Establishing a Global Talent Management Policy
• Graduate in Business Studies
• Prior to joining Panasonic, worked in the retail and construction sectors in Commercial Management, Marketing and HR
• 1992: Joined Panasonic Europe as HR Manager
• 1994: Take on responsibility for Pan-European Industrial Relations
• 1999: Transfer to Industry Group (PIE) as Head of HR
• 2001: Return to PE as Head of Pan European Training & Development
• 2003: HR Director of Panasonic Europe
• 2008: Director, Talent Management, Corporate Personnel Group
• 2013: Left Panasonic and established my own Talent Management Consultancy
Ask yourself

Do you have the right people with the right skills, in the right jobs, doing the right things at the right time to successfully execute your strategy?
What is Talent Management?

Talent Management is a systematic approach to attract, develop, deploy and retain talent to achieve strategic objectives and meet future business needs.
Business benefits of Talent Management

Benefits of a strategic approach to Talent Management

- The best Talent Managers generate as much as a 7% boost in revenue and profit over their less talent-focused peers

- Executives who are ‘Talent Champions’ focus on 4 activities:
  1. Identify and engage high potential people
  2. Link strategic planning and talent planning
  3. Hold their teams accountable for talent outcomes
  4. Engage with the HR team as a key partner in building a more strategic approach to talent management

Corporate Executive Board Research 2011
The true cost of losing talent

- Costs relating to **hiring, inducting and training** replacement employees
- **Business performance costs**: e.g. losing customers because of performance problems, getting replacement working at same level as leaver
- **Financial value**: remaining employees are less engaged and motivated when staff turnover is high
- **Separation costs**: e.g. severance payment, cost of administering a leaver
- **Replacement costs**: advertising, agencies fees, time spent on search and interviewing, temporary staff costs
A Key Japanese Word

NEMAWASHI

Meaning

‘ Prior Consultation’ – Understanding the roots of the issue!
Talent Management Overview

- **Talent Acquisition**: Find the right people
- **Talent Identification**: Evaluate and understand existing talents
- **Talent Deployment**: Get people ready for key roles in the business
- **Talent Development**: Invest in people and nurture growth
A holistic approach to optimizing human capital, which enables an organization to drive short- and long-term results by building culture, engagement, capability, and capacity through integrated talent acquisition, development, and deployment processes that are aligned to business goals.
Talent Management Best Practice

Organisations with effective talent management systems

Organisations with ineffective talent management systems

- Senior Mgmt. Involvement: 88% (19% effective, 19% ineffective)
- Competencies as Foundation: 87% (19% effective, 19% ineffective)
- Manager Accountability: 60% (13% effective, 8% ineffective)
- Development Planning: 48% (8% effective, 48% ineffective)
- Transparency: 46% (3% effective, 43% ineffective)
- Metrics & Analytics: 43% (3% effective, 43% ineffective)
Driving Business through Leadership Practices

- Leadership Development
- Talent Systems & Practices
- Management Culture

High-Quality Leadership → Enhanced People Outcomes (e.g., retention, engagement) → Enhanced Business Impact (e.g., financial performance, customer satisfaction)
A Systematic Approach to Talent Management

1. Identify and evaluate Corporate Management positions
2. Behaviours needed to be a successful leader
3. Identify individuals with future growth potential
4. Diagnose individual strengths and weaknesses
5. Developmental activities for global high potentials
6. Succession Planning
7. Selection for Corporate Management Positions

Source: Panasonic
Framework for Understanding the BBP

Mission
Corporate Mission / Reason for Existence

Meichi / Basic Management Objective

Founder’s Views on Nature, People, Business

Values
How employees should act
- Attitude of a merchant
- Sunao mind

Actions
How to manage the business

Code of Conduct

Source: Panasonic
“Unchanging” and “Fluid”

Organisations
Systems
Operations
Policies
Business Plans

BBP
Basic Business Philosophy
(Contribution to society)

Change with the times
Fluid
(Start anew every day)

“Mission” never changes
Unchanging

Source: Panasonic
“SUNAO” is a Japanese word that denotes gentleness in nature and a willingness to be sincere.

A person is said to have a “SUNAO MIND” when the individual can, through the passage of time, develop himself/herself to acquire the spirit of receptiveness and the attitude of modesty and openness. Such an individual would be able to view things and situations as they are without being tainted with personal emotions. In other words, the individual would be objective in his world views and would not “see things through dark glasses”.

To experience the power of these “MINDS”, we need to first go back to Panasonic’s “Untrapped Mind” for deeper understanding of the BBP & for applications of new approaches at work to occur......
The Panasonic Basic Business Philosophy

The Way
Every person has a path to follow.
It widens, narrows, climbs and descends.
There are times of desperate wanderings.
But with courageous perseverance and personal conviction, the right road will be found. This is what brings real joy.

Mr K Matsushita, Founder Panasonic Corporation