



Impactful Talent Management

Hilti – a worldwide presence



- **Founded in 1941 in Schaan, Principality of Liechtenstein**
- **One of the global leading companies in providing premium products, systems and services to construction professionals**
- **Located in more than 120 countries on six continents**
- **More than 20,000 employees**
- **More than 50 nationalities at Group Headquarters in Schaan**
- **Direct sales model**
- **2003 winner of the Carl Bertelsmann Prize for outstanding corporate culture**

“What is talent management?”

Talent drives performance. It is the strategy to ensure business performance. We need to build and ensure a constant supply of strong internal candidates to fill up open positions

“ What do we really want to achieve through Talent Management?”

It is all about Business Result!

Impact of talent management

- **Leadership is positively related to employee satisfaction and business result**
- **Internal succession has higher success rate (70-80%) that external hire (50-60%)**
- **High turnover and wrong hire are costly to an organization**
 - **More than 15% will reduce capacity of generating business**

Hilti Asia Experience

- **90% of the Business Leaders we placed in Asia through Talent Development process is positively correlated with Employee Satisfaction and Sales/Profit Growth (based on date 2005-2011)**
- **80% of leaders are promote from within**
- **20% of employee with promotability**
- **Over 85% retention rate**
- **Over 80% of employee said that “Hilti is a great place to work” in the employee satisfaction survey**
- **Double digits profit growth in Asia in last 5 years**

What have Hilti done?

**“Simplicity is the ultimate
Sophistication”**

Leonardo Da Vinci

**We tried to make it simple
and focus on a few core
activities that can make
most impact**

Overall HR and Talent Management Strategy

Vision

- Best leaders in core roles
- Continuous supply of internal talent
- Ability to fill vacancies quickly

**Workforce
Planning**

**Strong
leadership at
top levels**

**Strong talent
pipeline at
different levels**

Well established HR structure and people processes

Employer Branding “ A great place to work”

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Employer Branding “ A great place to work”

A strong employer brand is crucial to attract and retain talents

- Best Employer Award in
- Australia
- Singapore
- India
- Great Britain
- Italy
- Portugal
- Germany
- Poland
- Russia
- Czech/Slovak
- Ukraine
- Bulgaria



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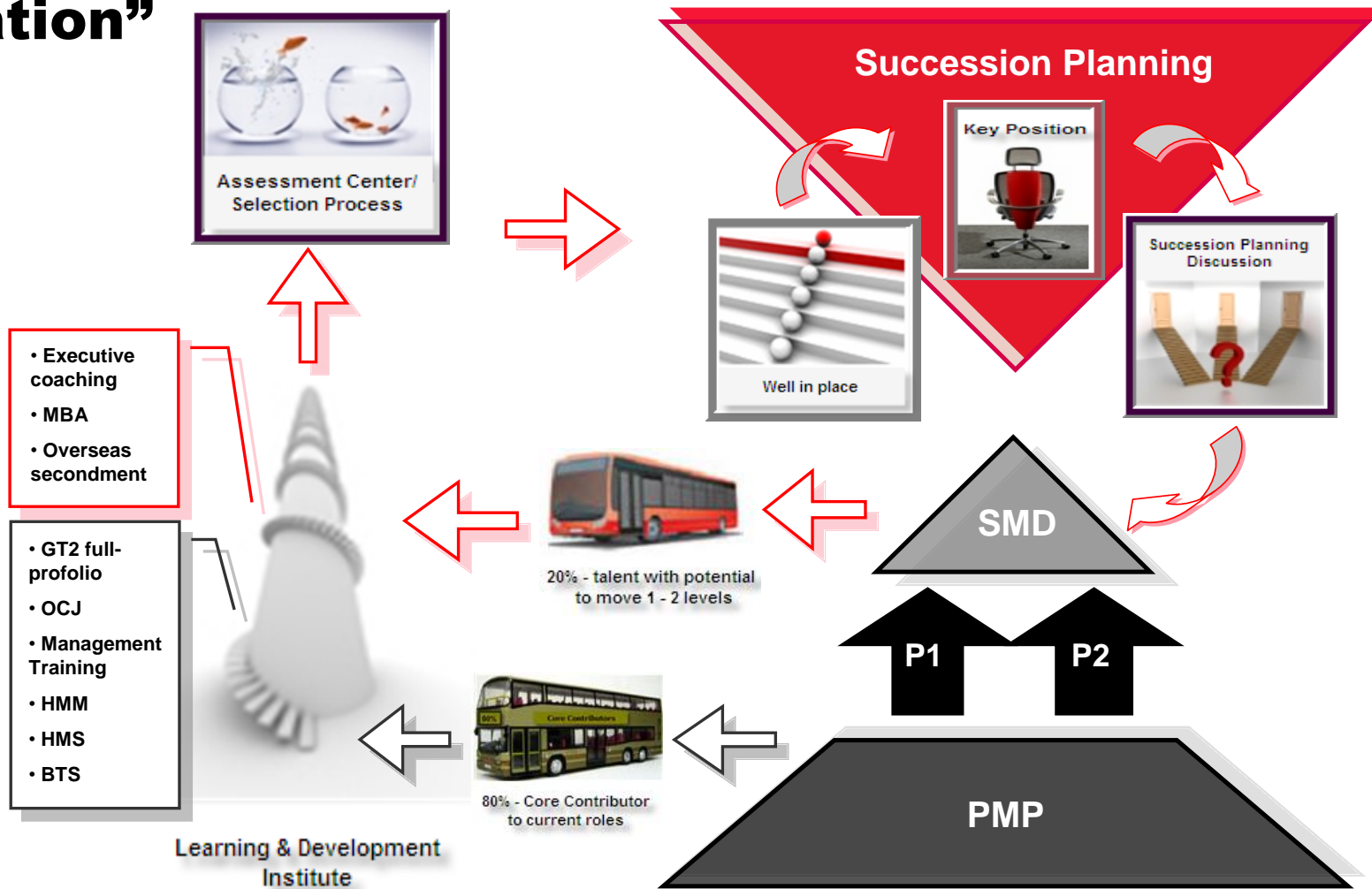
Strong
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Strong talent
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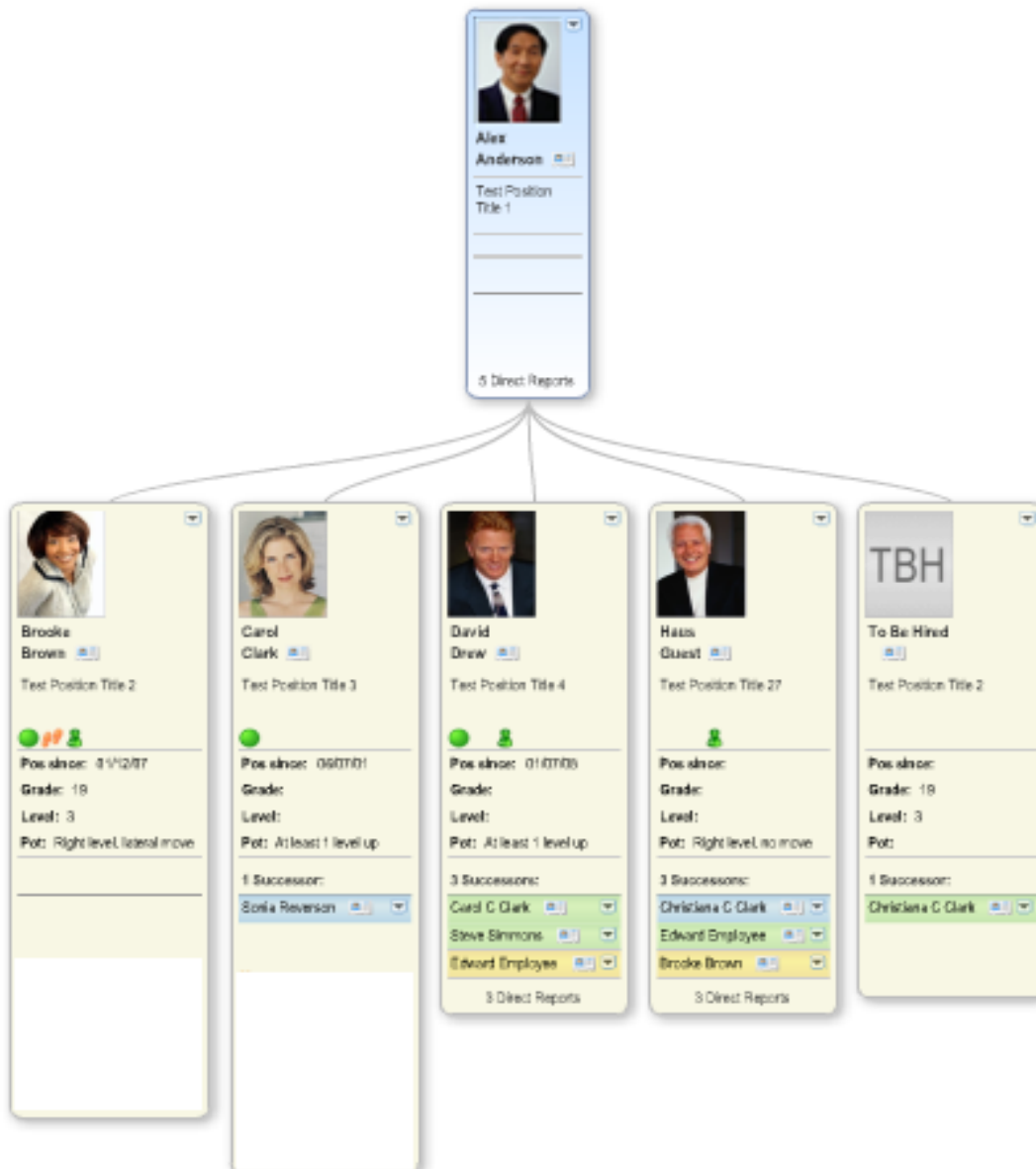
Well established HR structure and people processes

Employer Branding “ A great place to work”

“A well integrated performance, potential assessment and succession system/process is the foundation”



An automated HR system/Process enhance efficiency



“The critical success factor is in execution and follow up, not DESIGN”

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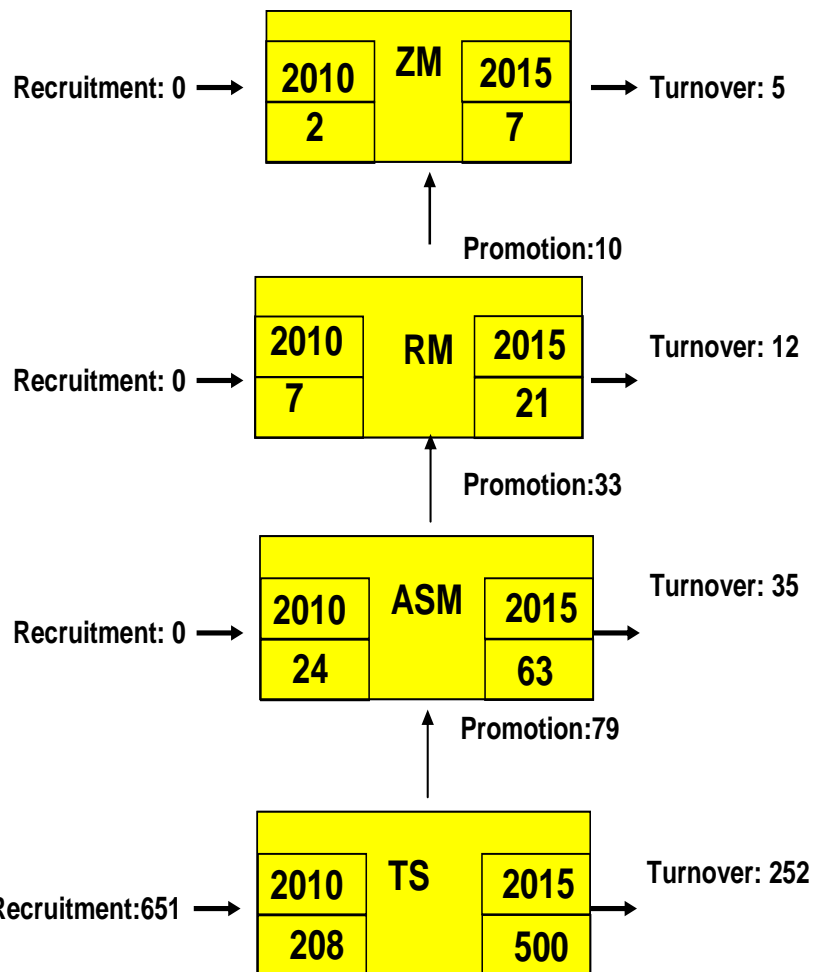
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Workforce Planning is the map for talent management



Using workflow model to understand:

- HC demand
- internal talent supply
- External recruitment (when to start and how to widen the candidate channels)
- Future organization structure and key leadership profiles required
- HR and training set up required
- Retention strategy.....

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Asia Leadership Development Strategy

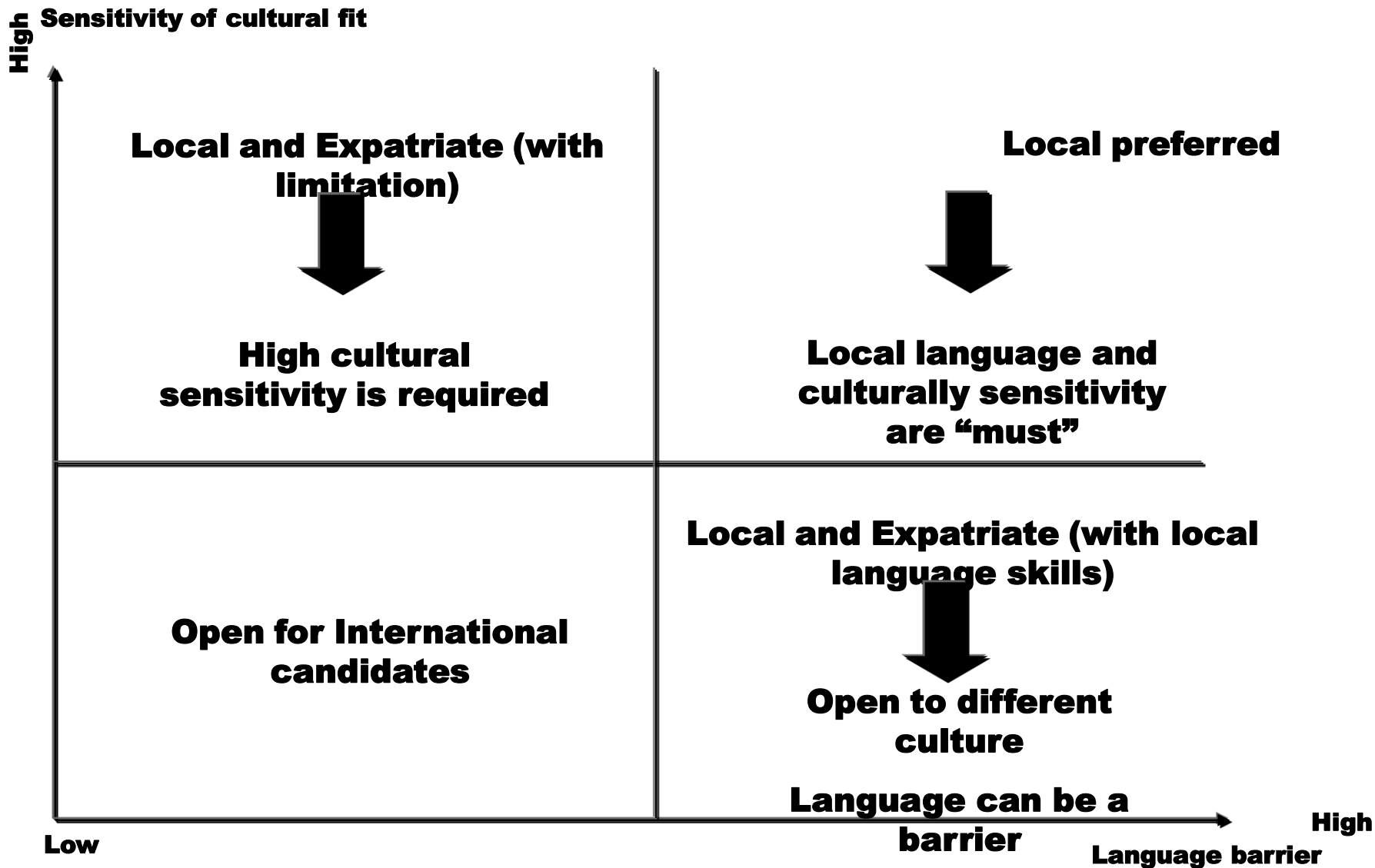
To achieve the Business Vision, we need to have:

- **The right leaders in place at GM and MO Management team levels**
- **Stability in GM tenure**
- **Strong talent pipeline/succession plan for GM and MO Management team (esp. Sales and Marketing)**
- **Well established HR structure and People Development Processes**

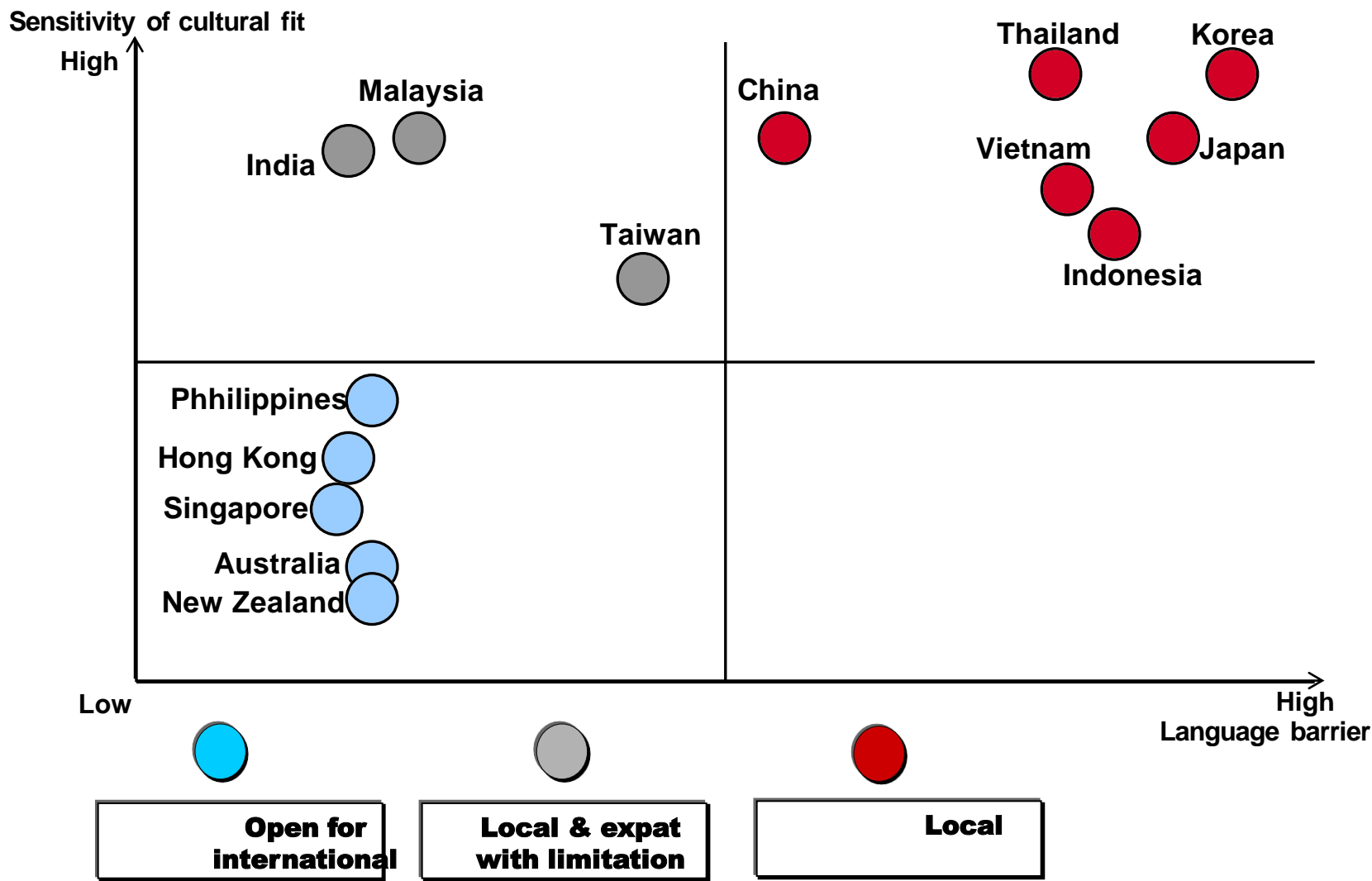
Asia GM profile

- Effective leaders in Asia required:
 - Ability to **manage diversity**. To operate under a **cross cultural** environment
 - Ability to **coach** and **develop next level managers**
 - Given the business environment in Asia esp. among emerging countries, amount all 4 core values, **Integrity** is of crucial important

GM placement model for Asia/Pacific



Succession Strategy for GM's Asia / Pacific



Use of feeder roles

Key role required strong succession plan

Feeder roles

China GM



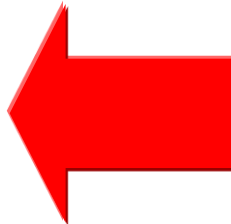
Hong Kong GM

SEA Sub region head



Malaysia GM

Japan GM



**Region office
Philippines
Malaysia**

Korea GM

India GM



Region office/UK

Larger GM role in Europe



MO Australia

Diversity in MOs

MOs with Local GMs

MOs with Expat GMs

Expats with HQ experience

**Finance
Marketing
Operations**

Only required if lacking strong local candidates. A 3+ yrs assignment to groom local talents

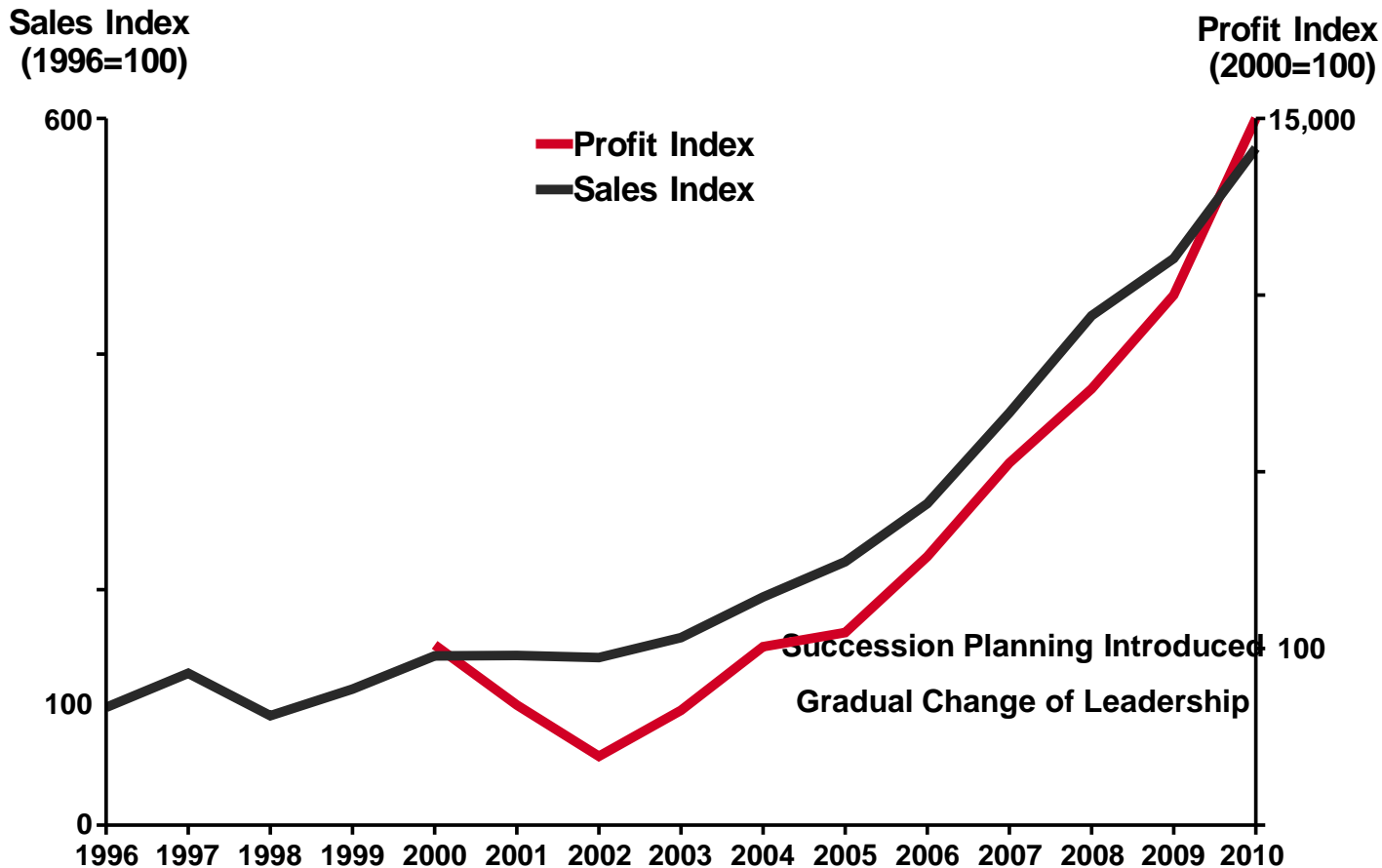
Locals with strong market and functional experience

**Sales
HR
Engineering**

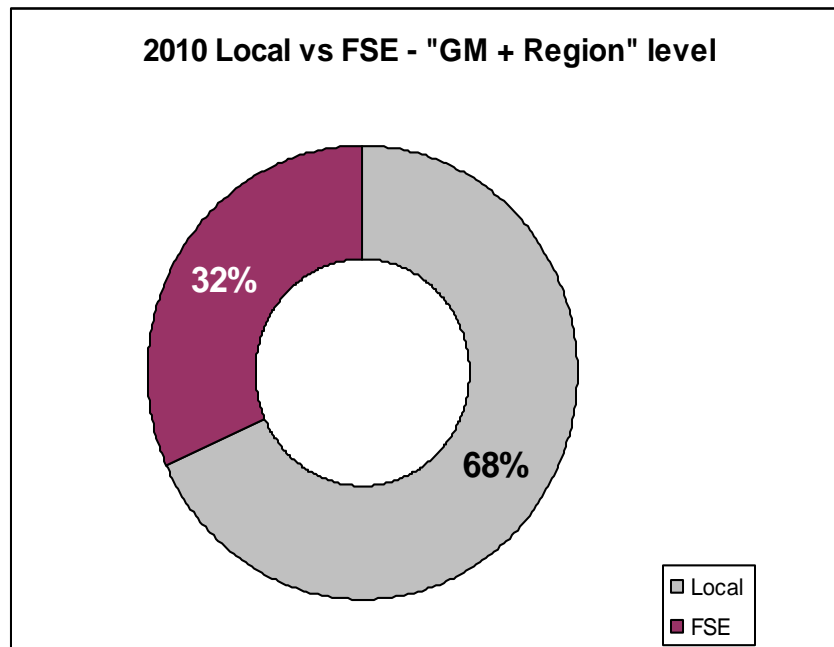
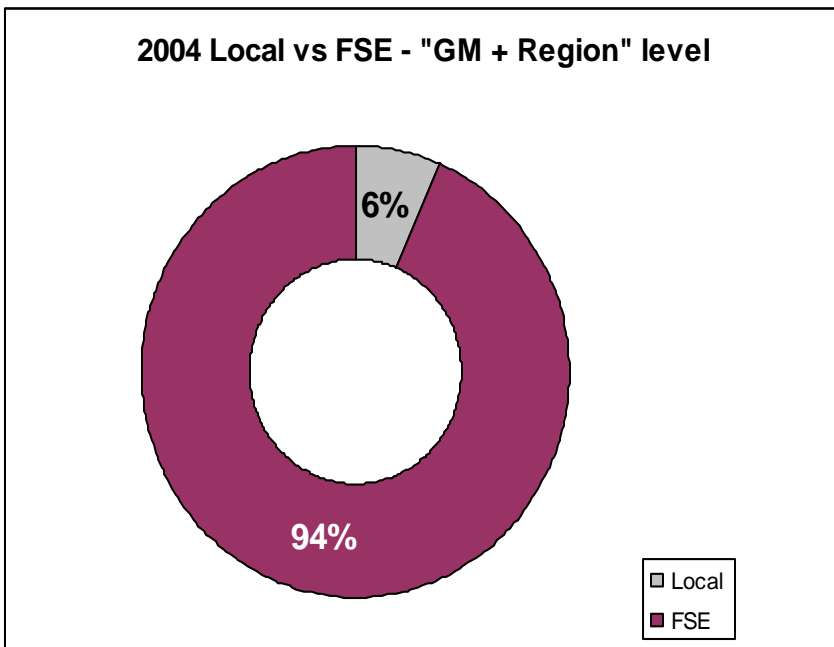
Strong and stable local functional heads to keep the continuity of MOs as GMs change at 3-5 yrs interval

Impact of Succession Planning Principles

Asian Emerging Markets – Sales & Profit Development



Impact of Succession Planning Principles



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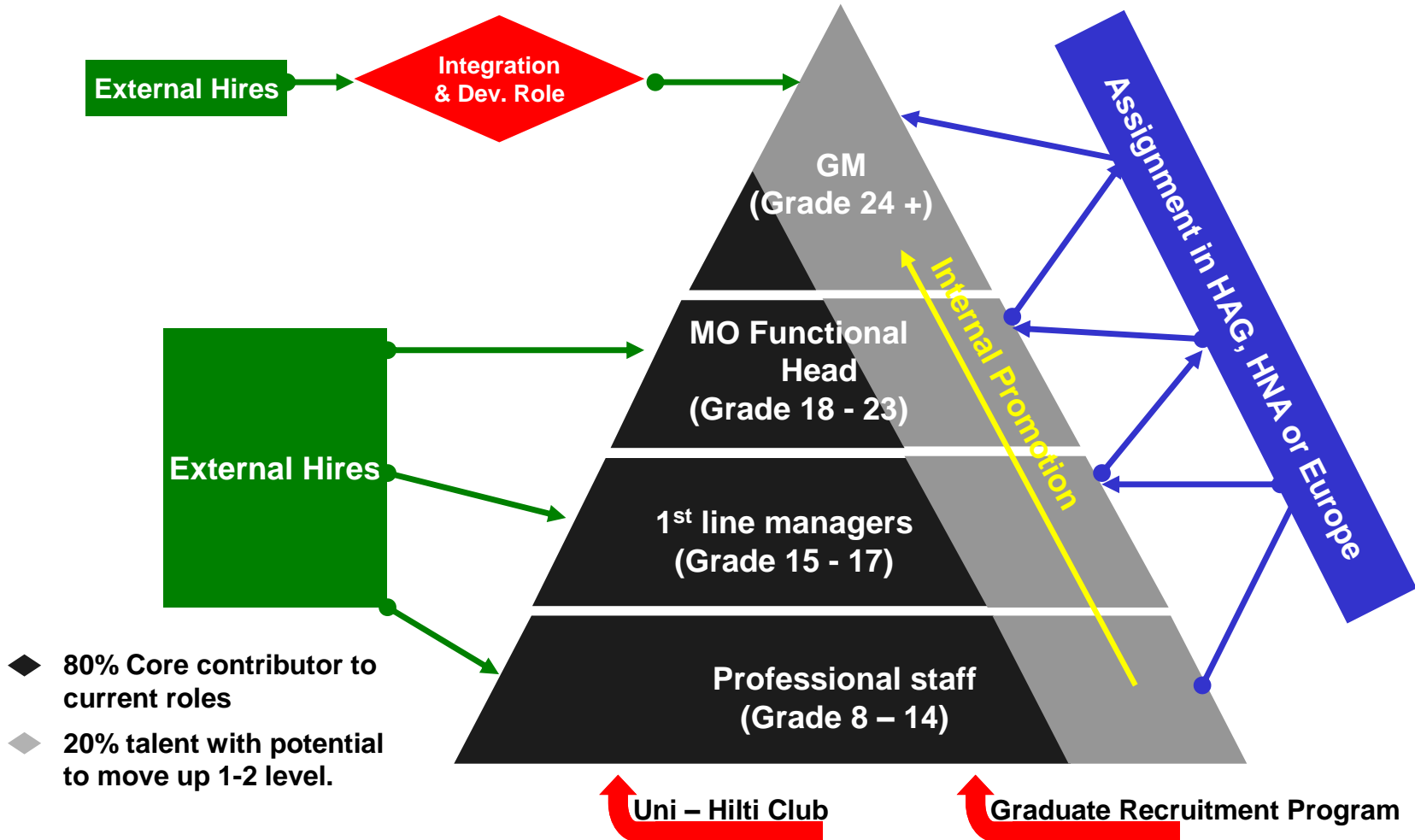
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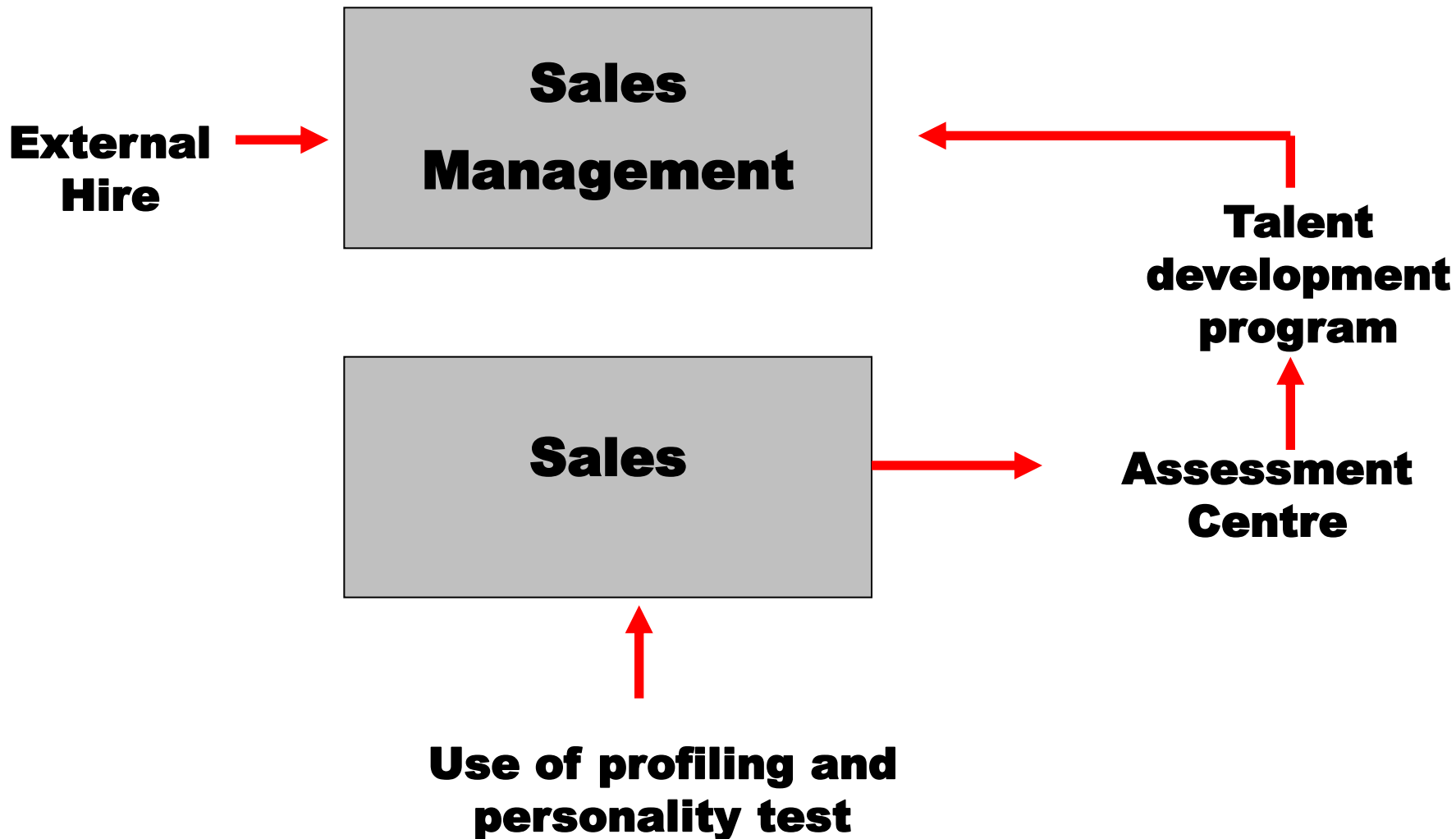
Well established HR structure and people processes

Employer Branding “ A great place to work”

“Ability to place strong leaders at the top level relies on building the talent pipeline starting from entry level”



“If we need to stay focus, sales talent pipeline is core for our business”



“ How to identify talent? “

Definition of talent

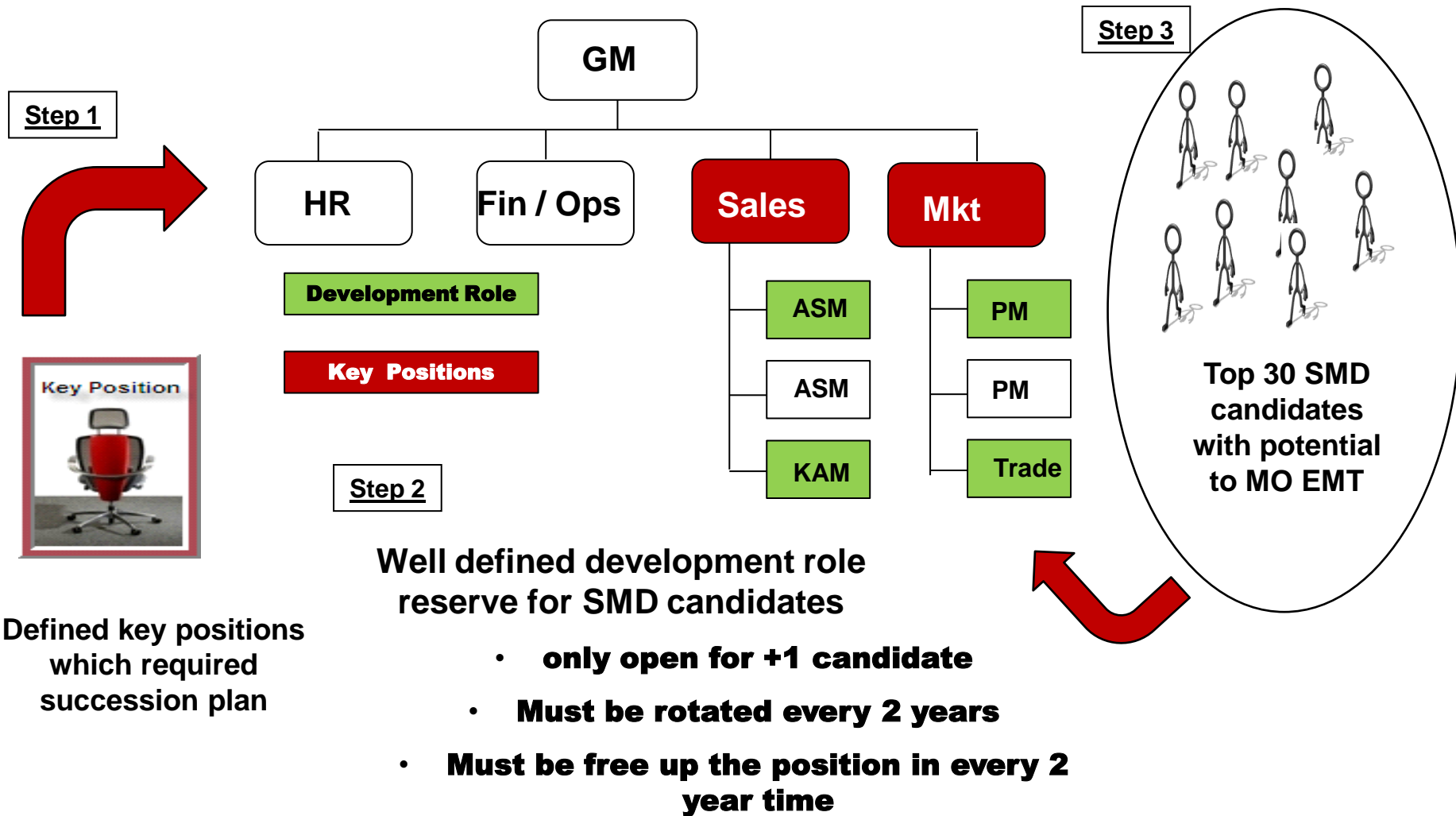
**Learning
Agility**

**Brings Out
the Best in
People**

**Crafting a
Direction**

**Drive to
outperform**

Systemic succession and development platform



**“Simplicity is the ultimate
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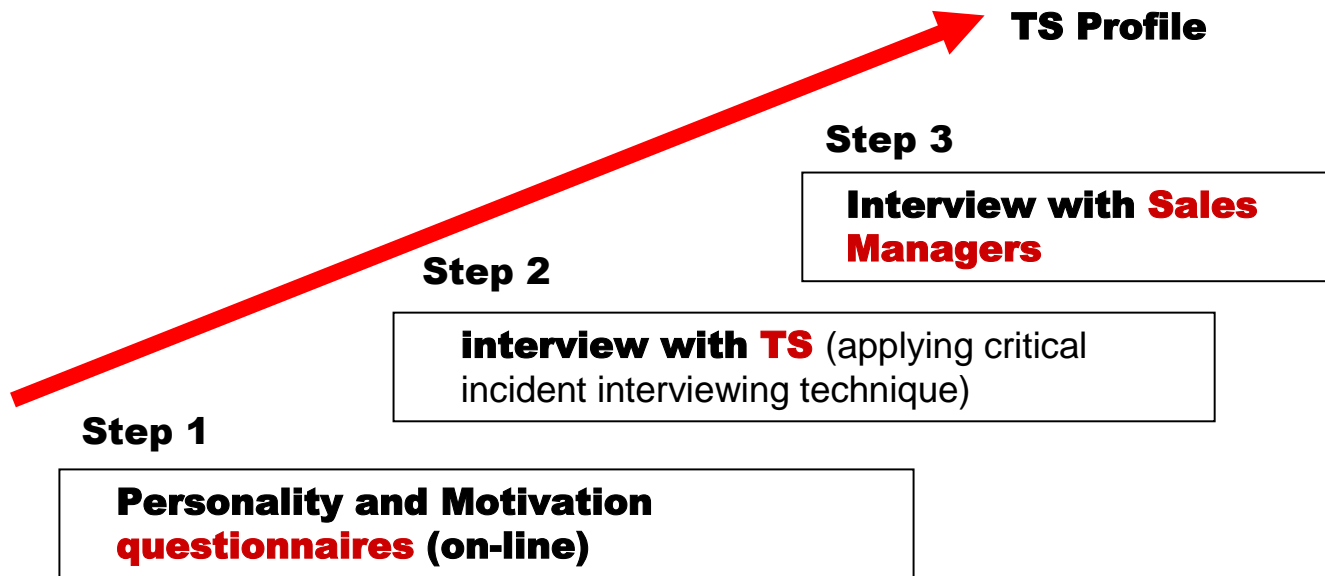
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activities that can make
most impact**

Back up charts

Example: “Hunter DNA: Sales Profile”

What are the differentiating personality patterns between performing and non-performing TS?

- Pilot in SE Asian MOs and MO India/China
- Total of 129 participants - 64 high performers / 65 non-performers
- 3-step Approach: employ professional tools from SHL Consultant (UK- base psychometrics company) with a large Asia Norm group



Which personality factors would be distinguishing for the high performing TS?

Persuasive

Controlling

Outspoken

Outgoing

Socially Confident

Adpatable

Forward Thinking

Conscientious

Rules Follwoing

Emontional Control

Modest

Relax

Tough minded

Competitive

Decisive

Independent minded

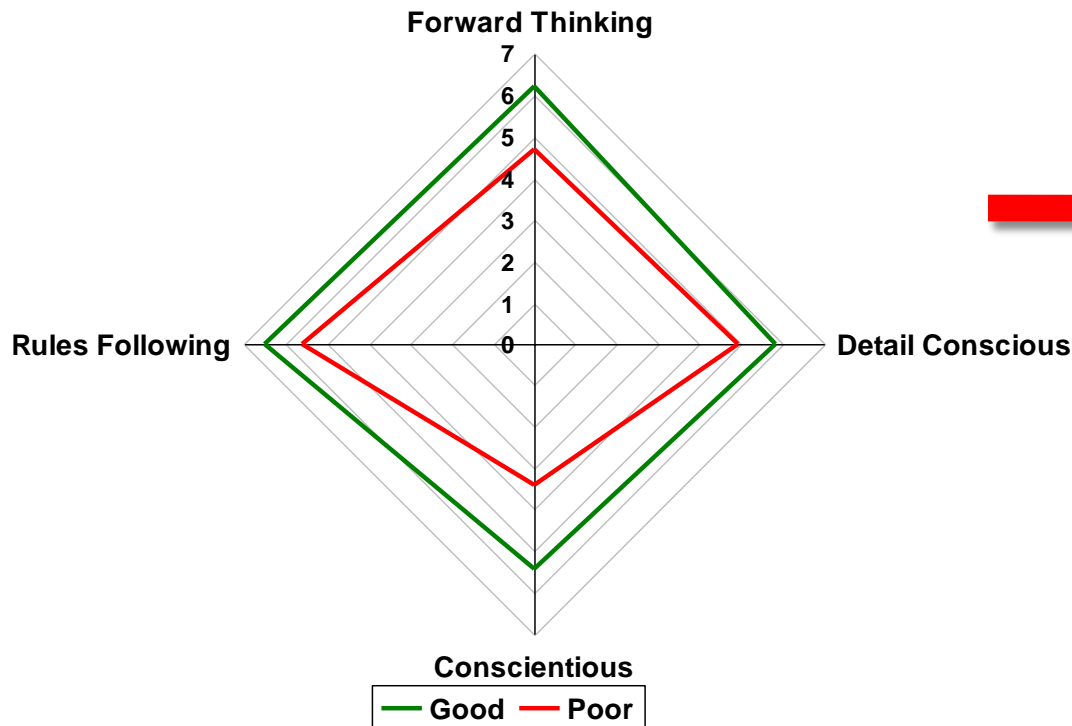
Data Rational

Evaluative

Summary – Personality Factors

What stands out as distinguishing personality factors:

1. Thinking style – sub-dimension “structure”

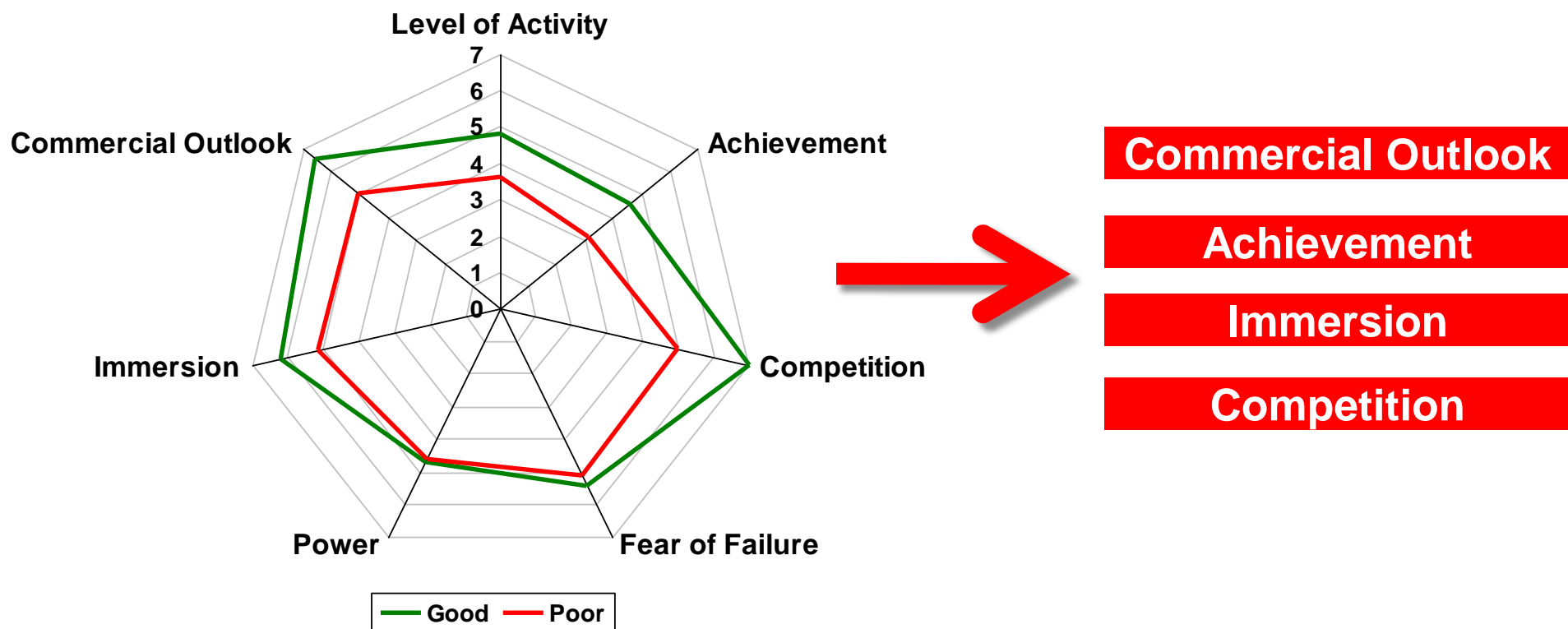


- Forward Thinking
- Rules Following
- Conscientious

Summary – Motivation Factors

What stands out as distinguishing motivation factors:

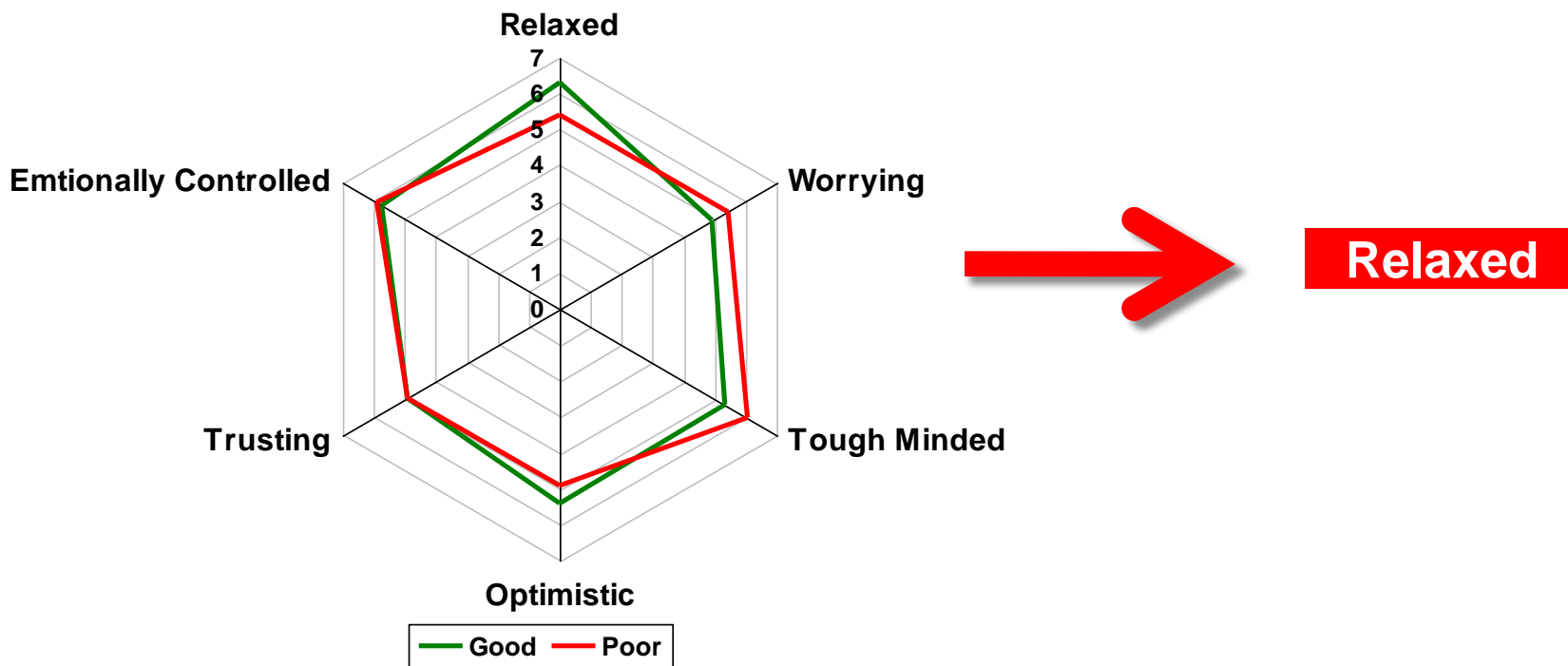
Energy & Dynamism



Summary – Personality Factors

What stands out as distinguishing personality factors:

2. Feelings and emotions: sub-dimension “emotions”



Result in SEA and India

SEA

India

Achieving

Forward Thinking

Conscientious

Rules Follwoing

Relax

Controlling

Outgoing

Less Modest

Less Emotionally Control

Culture also strongly influence the distinguishing personality profile for our successful TSs

Strong business result by impactful talent management

- **Double digits profit growth in Asia in last 5 years as a result of:**
 - **80% of leaders are promote from within**
 - **20% of employee with promotability**
 - **Over 85% retention rate**
 - **Over 75% of employee said that “Hilti is a great place to work” in the employee satisfaction survey**



Thank you!