

Accelerating Your Key Talents Using Development Solutions That Work

January 2016

Delivering Maritime Solutions
www.wallem.com



Agenda

- About Wallem Group
- Why Do Organisations Do Talent Development?
- Today's Challenges in Talent Management and Development
- Examples of Talent Development Solutions That Work

Wallem Group



Ship Management



Ship Agency



**Commercial
Services**



**Innovative
Solutions**



Logistics

In the good ol' days...

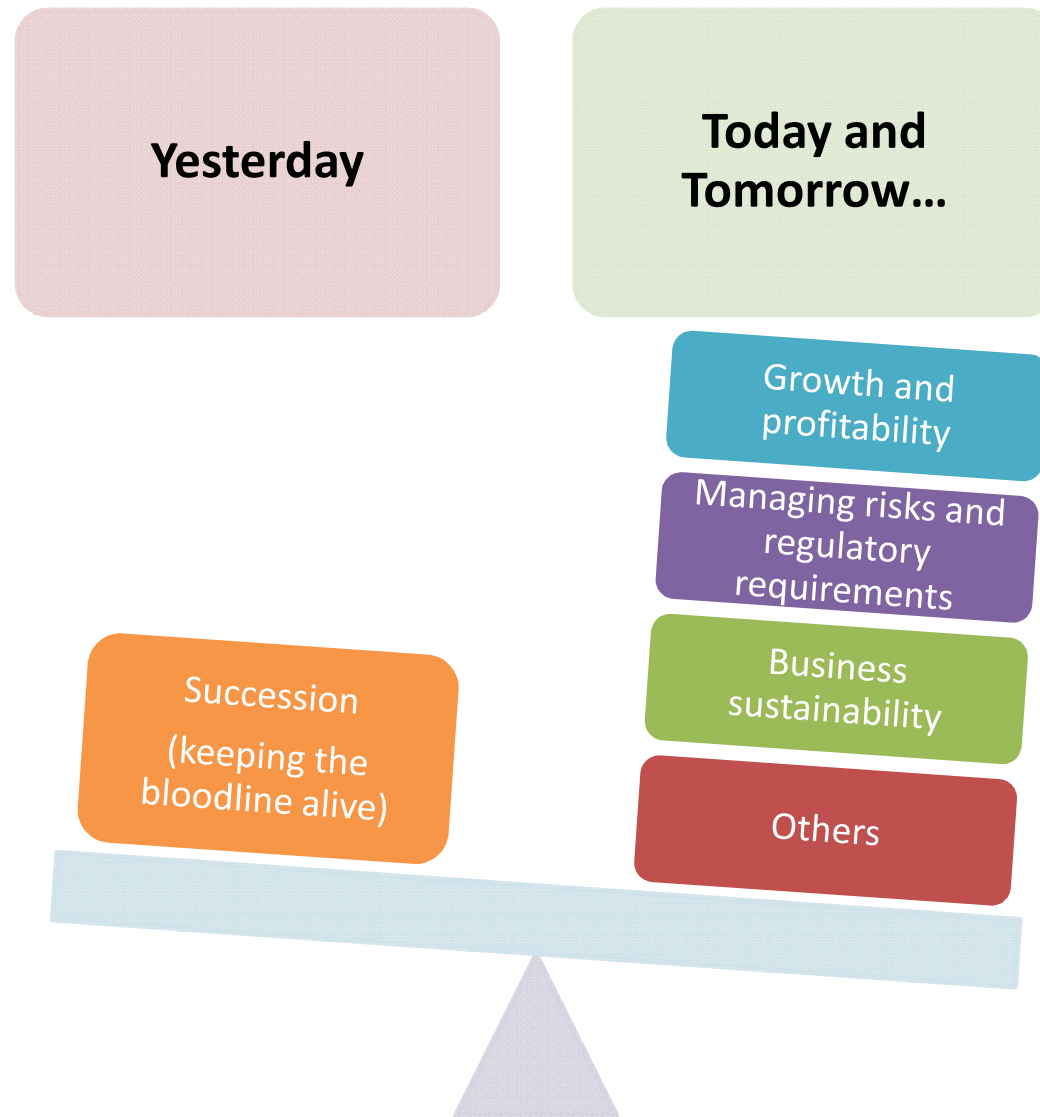
Emperor Puyi crowned at 2 years and 10 months of age (1908)



Queen Elizabeth II crowned at 25 years of age (1953)



Why Do We Do Talent Management?



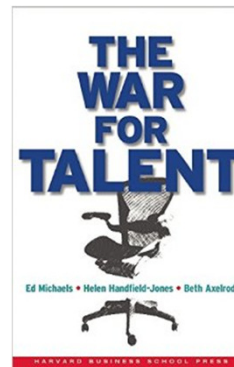
Today...

McKinsey&Company

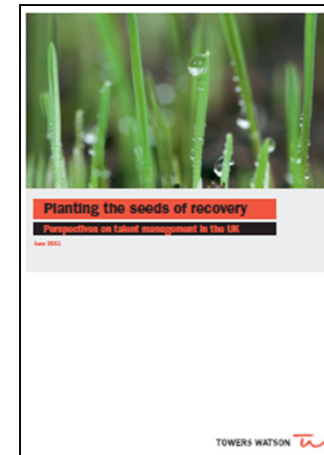
The War for Talent,
1997 research paper
by Steven Hankin



2014, Harvard Business Review



2001, Harvard Business Press



2011, Towers Watson



2015, PwC's 18th Annual Global CEO Survey



Today...

Immelt replaced Welch as CEO of GE in 2000



Cook named CEO of Apple in 2011



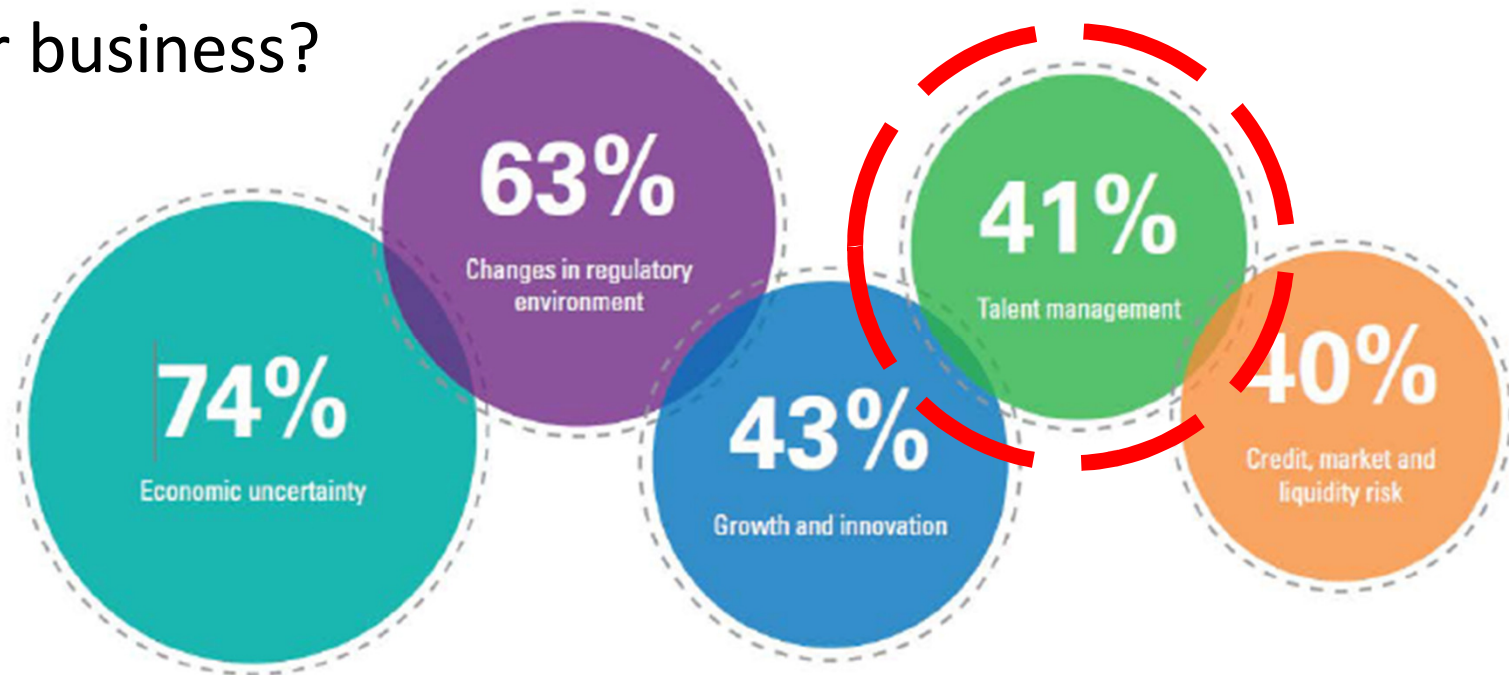
Ballmer took over from Gates in 2000 and was succeeded by Nadella in 2014



Xi took office in 2013

Today's Challenges

What do organisations see as the greatest threats to their business?

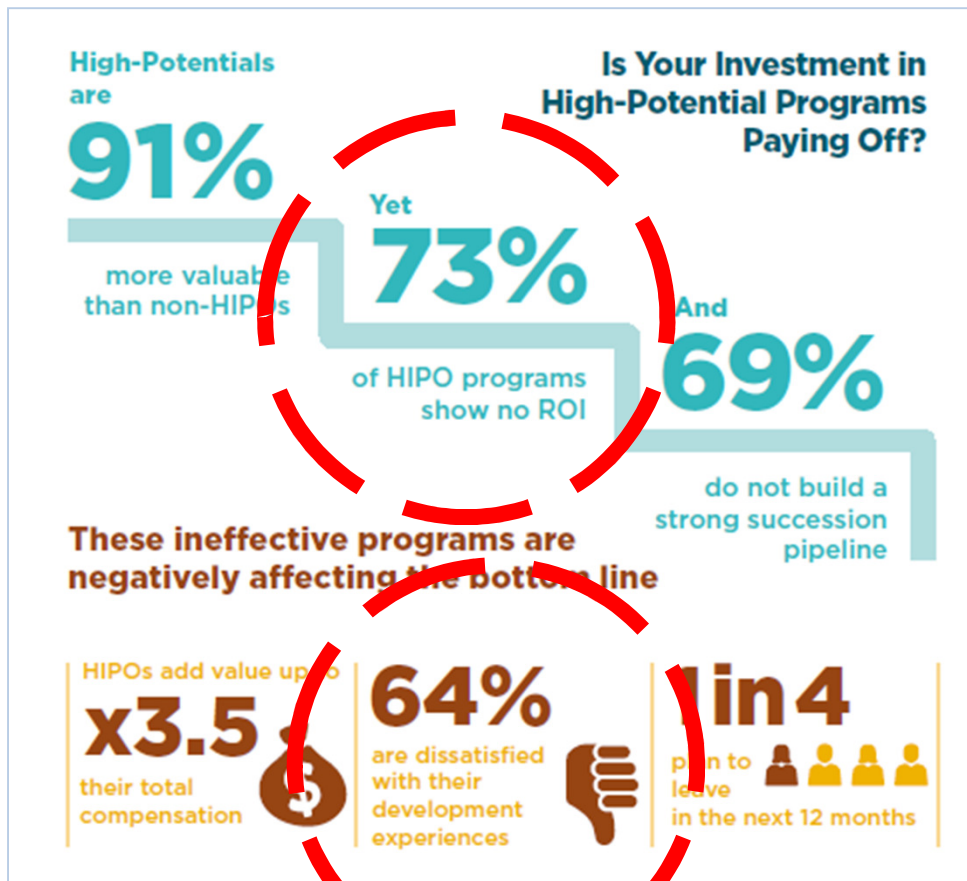


Talent management and the battle for talent are the “**new normal**” for Human Resources professionals as the Greater China region enters a time of slower economic growth, with increasing competition, and new technology and business models.



Source: Survey conducted by KPMG in October 2015

Today's Challenges



Source: Survey conducted by CEB in 2015



94% of

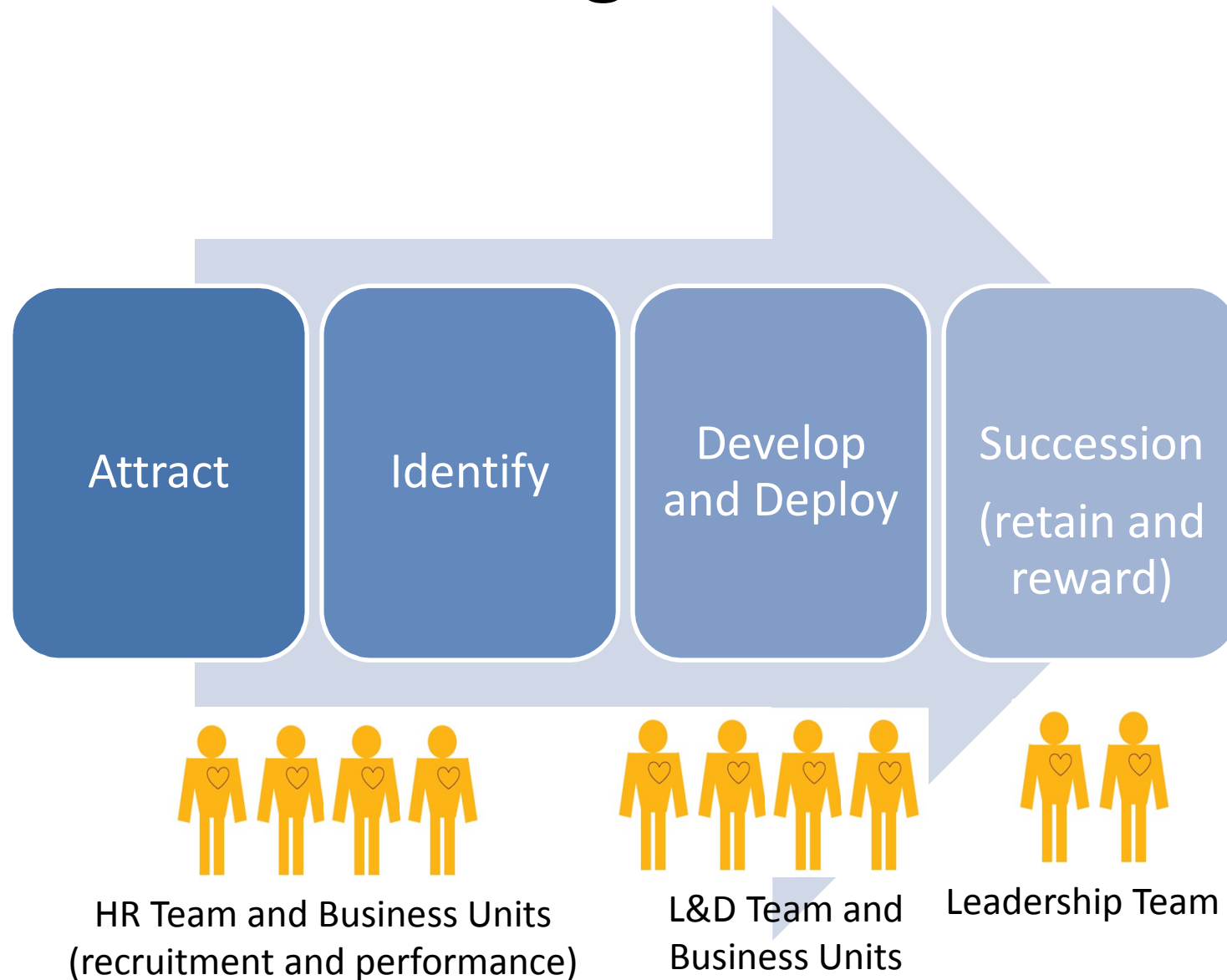
organisations say their talent management is **ineffective.**

Only **6%** rated their organisation's ability to manage, develop and retain top talent as **high-performing.**

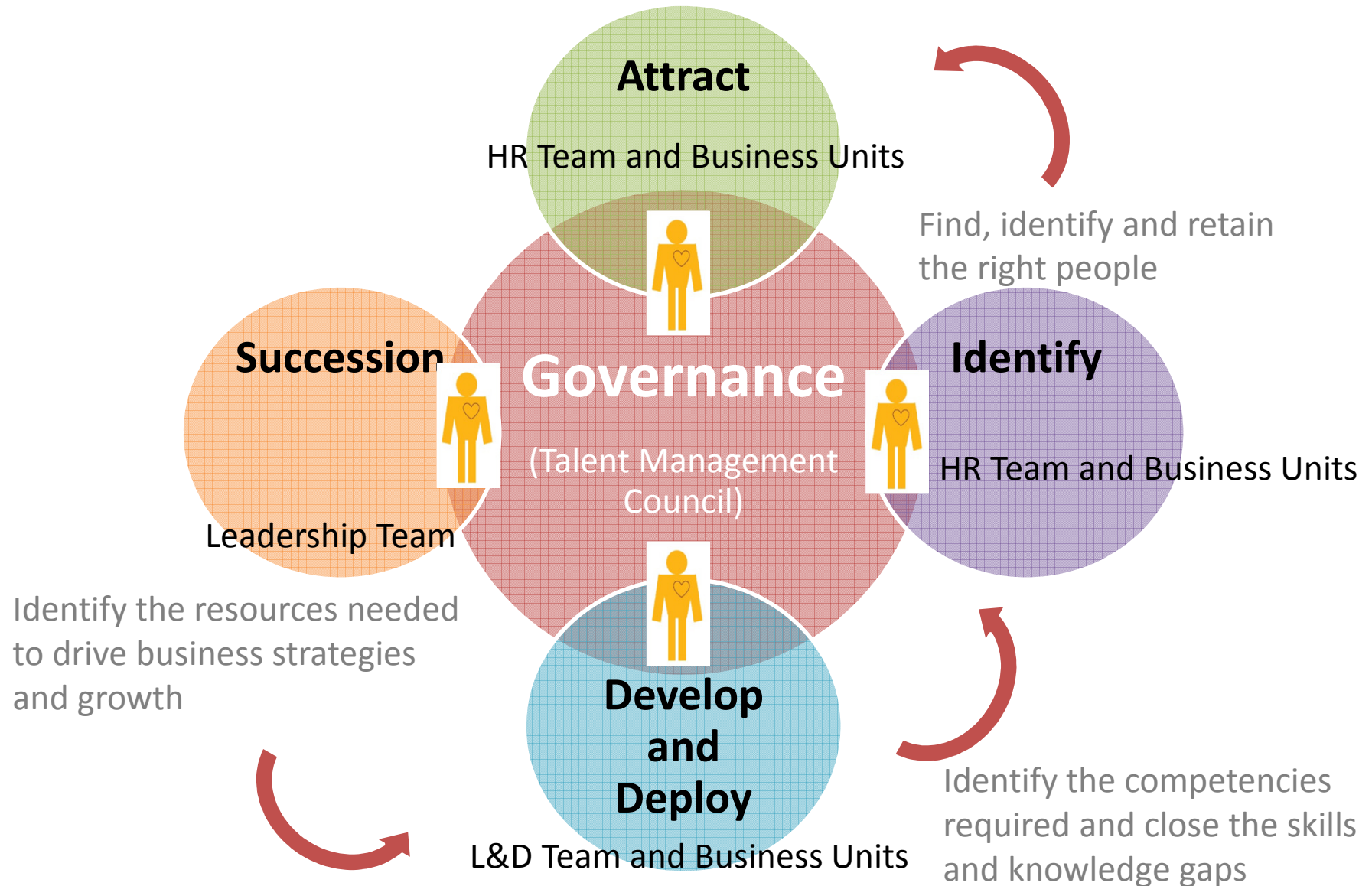
Source: 2015 Brandon Hall Group – State of Talent Management Study



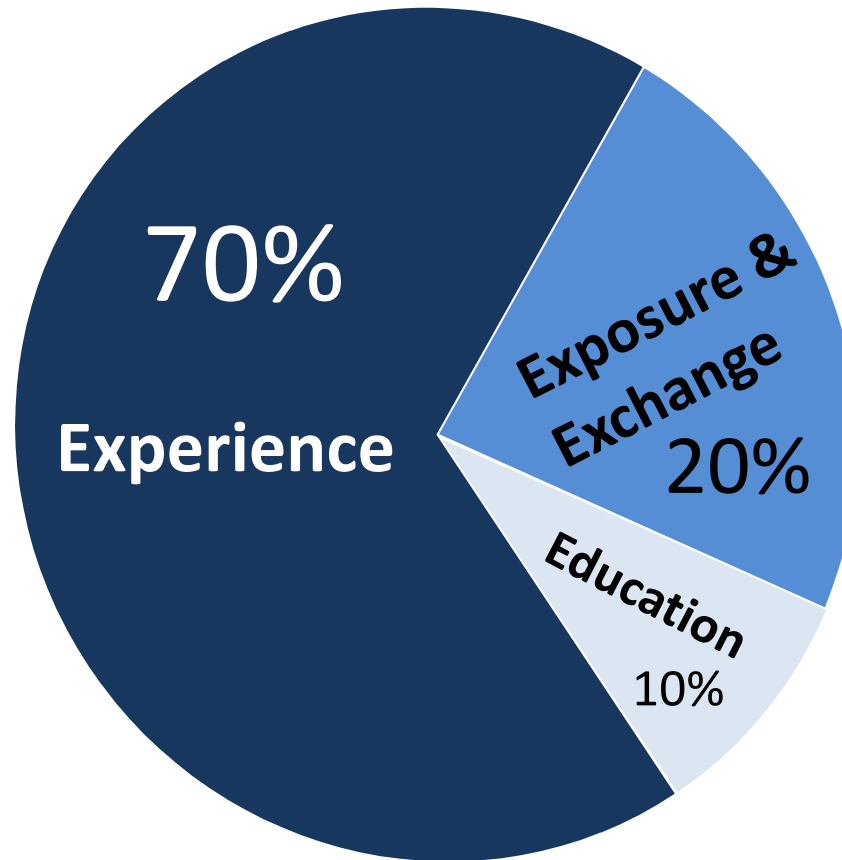
The Talent Management Process



The Talent Management Process



The Methodology: 70:20:10 Model



Management Foundation Programme



CEO's Message

People are the key to Wallem achieving its strategic priorities, success and business sustainability. I am committed to developing the next generation of managers at Wallem. I have worked with the Group's senior leaders and key stakeholders to nominate you for the *Management Foundation Programme*, which aims to equip you the following:

- **Increase your capabilities as a high-calibre manager**
- **Equip you with the tools to develop and manage high performing teams**
- **Enhance your knowledge and skills in managing projects and budget**
- **Enhance your ability to think strategically and execute business plans**

This one-year programme includes six workshops, three post-workshop peer learning circles and eight pre-workshop eLearning modules. Every topic in the programme has been specially designed and tailored to meet your development needs and transform you into a high performing manager.

Finally, I'd like to congratulate you for being selected to attend the *Management Foundation Programme* and I encourage you to embrace this precious opportunity by taking accountability and ownership of your professional development.

Learning Methodology

Phase 1

Phase 2

Phase 3

approximate duration per learning module:

20 to 24 hours

2 months

4 hours

Formal
Learning

Pre-
workshop
eLearning
courses

Workshops
(with
assignments)

On-the-Job
Applications

Informal
Peer
Learning
Circles

(sharing and reflecting)

Others: Programme orientation, learning reflection with line managers, on-going coaching from line managers, cocktail event with board of directors, progress updates in internal publications

Action Learning Projects

Sustain learning
beyond classroom

Turn learning results
into business
outcomes

Benefits

Immediate
application of new
knowledge and new
skills to address the
“burning issues”

Measure the ROI of
learning

The ROI

1

- 33% of talent pool were promoted (some were promoted to lead group-level divisions while some were promoted to country general managers)

2

- Resolved real business issues through action learning projects

3

- Turnover rate reduced by 7%

4

- More transparency and clarity on how performance, competencies and continued growth link to promotion

5

- Established closer network and collaboration among talents across divisions and geographic locations

Key Takeaways

1. Have absolute clarity on the business case (the WHY) for talent development (this enhances the accuracy of identifying the right people and what you want to do with them)
2. Get leadership onboard and have your leaders engage your talents from the start to the end
3. Training contents must be relevant (incorporate real business issues in training design)
4. Don't let it become just another L&D initiative (the 10%). Focus on beyond the classroom learning (the 20% and 70%)



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