



Using ACs to align global talent with critical career paths to meet business requirements

Presented by

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GRUNDFOS 


a&dc
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COMPANY PROFILE

The Grundfos Purpose

Grundfos is a global leader in advanced pump solutions and a trendsetter in water technology.



We contribute to global sustainability by pioneering technologies that improve quality of life for people and care for the planet.

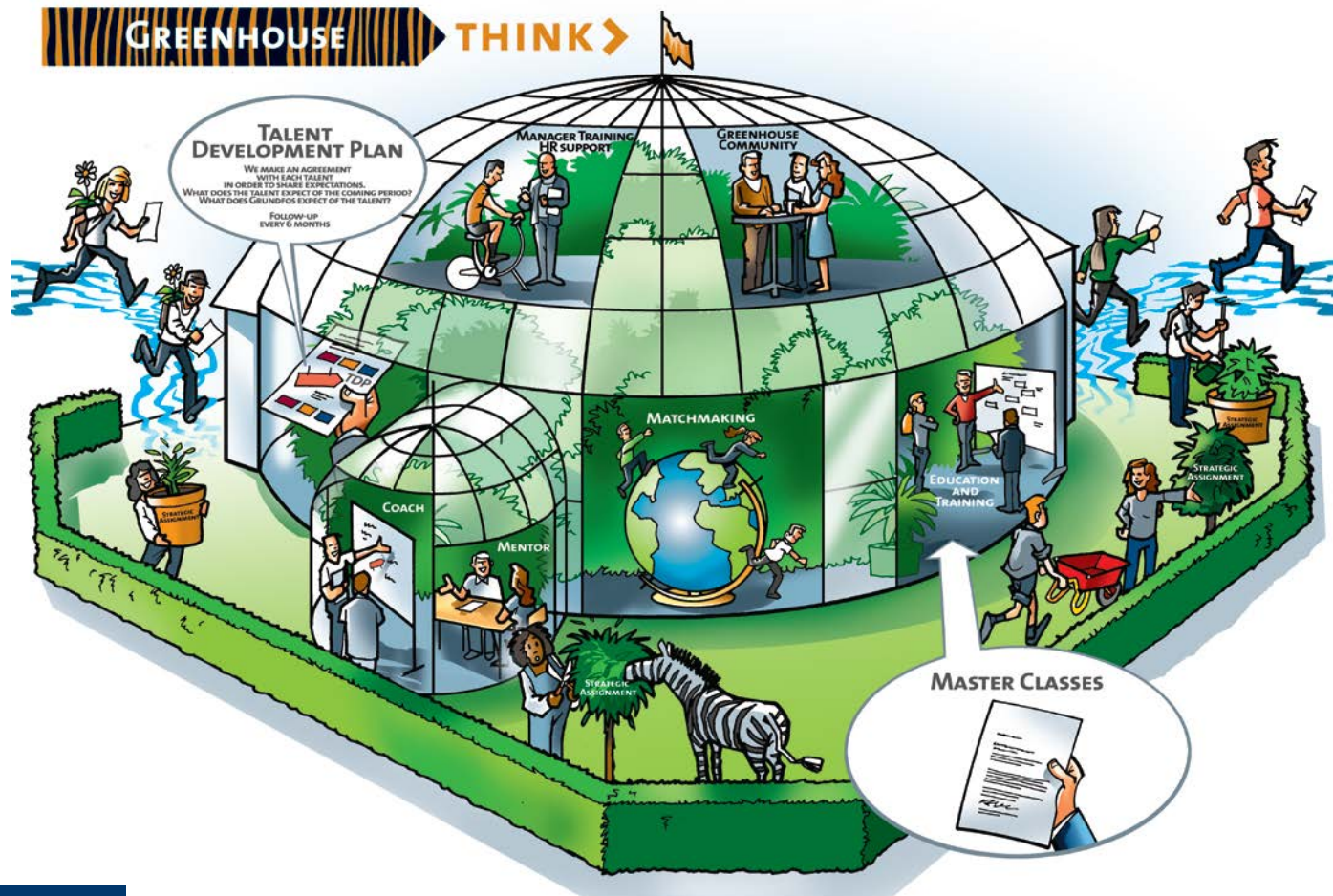
The strategic need for talents in Grundfos



The desired talent pipeline in Grundfos



Introducing the Talent Engine V1



Talent Centre Design

Grundfos recognised the need to not only identify the leaders of the future but also different types of talent.

Job analysis

- 14 scoping interviews with key stakeholders to determine competencies required for 3 different Talent pools.
- Competencies formed the basis of the exercise types and subsequent design.

Three Talent pools were envisioned:

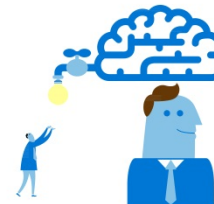
Leaders



Specialists



Innovators



Talent Centre Design



The Talent Centre - Assessment

- Bespoke business simulation exercises based on 'day in the life' principles.
- Reflect typical ways in which people work: working alone, one-to-one and in groups
- Background Document sets the scene in GreenGen, a fictional renewable energy company.

Exercises Include:

Analysis Exercise



Presentation



Group Discussion



Crisis Management



The Talent Centre - Development

We ran a Self-Development Module for self directed learning and personal development planning.



Talents received behavioural feedback at the Talent Centre from a trained Grundfos Assessor.

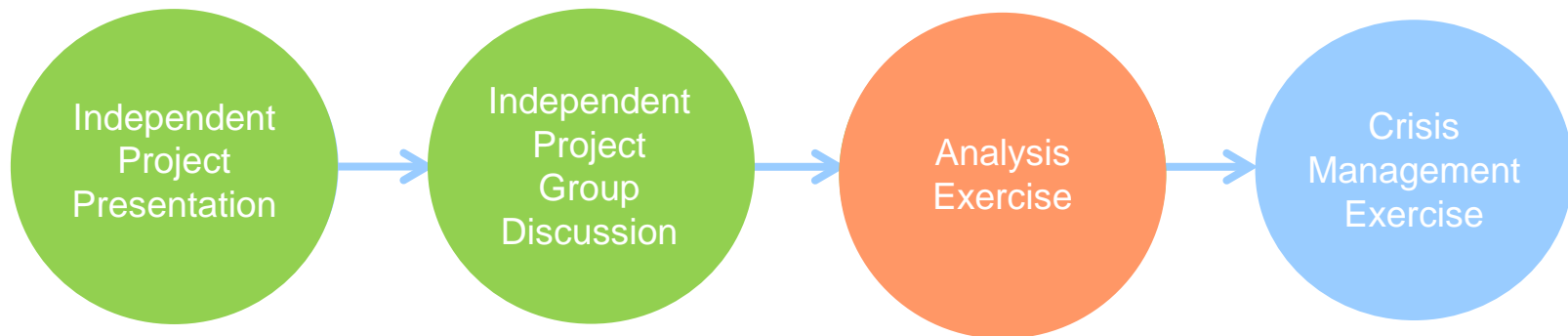
They also received psychometric feedback from a trait personality measure to enhance their self awareness.



Talent Centre 2009-2013

- From 2009-2013, the Talent centre competencies and exercises have been refined and altered based on feedback and evaluation.

Version 2



- In 2013, the competency model was altered.

Talent Centre 2009-2013



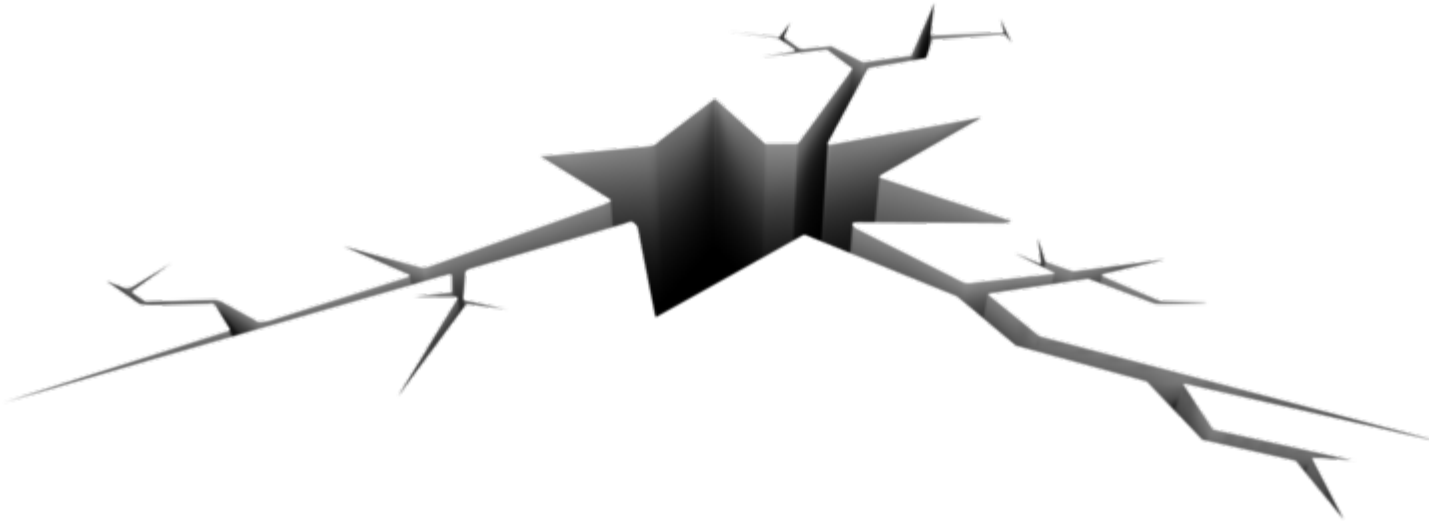


Independent Project - Presentation

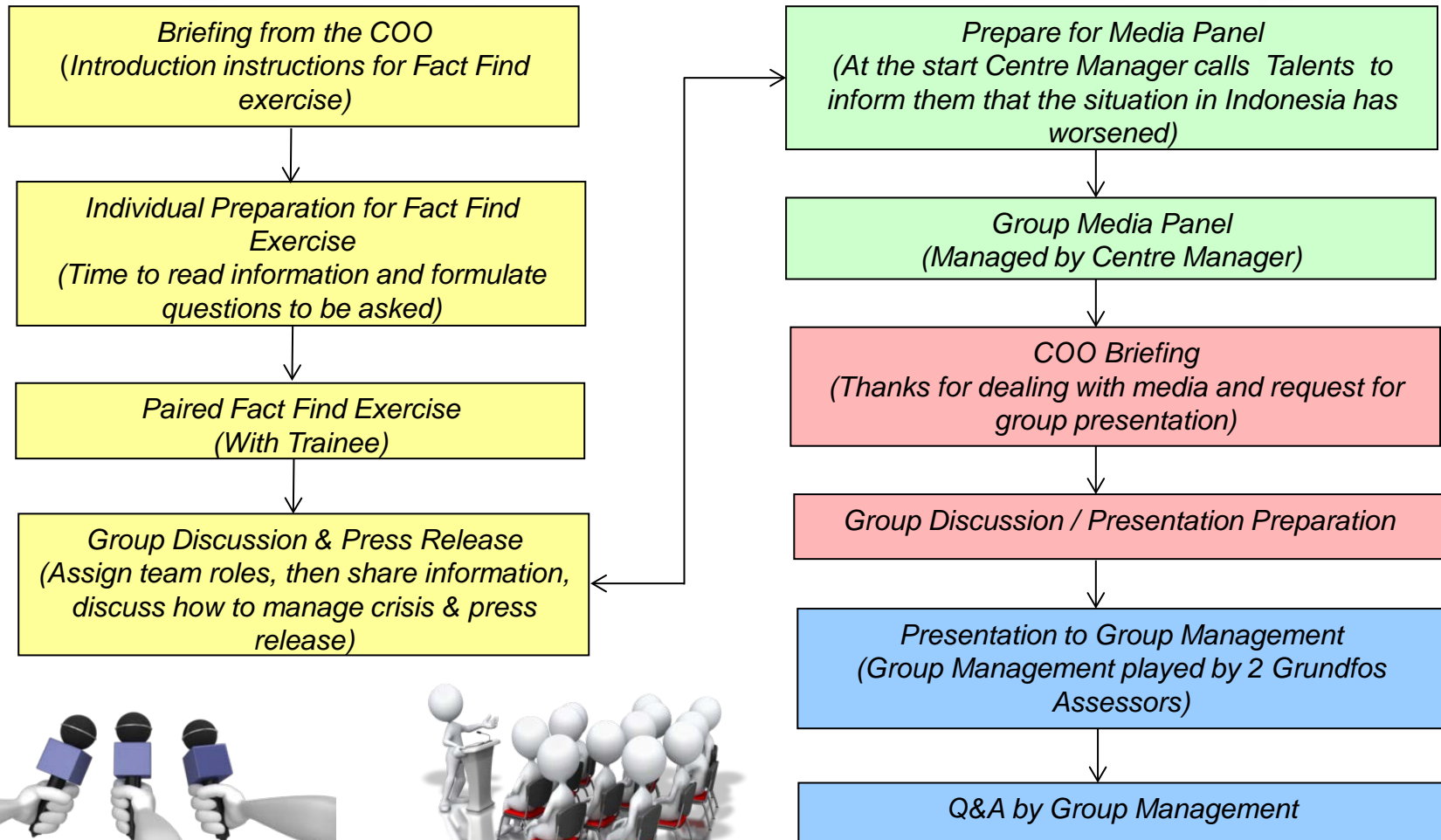
- GreenGen are looking to use their expertise to support countries following natural disasters by providing them with a 'backup' supply of green energy.
- Talents are set this task as one of GreenGen's strategic initiatives with a Presentation output to be delivered to one of the Assessors.
- Talents are requested to consider the following:
 - How GreenGen can capitalise on the opportunities?
 - How GreenGen can overcome the identified risks and challenges?
 - Your final recommendations regarding next steps.
- Exercise is spread over two days:
 - Day 1 – Launch, research, questions document, preparation of presentation
 - Day 2 – Individual presentation to Assessor



Crisis Management Exercise



Crisis Management Exercise



Talent Centre Scoring rules

	Competency	IP- Presentation	IP – Group Discussion	Analysis Exercise	Crisis Management Exercise	Behavioural Total	# of times observed
all	Communicating Effectively	2	3	3		3	3
all	Business Acumen	3	1		3	3	3
all	Delivering Outstanding Results	4	2		2	2	3
all	Embracing Change		2	3	2	2	3
	Sub total					10	
S	Thirst For Knowledge	1		2	2	2	3
L/I	Strategic Focus	2	2	3		2	3
I/S	Influencing & Networking	2	4		2	2	3
I	Creativity	3		2	2	2	3
L	Inspiring Leadership		2	3	3	3	3
	Sub total					11	
	TOTAL					21	

Talent Centre Statistical Evaluation

Talent vs Global Talent

- For all competency scores, Adjusted $R^2 = .54$, ($p < .001$), thus all competencies explain substantial variance in Talent vs Global group membership.

Predictive Validation

- Overall ratings on the Talent Centre gave an outstanding correlation of 0.43 ($p < .001$) with job performance ratings taken 3 years later.

Utility Analysis

- We estimated that Grundfos would make monetary gains in the region of £539,247* with their **a&dc**-designed Talent Centre.



* Based on estimated talent and assessor salaries.

Return on Investment for Grundfos

- 79% of the talents have been promoted, 18% have changed business unit and 13% have moved to another country.
- Significantly more motivated and loyal Talents.
- The 101 talents who have completed the programme in 2013 count 82 % of the talents who were enrolled in the programme in 2009, which is satisfactory.
- Some 60 top managers and managers have been trained as talent assessors.
- Finally, Grundfos has been able to capitalise on a heightened strategic awareness and competencies amongst talents to address strategic challenges.



Next steps and objectives are...

- Grow the number of talents significantly across the organisation especially in emerging markets.
- All regions should have a strong pipeline of talents.
- Provide talents to new and promising business areas.
- Grow the number of innovators.



Thank you for listening.

Any Questions?