-
enabled
business

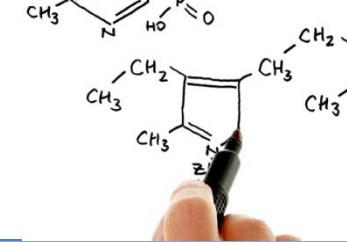
40% of major business decisions made by leaders are not based on data and facts, but on “gut instinct”

– *Accenture research*

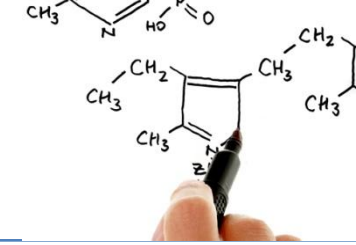
- Extensive evidence that having experts is good, but experts using analytics is much better.
- Statistical predictions consistently outperform “gut based” predictions.
- Expert intuition is best only when there is little time, limited data and few variables.

Which areas of a Human Capital Strategy would add most value to NGO's ? What's your current status ?





Questions ?



Effective Leaders coach their teams to develop confidence in identifying and grasping opportunities



Emerging Consumers

Silver consumer

Global middle class

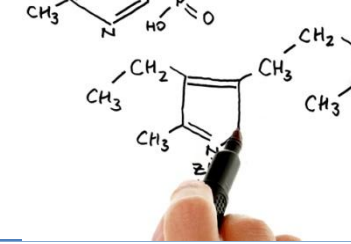
Low-cost products and services

Guide understanding, learning and awareness of behavioral impact as a leader:

- Aid in goal setting, focusing, and prioritizing.
- Develop strategies and experiments to help accomplish development goals.
- Give support and encouragement.
- Provide direct and immediate feedback.
- Help a person interpret, accept and integrate assessment results in order to change behavior.
- Identify additional resources of development—models for that behavior, other forms of learning such as online courses or skills training, etc.

Be a partner in development— fully committed to helping a person learn and grow

Leadership teaming is essential in today's business environment



Multi-
technology
Future

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innovation

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Analytics

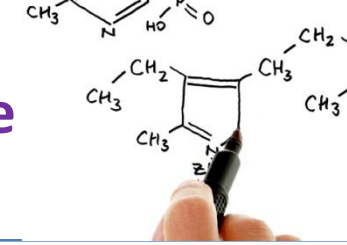
Convergent
technologies

Technology-
enabled
business

- Collective leadership is more important today than individual leadership
- There is a new focus to lead in teams and collaborate in a way where everyone is contributing
- Organizations are moving to be more and more networked, destroying silos and bottlenecks
- Technologies that help people be connected real-time are changing the way leaders work and are pervasive in companies today
 - ***Companies that don't embrace these technologies risk being left behind***



Each of the Three Pillars of Leadership has its own unique set of highly correlated characteristics



To awaken and engage an organization, leaders need to be visionary, inspiring people to follow them.

The Three Pillars of Leadership

Visionary Evangelist

- Taking Initiative
- Strategic Focus
- Inspirational Role Model
- Visionary Thinking
- Agent of Change

Relationship Builder

- Building teams
- Creating buy-in
- Handling resistance to change
- Assertiveness
- Building partnerships
- Negotiation
- Adaptability

Manager of Execution

- Results and Productivity
- Planning, Prioritizing and Maintaining Focus
- Decisiveness
- Accountability
- Developing structures, systems and processes
- Re-engineering

Personal Grounding



Multi-technology Future

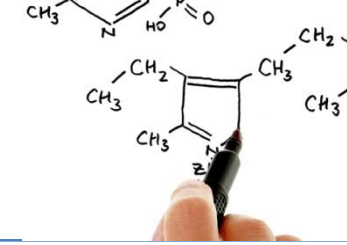
Global innovation

Core technologies

Analytics

Convergent technologies

Technology-enabled business



Effective leaders commit to focus on a number of areas

1. Be a magnet for serious talent – build talent pools for leadership succession
2. Be a diversity leader – internalize your core identities to embrace cultural diversity
3. Integrate social responsibility into your personal leadership brand
4. Leader as a true coach
5. Great decision maker – based on ANALYTICS and intuition
6. Technologically capable – to drive innovation and productivity