

Talent Management Strategy

Retaining high performing teams in a difficult environment

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Strategic context of legal consulting business

- Everyone is a star!
- What's the point?
- Right mind-set not process!



Talent management strategy at Linklaters

- Systems and processes
- Pool vs pipeline
- They should know they are valued
- Right opportunity
- **International secondment**



Case study – Our Deal



Linklaters offers

Exceptional global opportunities and the most challenging work for a world-class client base

BEING
THE BEST

Uncompromising quality,
originality and a global mindset

Talented colleagues forming collaborative teams that welcome individuality and diversity

REAL
TEAM WORK

Shared culture and values,
making this a great place to work

Broad and rich experiences as a springboard to your career within or outside the firm
Outstanding learning in a knowledge sharing culture

MAXIMISING
POTENTIAL

Flexibility to respond to firm and client needs
Ambition and commitment to develop self and others

Meaningful feedback and transparency about the firm, career opportunities and your development

STRAIGHT
TALKING

Openness to provide, listen to and act on feedback

Support to help you manage the demands of the job
Highly competitive reward packages

MUTUAL
SUPPORT

Generous support to each other
Desire to contribute to the firm's success

Commitment to make a positive impact on society, the environment and the community

GIVING BACK

Personal responsibility to the communities in which we work

Our people offer

Case study – checking engagement

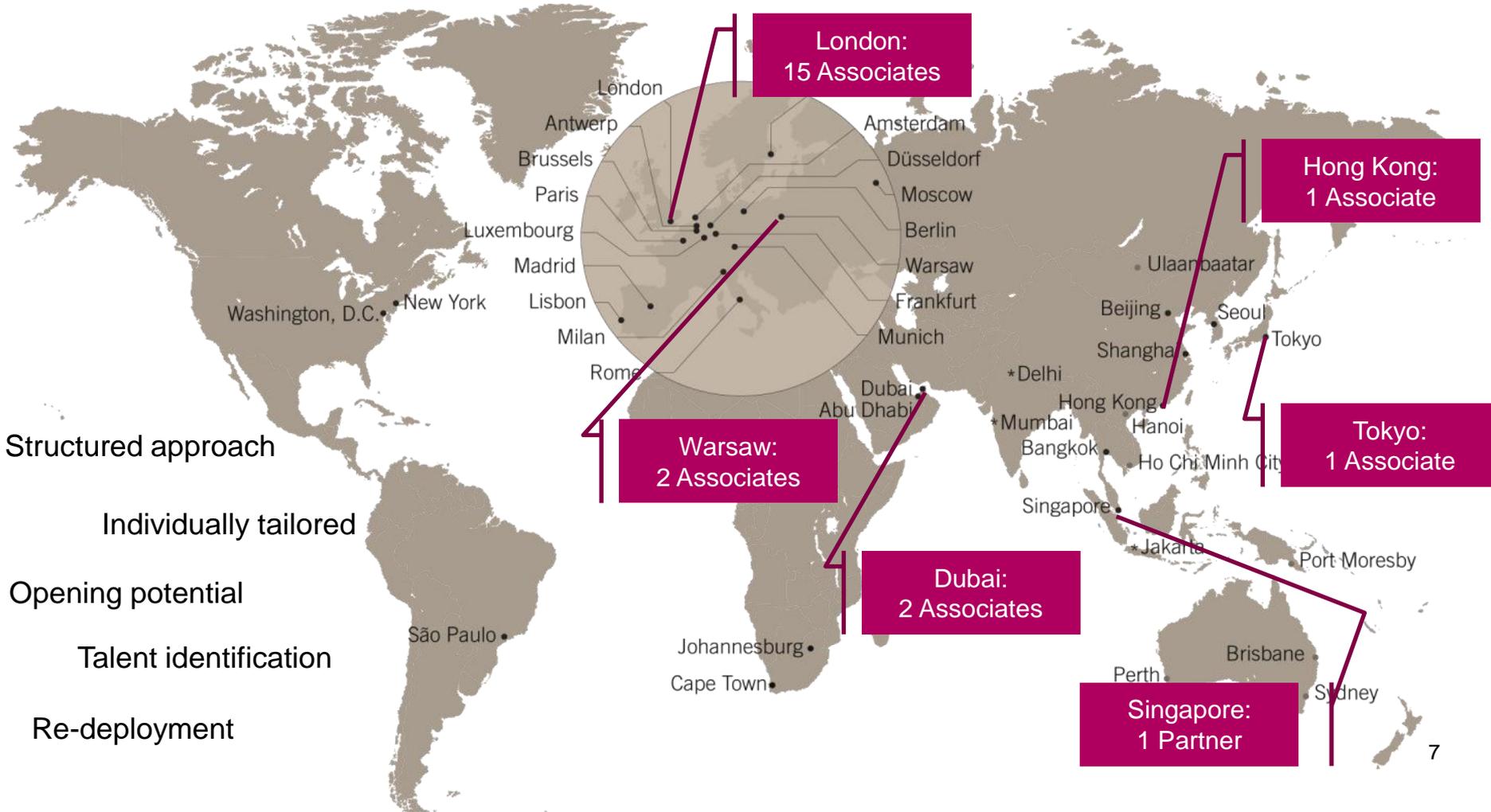
Engagement Index

Item	Engagement Index					2014 % Favourable
	Favourable	Neutral	Unfavourable			
I have a clear understanding of my possible career paths in Linklaters.	11%	42%	26%	16%	5%	53%
I have a meaningful career conversation with Partners I work with /My Manager at least once a year.	21%	47%	21%	5%	5%	68%
I receive timely and helpful feedback.	5%	32%	37%	21%	5%	37%
I am encouraged to show flexibility by taking an active interest in areas outside my immediate team/practice/function.	17%	44%	28%	6%	6%	61%
I can achieve my personal career goals at Linklaters.	5%	63%	16%	11%	5%	68%

A value proposition that will really make a difference



International secondments programme



Structured approach

Individually tailored

Opening potential

Talent identification

Re-deployment

Key recommendations

- Look at the pipeline not the pool
- Unique Value Proposition
- Aligned objectives
- Key role for HR



Questions?

