

Managing organization in turbulent times

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Разница
в отношении

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HR Strategy defines the way to manage Human Capital:

1

Supply the right amount of people with the right skills at right time

2

Maximize Productivity

3

Ensure Compliance

4

Effective HR model

HR strategy is set to maximize effectiveness of the business

Strategy

If a strategy is missing, or not agreed upon



CONFUSION

- No common direction
- No criteria for decision making

Structure

If a structure is not aligned to the strategy



FRICION

- Inability to mobilize resources
- Ineffective execution
- Lost opportunity for competitive advantage

Processes

If the development of coordinating mechanisms is left to chance



GRIDLOCK

- Lack of collaboration across units
- Long decision and innovation cycle
- Difficult to share information and best practices

Rewards systems

If the metrics and rewards don't support the goals



INTERNAL COMPETITION

- Wrong results
- Low standards
- Frustration and high turnover

People practices

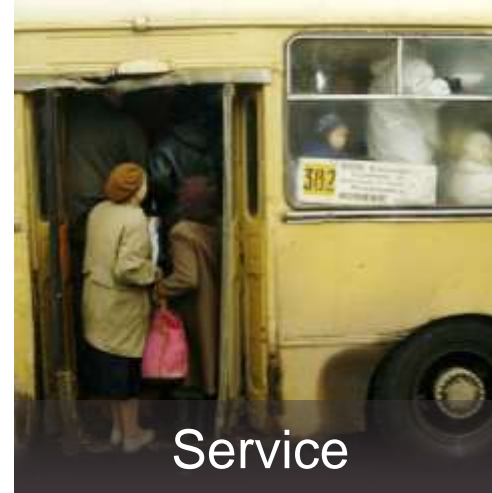
If people aren't enabled and empowered



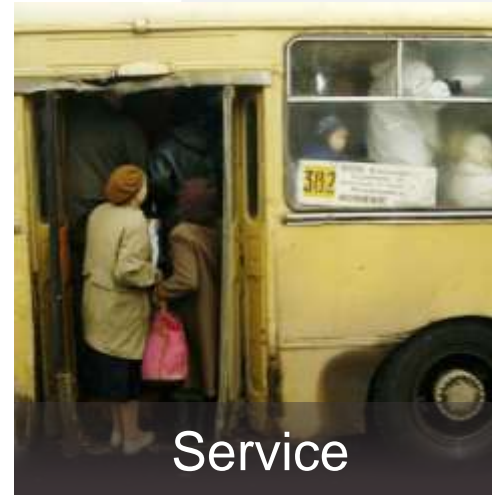
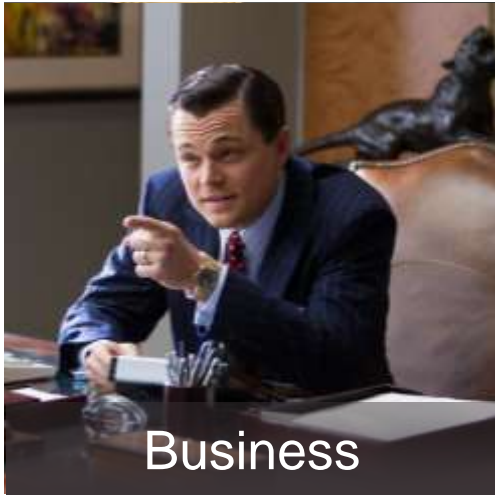
LOW PERFORMANCE

- Effort without result
- Low employees' engagement and enablement

What does it mean to be effective?



What does it mean to be effective?



LEADING THROUGH TURBULENT TIMES



Culture – VALUES
CHARTERS



ORGANIZATION
EFFECTIVENESS



- Leadership and management
EXCELLENCE

- Openness
- Trust
- Respect
- Professionalism
- Responsibility



- Engagement
- Internal Culture
Satisfaction
Survey
- External
feedback



LEAN
Headcount rightsizing
Robust KPIs



...taking Big
– new way of
ration

PRINCIPLES

Autonomy in decision making

Empowerment

Comfortable work environment

Trust

Responsibility

Professionalism

Respect

Openness

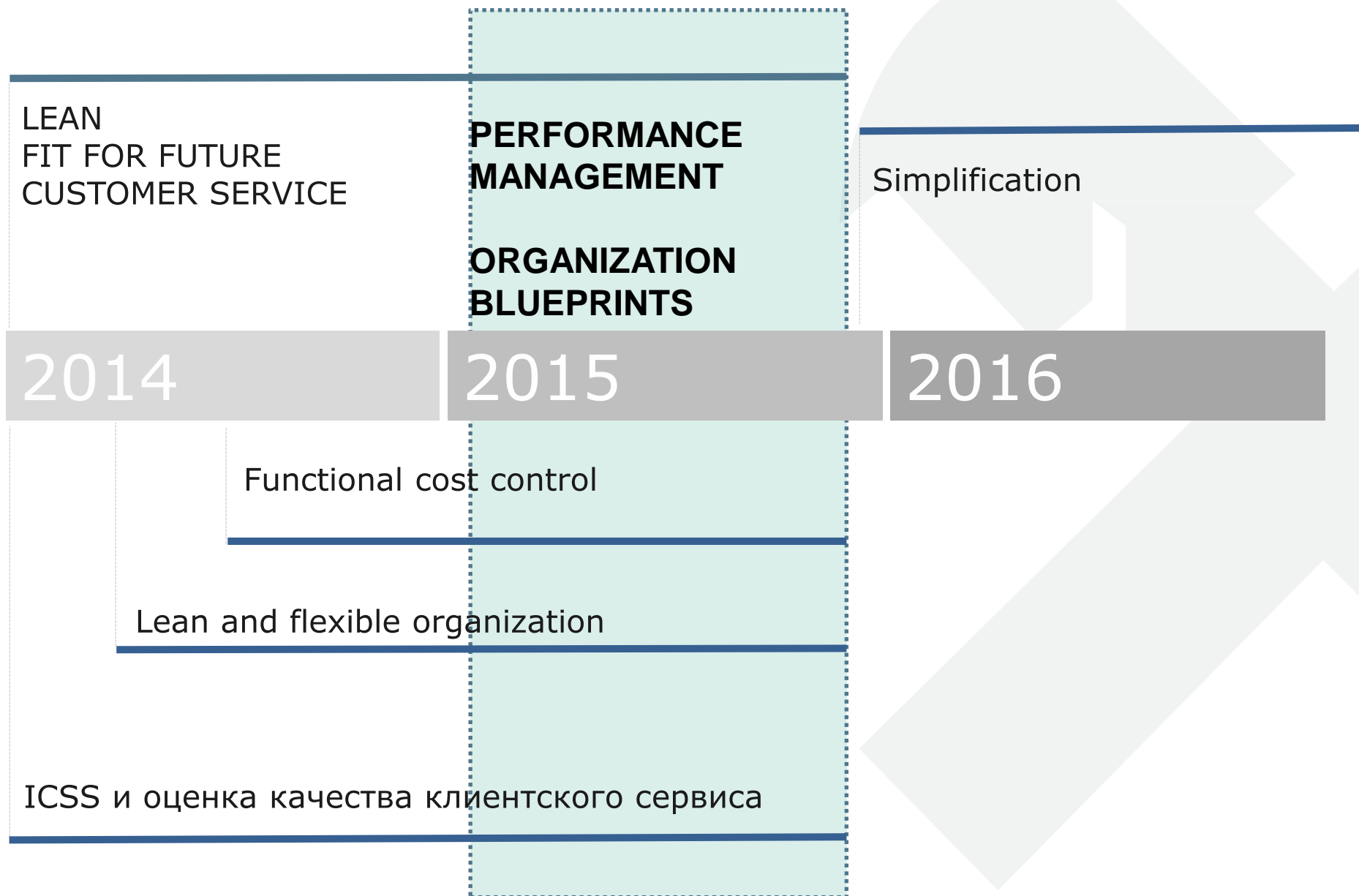
VALUES

LIVING VALUES – MANAGEMENT BOARD PROMISE

	OPENNESS	RESPECT	PROFESSIONALISM	TRUST	RESPONSIBILITY
Strategy and visionary	<p>We communicate strategy openly and clearly.</p> <p>Our decision making process is transparent.</p>	<p>We consider opinion of all stakeholders.</p> <p>We care about the interests of our clients.</p>	<p>We do our best to maximize shareholder value.</p> <p>We prioritize substance</p>	<p>We give credit to peoples’ commitments.</p> <p>We welcome initiative.</p>	<p>We take personal accountability for results and direction.</p> <p>We are committed to see the strategy through.</p>
Distribution of resources	<p>We follow transparent resource allocation process.</p> <p>We provide comprehensive information on available resources.</p>	<p>We provide enough time for important discussions.</p>	<p>We promptly react to external conditions.</p> <p>We think Bank, not particular area.</p>	<p>We rely on people to make use of resources in the best interest of the Bank.</p> <p>We encourage constructive disputes.</p>	<p>We strive to reach agreements fast and respect decisions that have been made.</p> <p>We promptly flag risks and act on them.</p>
Engagement and empowering of staff to achieve bank goals	<p>We encourage the culture of feedback.</p> <p>We adhere to transparency of objectives and achievements.</p>	<p>We value and respect diversity</p> <p>We strive to make goal and KPI setting a result of mutual agreement.</p>	<p>We make KPI’s S.M.A.R.T.</p> <p>We reward performance.</p>	<p>We strive to avoid micromanagement and promote delegation.</p> <p>We provide freedom of action within the framework.</p>	<p>We create environment of full accountability.</p> <p>We discuss and address performance.</p>
Change Leader	<p>We communicate “why-what-how”.</p>	<p>We seek buy-in.</p> <p>We avoid emotional escalation.</p>	<p>We believe that change must create value.</p> <p>We provide tools and support to manage the change.</p>	<p>We give credit to new ideas.</p>	<p>We “walk the talk”.</p> <p>We create the environment and mindset open to change.</p>

EFFICIENCY FOCUS

Road map



THANK YOU!



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