

Competing for talent: new realities

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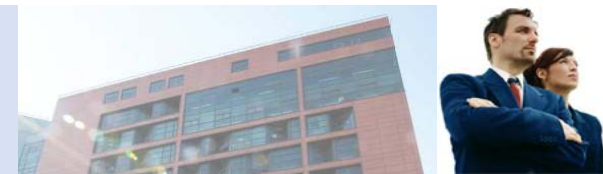
Major talent surveys 2011

- **PwC global CEO survey – January 2011**
- **Deloitte Talent Edge 2020 – December 2010**



International surveys: key findings

- Talent is at the top of CEO 2011 agenda
- Major companies recognize that talent needs are changing and are prepared to revise their talent strategies
- Talent issues are being considered in the strategic long-run context
- Most pressing key talent drivers are
 - globalization and
 - aging workforce



CBSD talent survey 2011: respondents include

- Troika
- Severstalresurs
- Alcatel Lucent
- Qiwi
- Intel
- Video International
- Severstal
- Lafarge
- Otis
- AlconLabs
- Alphacement
- TNK BP
- Unilever

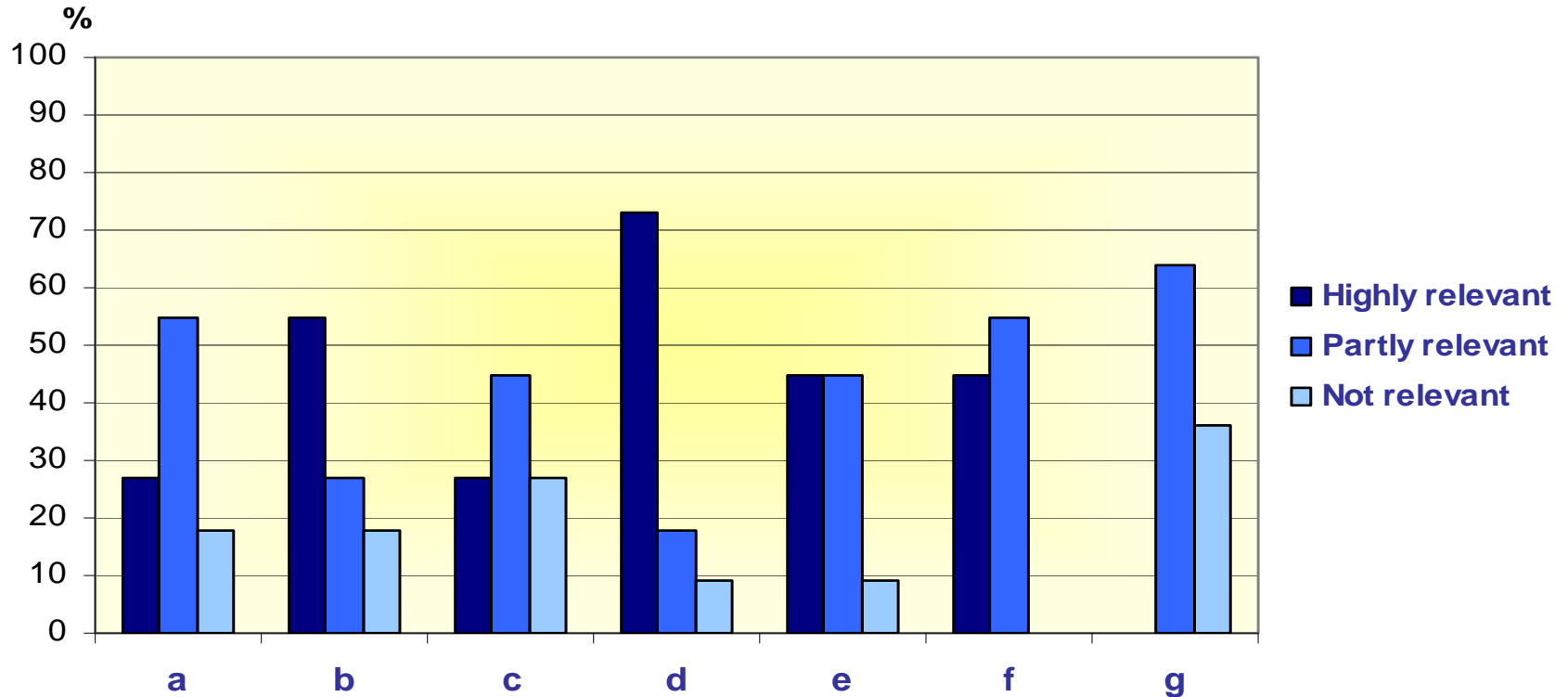


Key findings: the Market

- **Key current challenge:**
 - finding the right people who will stay
- **Next two challenges are:**
 - Initiatives from other companies
 - Regional staffing difficulties
- **Interestingly:**
 - Less than 30% feel affected by post-crisis environment



The Market



a – Post crisis environment

b - Initiatives from other companies

c - Initiatives from other companies

d - Right people to stay

e - Shortage of candidate supply

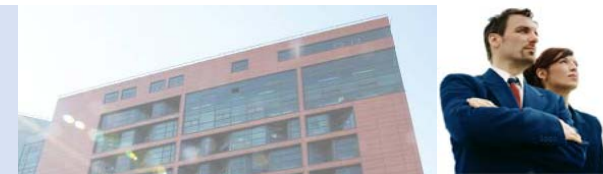
f - Difficulties in regional staffing

g - Generational differences

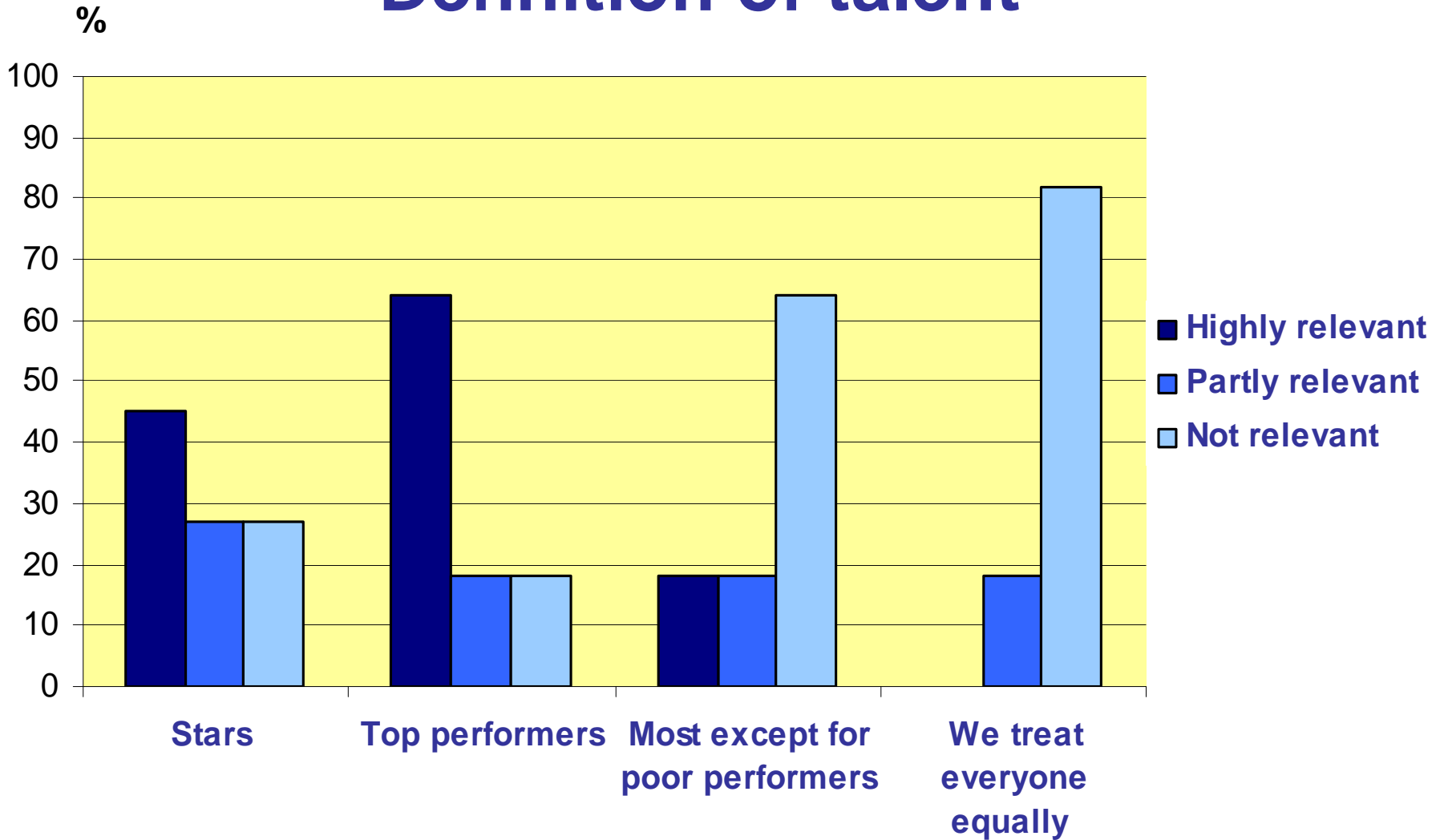


Key findings: the Company

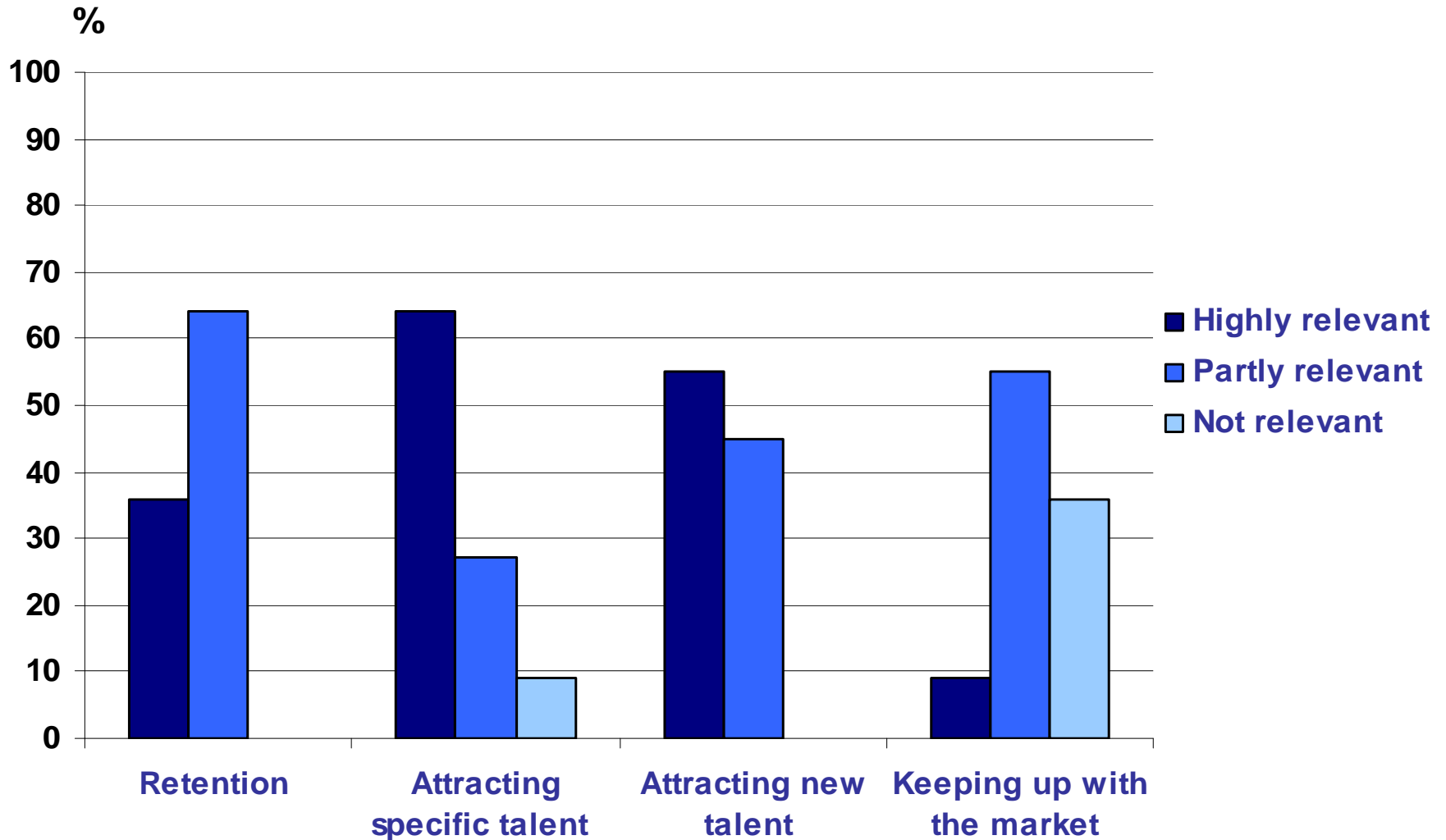
- **Most believe that the Western talent approaches are not directly applicable in Russia**
- **Talent mindset has considerable room to improve**
- **Interestingly:**
 - The following instruments are viewed as the least relevant:
 - EVP
 - Differentiation and affirmation



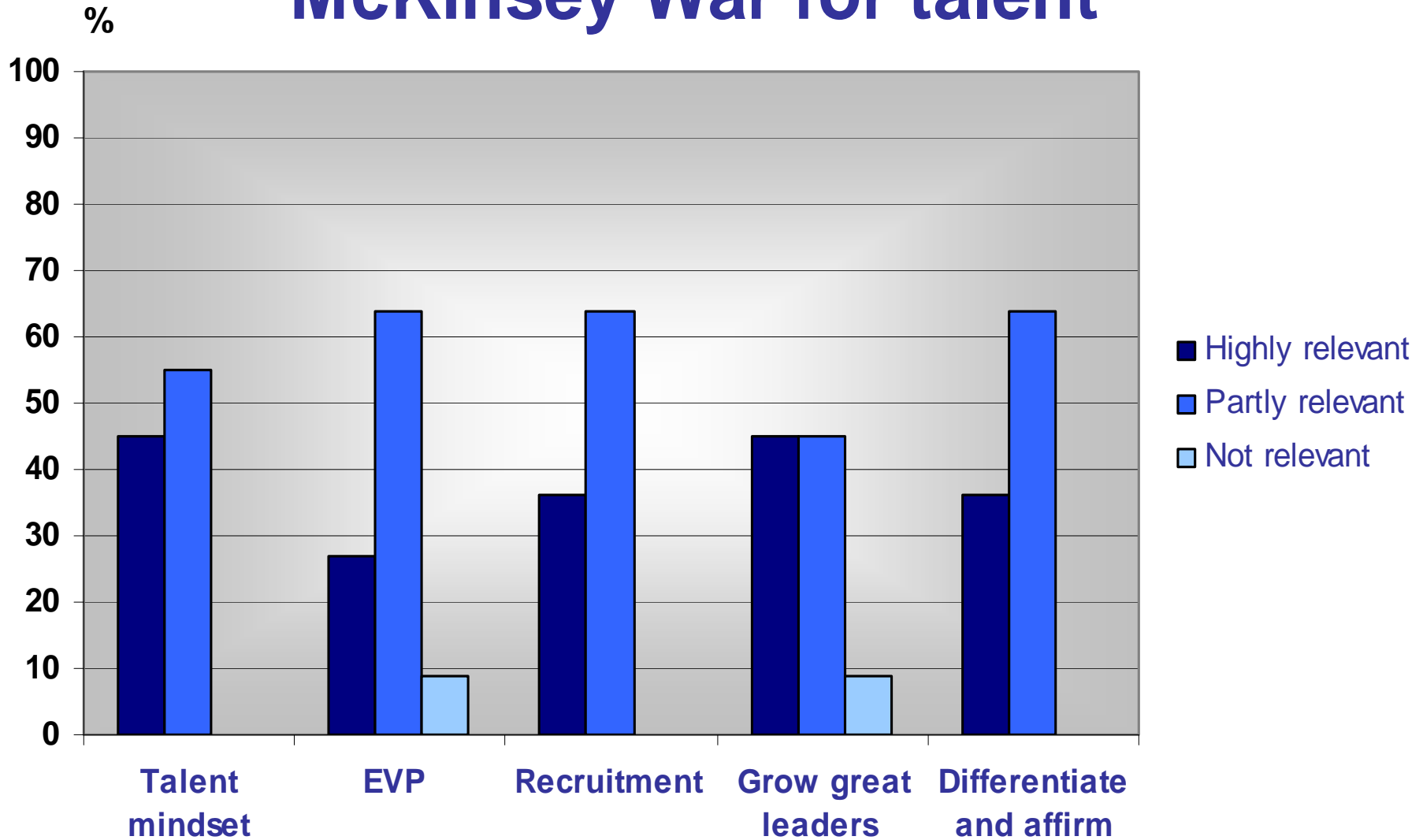
Definition of talent



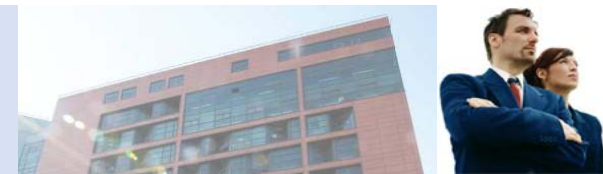
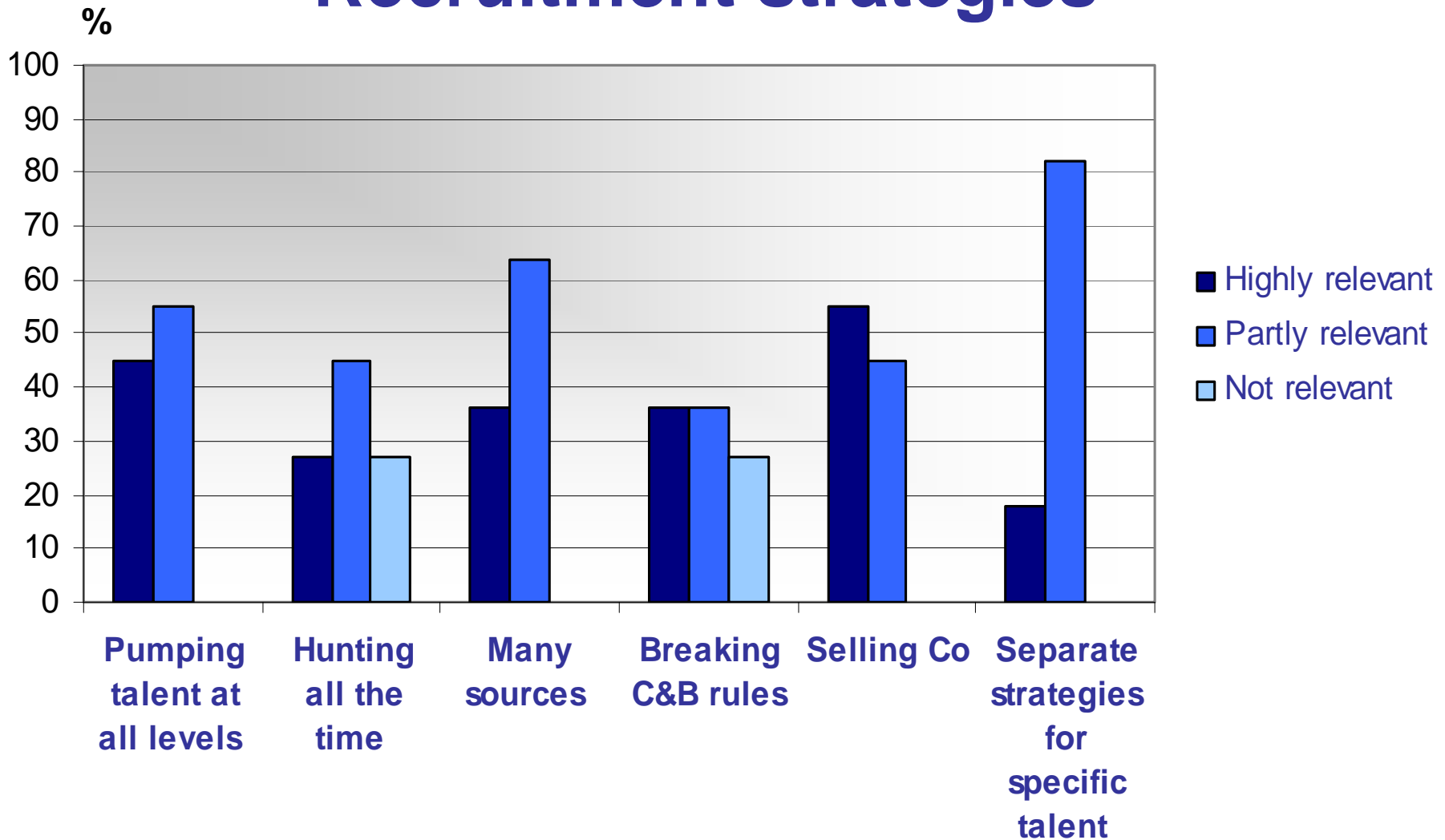
Most critical talent issues



McKinsey War for talent

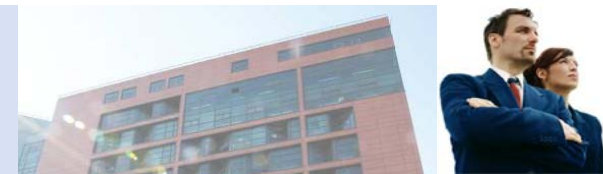


Recruitment strategies

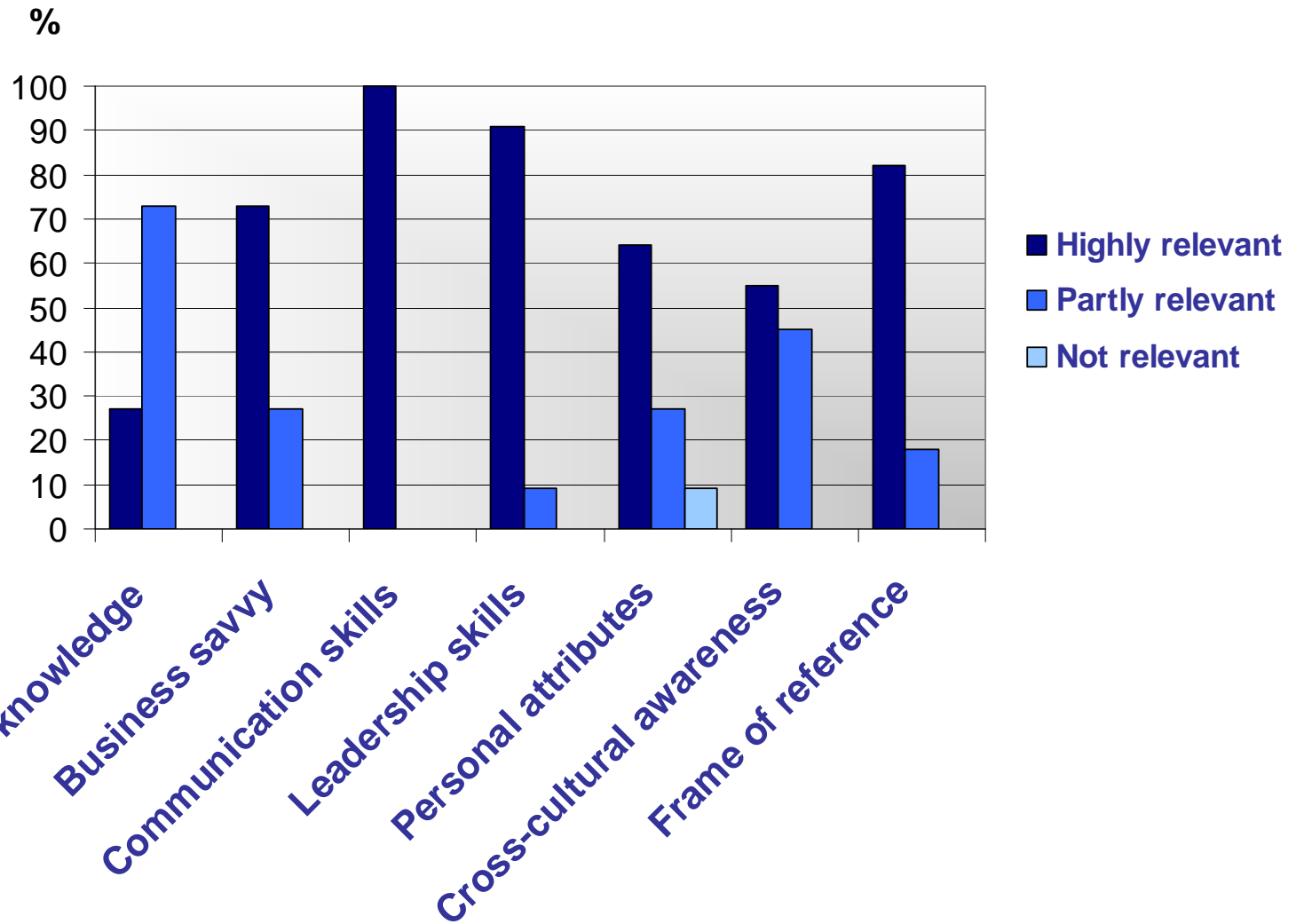


Key findings: the HR professional

- **The professional managing talent needs to have strong and multiple professional competencies**
- **Key qualities viewed as important:**
 - Communication skills
 - Leadership skills
 - Frame of reference
- **Interestingly:**
 - Technical HR knowledge is not viewed as the most critical competence



HR professional



What's next

- **Clear business strategy**
- **Clear sense of the pressing talent issues 3 years from now**
- **Move beyond anxiety and take action**

