

Talent Spotting & Talent Enhancement

How Can You Sustain Your Organizational Growth?



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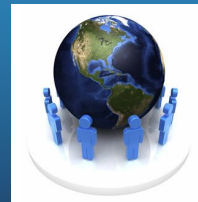
What is Talent?

“A special natural ability -or- A capacity for achievement or success...”

“Anything that predisposes an individual to success in a position or organization.”

“... talent is situational ...”

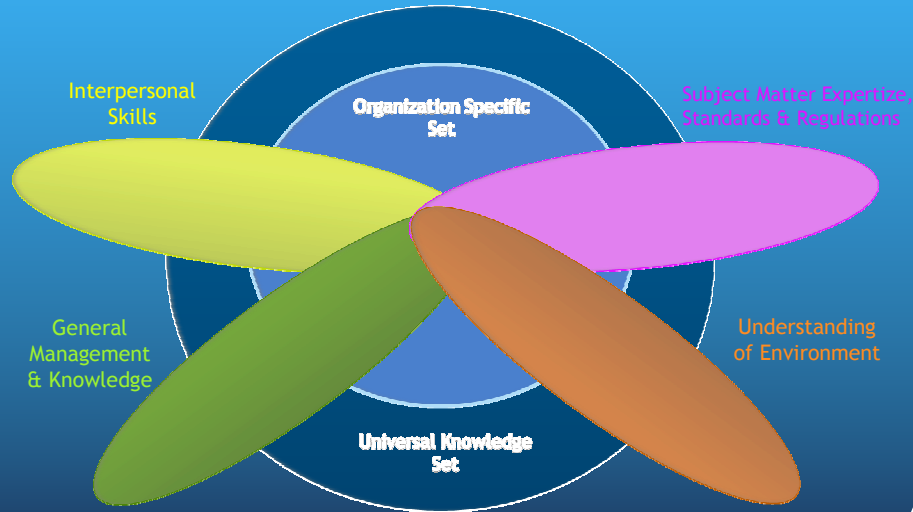
Jason Lauritsen
Vice President of Human Resources
Union Bank and Trust



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Dimensions of Talents



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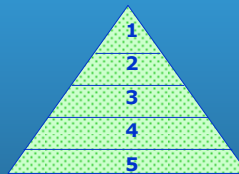
Talent's Motivation

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An Indispensable Situational Factor

Maslow's Hierarchy (Abraham Maslow 1908 - 1970)

- 5 hierarchy of needs that need to be satisfied from lowest level up:
 1. Self-Actualization
 2. Self-Esteem
 3. Social Belonging
 4. Safety and Security
 5. Basic Physical Needs



Motivation-Hygiene Theory (Frederick Herzberg 1923-2000)

- Hygiene factors (passive: prevent dissatisfaction) v.s. Motivators (active: creates satisfaction)

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Talent's Motivation

An Indispensable Situational Factor

Achievement Theory (David McClelland 1917-1998)

- People motivated by:
 - Achievement
 - Power
 - Affiliation



Expectancy Theory

- Expectations of desired positive outcomes themselves drive motivation

Theory X v.s. Theory Y (Douglas McGregor 1906-1964)

- Theory X managers - believe people do not like work and need to be pushed
- Theory Y managers - believe people want to perform and will given right motivation and environment

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Who said these....

- "Just emphasizing meritocracy alone is like standing on one leg. You need the other leg in order to be stable."
- "The second leg is community. You want to think beyond yourself, beyond the family to the community."
- "You need to reach out to one another to bond, especially since we are a multi-ethnic, multi-religious society."

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Restated as

- "Just emphasizing meritocracy alone is like standing on one leg. You need the other leg in order to be stable."
- "The second leg is organizational community. You want to think beyond yourself, beyond the structures to the community."
- "You need to reach out to one another to bond, especially since we are a multi-talent, multi-functional organization."

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Right Steps towards Talent Enhancement

- ① Define
- ② Spot
- ③ Develop & Assess

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Right Steps towards Talent Enhancement

① Defining:

- a) Talent factors - main vs. supportive
- b) Situations talent may be needed
- c) Situational factors linked to talents being shown

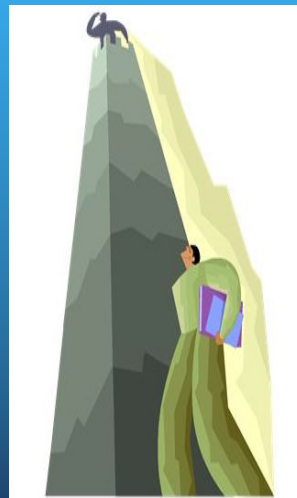


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Right Steps towards Talent Enhancement

② Spotting:

- a) Where
- b) What
- c) When
- d) Who
- e) How



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Right Steps towards Talent Enhancement

③ Developing & Assessing:

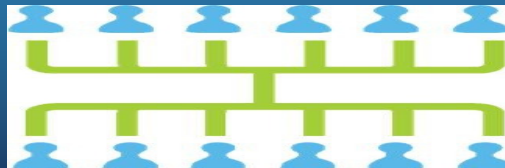
- a) Nature vs. Nurture factors
- b) Formal vs. Informal
- c) Individual vs. Structurally Driven



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Case Study - of a Pharmaceutical Co.

- Believes it is a shared responsibility, with buy-ins at all levels
- Combination of Career Review and Talent Review
- Top Down Strategy, Bottom Up Driven
- Followed the Define, Spot, Develop & Assess steps
- Supported by performance management software

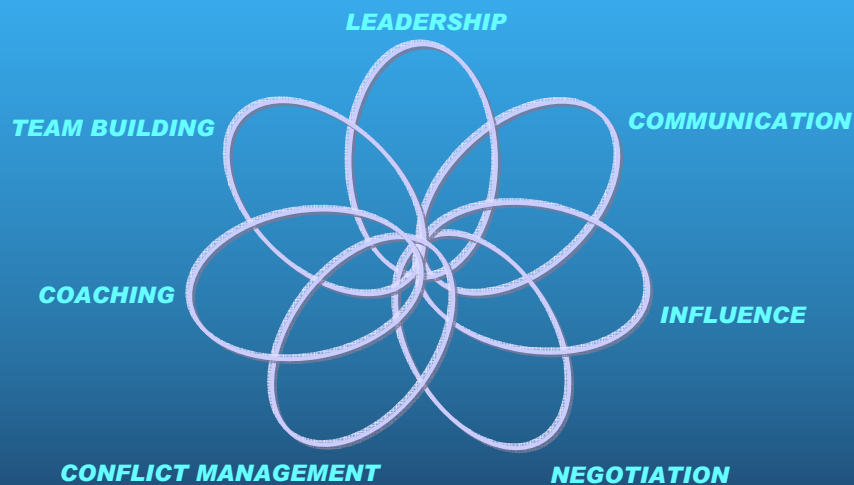


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Some of the organizations our consultants have done work for...

Discovery Channel **Maersk** **SingTel**
Changi Airport Enterprise **IBM** **Shell** **Fujitsu**
Keppel Land **Singapore Technologies**
MINDEF **Institute of Systems Science** **AMO**
Jebsen & Jessen **Singapore Institute of Management**
AMD **Hewlett-Packard** **NUS Extension**

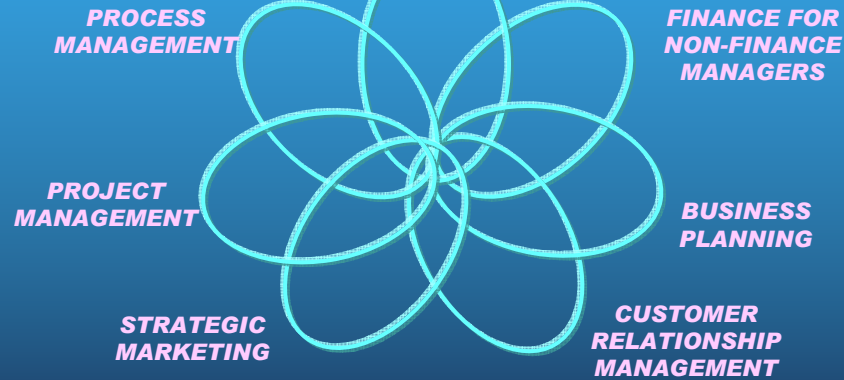
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Effectiveness Skill Sets



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Strategic Skill Sets

STRATEGIC LEADERSHIP AND MANAGEMENT



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Thank You!

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