



## **Development planning across boundaries**

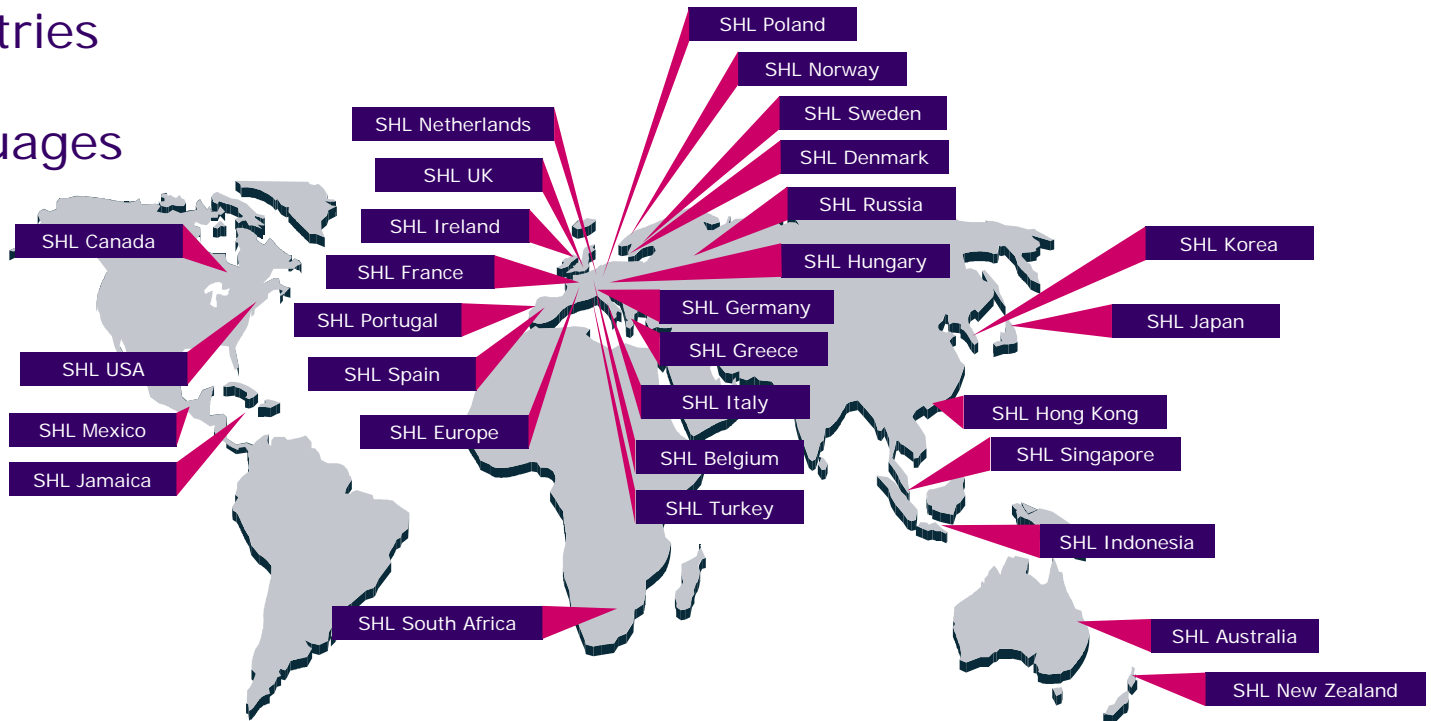
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Countries, Syngenta

2011

# > SHL in the world



- More than 700 consultants
- 44 countries
- 30 languages



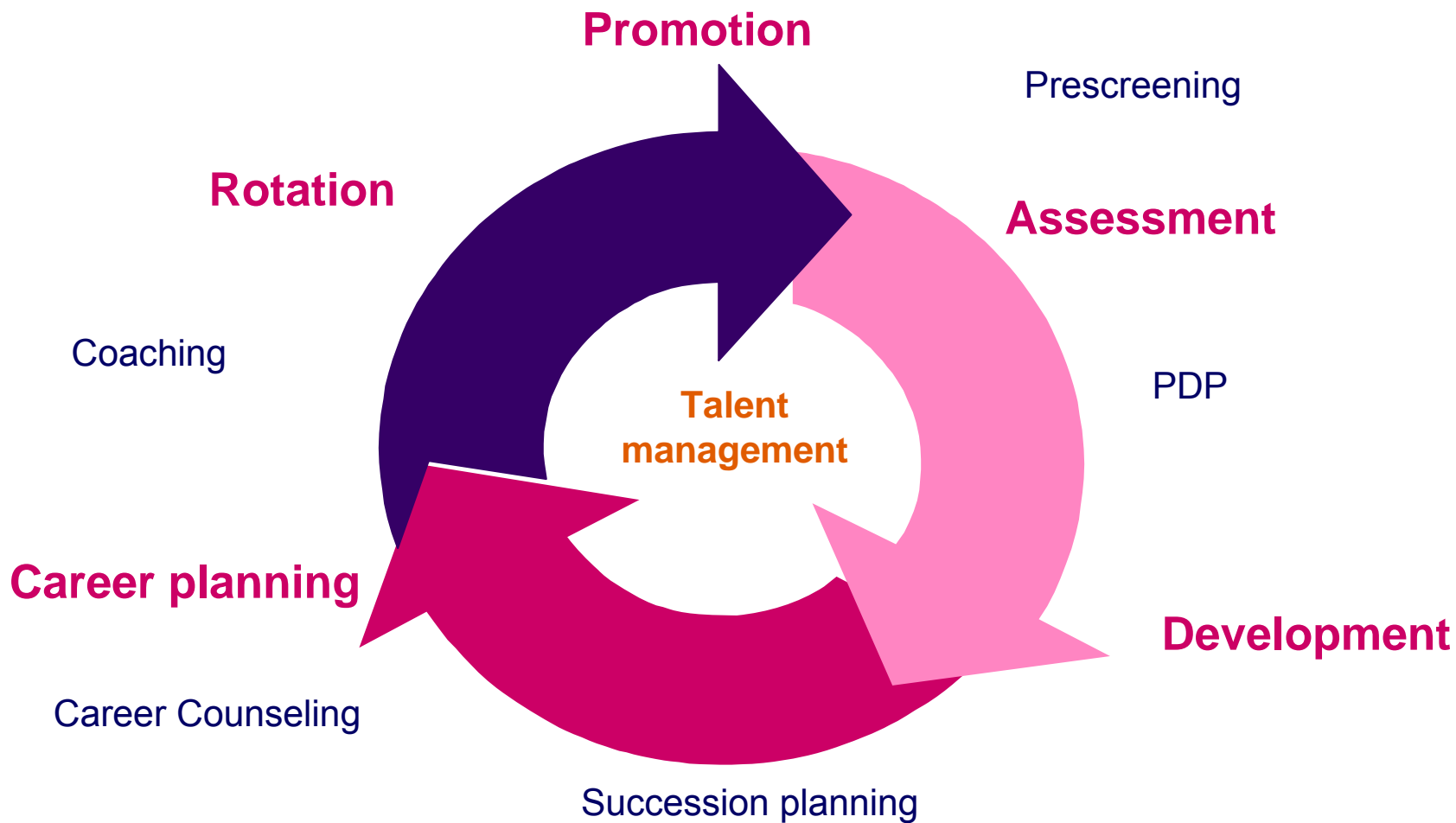
- About 7500 corporate clients

## > Why is it necessary to invest in mid-management development?

Unique role of mid-management: manager + expert

- Strategic plans and future goals
- Workforce requirement
- Knowledge retention and critical roles

- Strengthening succession pipeline and leadership
- Defining transparent criteria for career management
- Management involvement
- Development planning



# Syngenta Worldwide and in East Europe

*Bringing plant potential to life*

Syngenta is one of the world's leading companies in Agribusiness with more than 25,000 employees in over 90 countries

- 3 Business compounds

Crop Protection



Diverse Field Crops

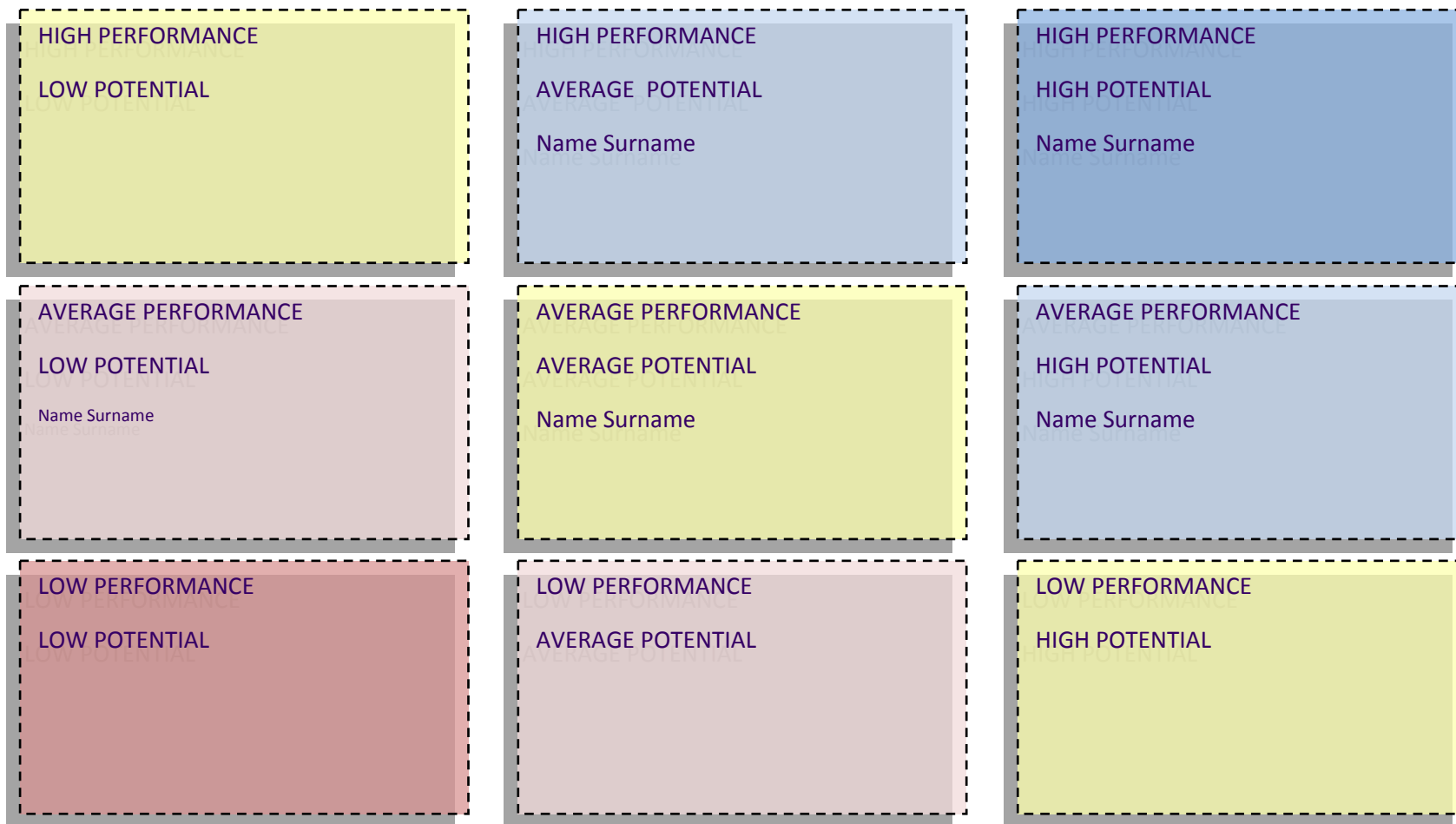


Vegetables



# > Current Level & Potential

CURRENT LEVEL OF COMPLETENCIES DEVELOPMENT



LEADERSHIP POTENTIAL

# of competencies at standard (3) level or above

# Assessment and Development Centre Cross-Country: Objectives and Challenges

## Objectives:

To identify and to deliver the best-fit development solutions for Syngenta HiPos across EE

To provide visibility of HiPos across region

To provide broader networking opportunities for HiPos

To help leaders to better understand their people

## Challenges:

People from different functions, levels and countries

Not a native language of the AC/DC

Cross-country project management (very few partners/providers have this capability and capacity)



# Syngenta EE Assessment / Development Centres Facts and Figures

## 2009:

22 managers; 8 countries; 5 functions; 3 groups

## 2010:

21 manager; 12 countries; 7 functions; 3 groups

## Key success factors:

- Strong involvement of senior leaders: Head of Eastern Europe, Country Heads, Regional heads of Functions: Marketing, Business Development, HR etc.
- Support on area and local level
- Candidate's selection: people from 4-6 different countries and 3-4 various functions in each group
- International consultant's team

# Syngenta EE Assessment / Development Centres Outcomes

## Individual:

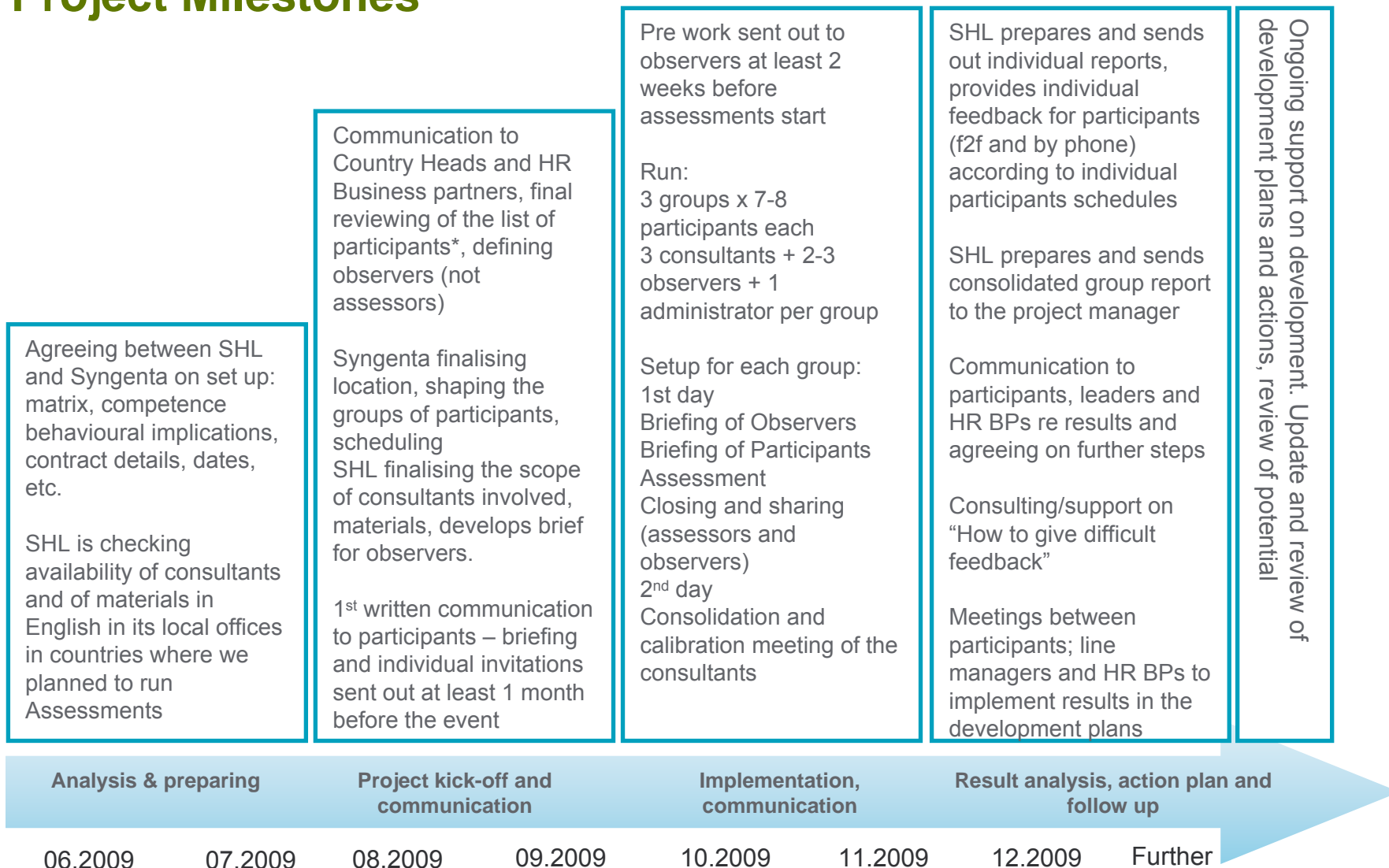
(2009 data; as for 2010 will be consolidated in May, after TM review)

- 9 people has moved to another position, all of them beyond their function and/or organization
- Some participants rethought and changed their career paths

## Regional:

- Leaders from different countries and regional heads of functions had an opportunity to see people across organisation and to get a “benchmark” comparing the cross-country overview with what they see in their countries/ teams
- Some capabilities gaps related to people management became more visible
- Emphasis of it helped to get an approval and sponsorship from senior management for the cross-country development programs on Leadership and Finance for non-financial managers

# Project Milestones



\* In this particular case the list of participants is already had predefined after the DDI LPI and Talent Reviews

## > Case study

<b>Purpose</b>	<b>Objectives</b>
<p>To identify and to deliver the best-fit development solutions for Syngenta HiPos across EE Area based on individual strengths and capability gaps</p>	<p>To increase self-awareness of strengths and areas for development within group of participants To strengthen the development planning for HiPos based on their individual gaps To provide visibility to HiPos To provide wider networking opportunities for HiPos</p>
<b>Output</b>	<b>Outcome</b>
<p>Individual Reports + OPQ Face to face feedback sessions Background for development discussions Group Report Individual Development Plans and Area Development Plan based on identified gaps</p>	<p>Self awareness and reflections of HiPos on their future development and individual challenges Closer contacts between people from different countries, functions, levels Visibility across area Recognition</p>