



**10th Annual Conference**  
6th - 8th May 2010  
Robinson Executive Centre Wyboston MK44 3AL  
[www.theabp.org.uk](http://www.theabp.org.uk)



# Global Talent Development

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# ➤ Agenda

- The Context
- The Approach
- The Outcome



## ➤ Grundfos in Brief



- Founded in 1945 by Poul Due Jensen
- Annual production over 16 Mio. pump units
- Turnover of EUR 2.4 billion in 2009
- More than 17,000 employees worldwide



# ➤ Global Presence



## 80 companies in 45 countries

### WEREG:

16 sales companies  
6 production companies  
5 New Business companies  
3 other brands

### CEREG:

13 sales companies  
3 production companies  
5 other brands

### CHINA:

2 sales companies  
1 production company  
1 other brand

### APREG:

9 sales companies  
2 production companies  
2 other brands

### STAR:

7 sales companies

### NAMREG:

3 sales companies  
2 production companies  
3 other brands

# The Grundfos Mission



As one of the world's leading pump manufacturers, Grundfos aims to:

- Develop, produce and sell top-quality pumps
- Make people's everyday lives easier
- Actively contribute to a better global environment



# ➤ Global Challenges

- CO<sub>2</sub> and climate change
- Population growth
- Urbanization
- Growing middle class
- Growing markets
- New technologies
- Water as a scarce resource
- Global financial crisis
- Languages



# “It’s Time to Choose our Future”

- 60 consecutive years of growth
- Technological leader
- Best pump brand in the market
- Many new opportunities
- Need a guiding star for our innovation



## ➤ We are Raising the Bar

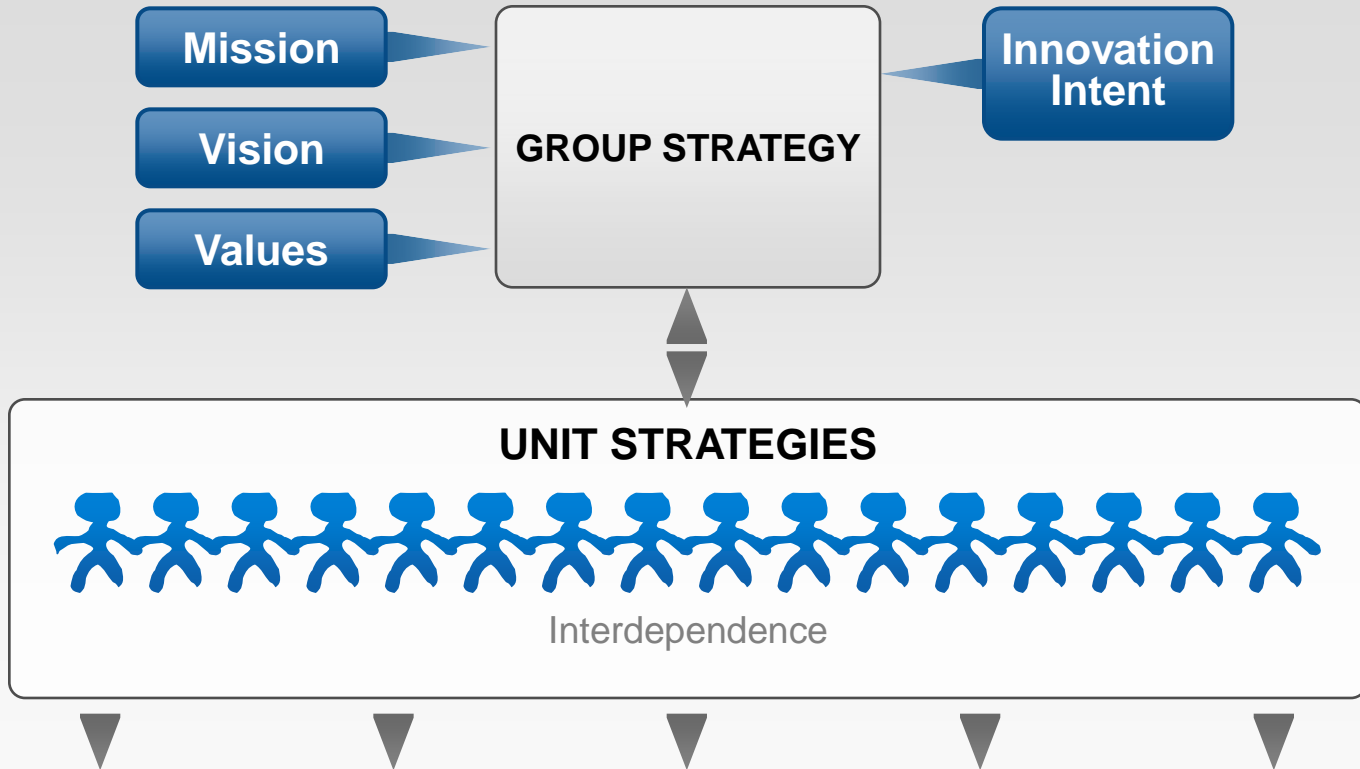


- Create truly groundbreaking innovation
- Focus on growth markets
- Accelerate green efforts
- We **must** meet all 3 challenges at the same time

GRUNDFOS THINKING ABOUT TOMORROW

**CONCERN** Put sustainability first  
**CARE** Be there for a growing world  
**CREATE** Pioneer new technologies

# ➤ Strategy Roadmap



Actions, behavior and culture that move Grundfos in the right direction

# ➤ People & Strategy 2010-2015



**Talent  
Management**



**Truly Global**

**Future Leadership**

**Competence Fit**

## ➤ Talent Engine V1

**Purpose:** *Not only to develop talents, but to develop an organization where talents love to work, because a talented organization requires and produces talents”*



### The Burning Question – How Do We...

...successfully build and implement a new concept of talent management, based on a new approach, building on excellence, transparency and differentiated career paths, and meeting the challenges of globalisation, complexity, generations and the evolution towards the knowledge paradigm?

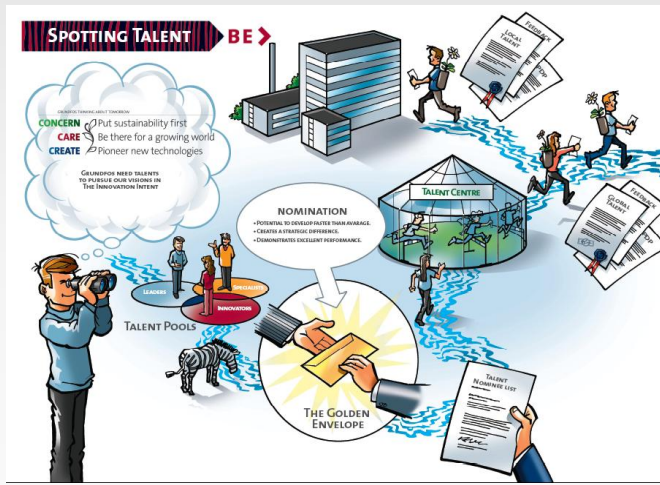


# ➤ Talent Engine V1

## Global workshop

The overall Talent Engine V1 concept was developed at the Global Talent Management workshop in October 2008 at CBS, Copenhagen

- 36 participants from 26 countries across units
- 4 top students and 1 professor from CBS
- 5 participants from P&S, including facilitators



# SPOTTING TALENT

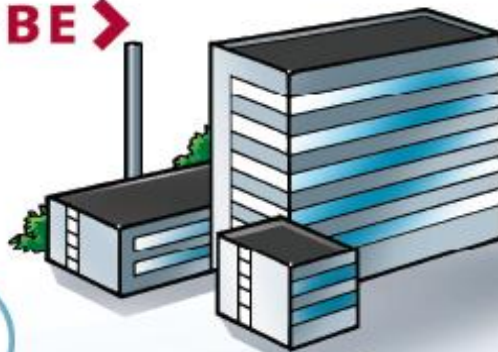
BE >

GRUNDFOS THINKING ABOUT TOMORROW

**CONCERN**  
**CARE**  
**CREATE**

Put sustainability first  
Be there for a growing world  
Pioneer new technologies

GRUNDFOS NEED TALENTS  
TO PURSUE OUR VISIONS IN  
THE INNOVATION INTENT

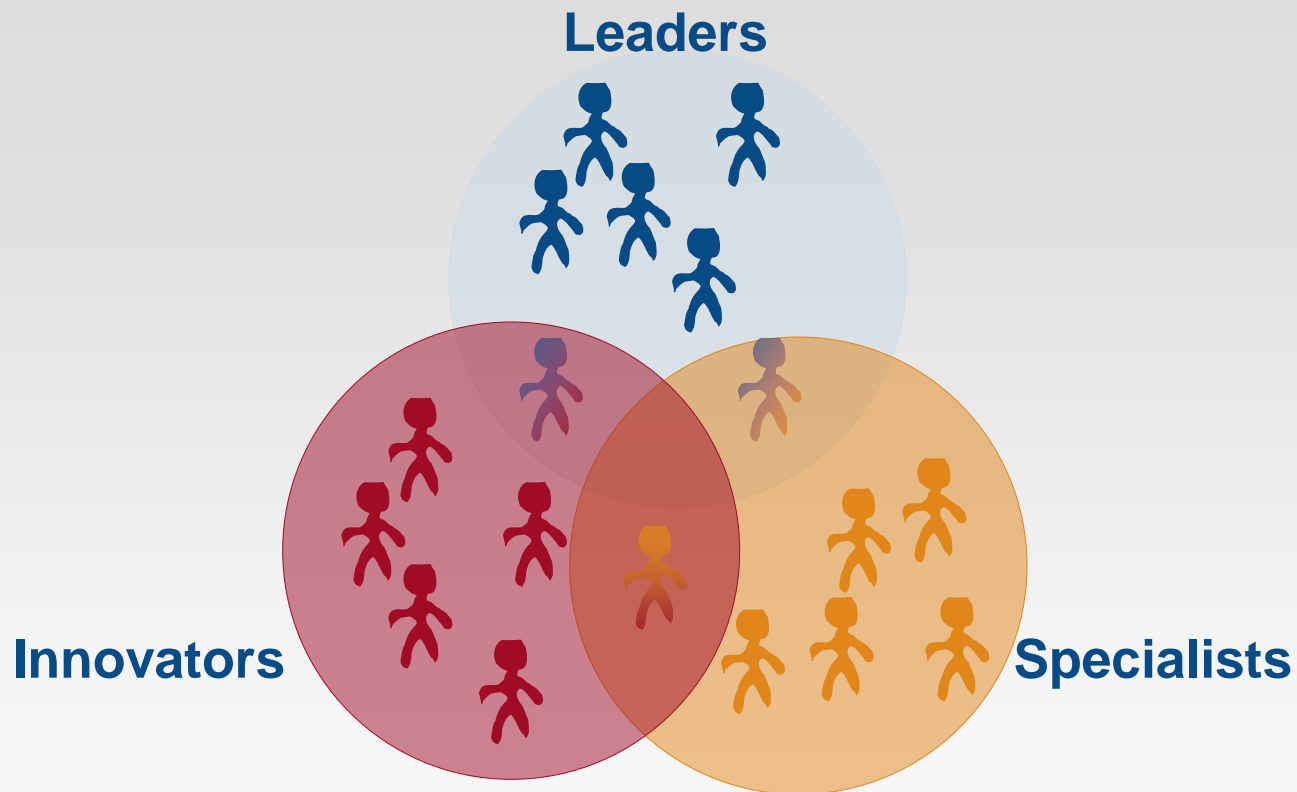


**NOMINATION**

- POTENTIAL TO DEVELOP FASTER THAN AVERAGE.
- CREATES A STRATEGIC DIFFERENCE.
- DEMONSTRATES EXCELLENT PERFORMANCE.



# ➤ Talent Pools



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# Our Brief

- To develop a process to **assess and identify talent**
- To provide a **demanding experience** which stretches all talents in a chaotic, uncertain environment
- To provide a **motivational and focused development plan** for all talents whether or not they enter the green house as global talents



# Typical Use of Development Centres for Talent Spotting



## Specificity

- One type of role

## Artificiality

- Range of discreet simulations

## Stability

- Participants respond to initial information input

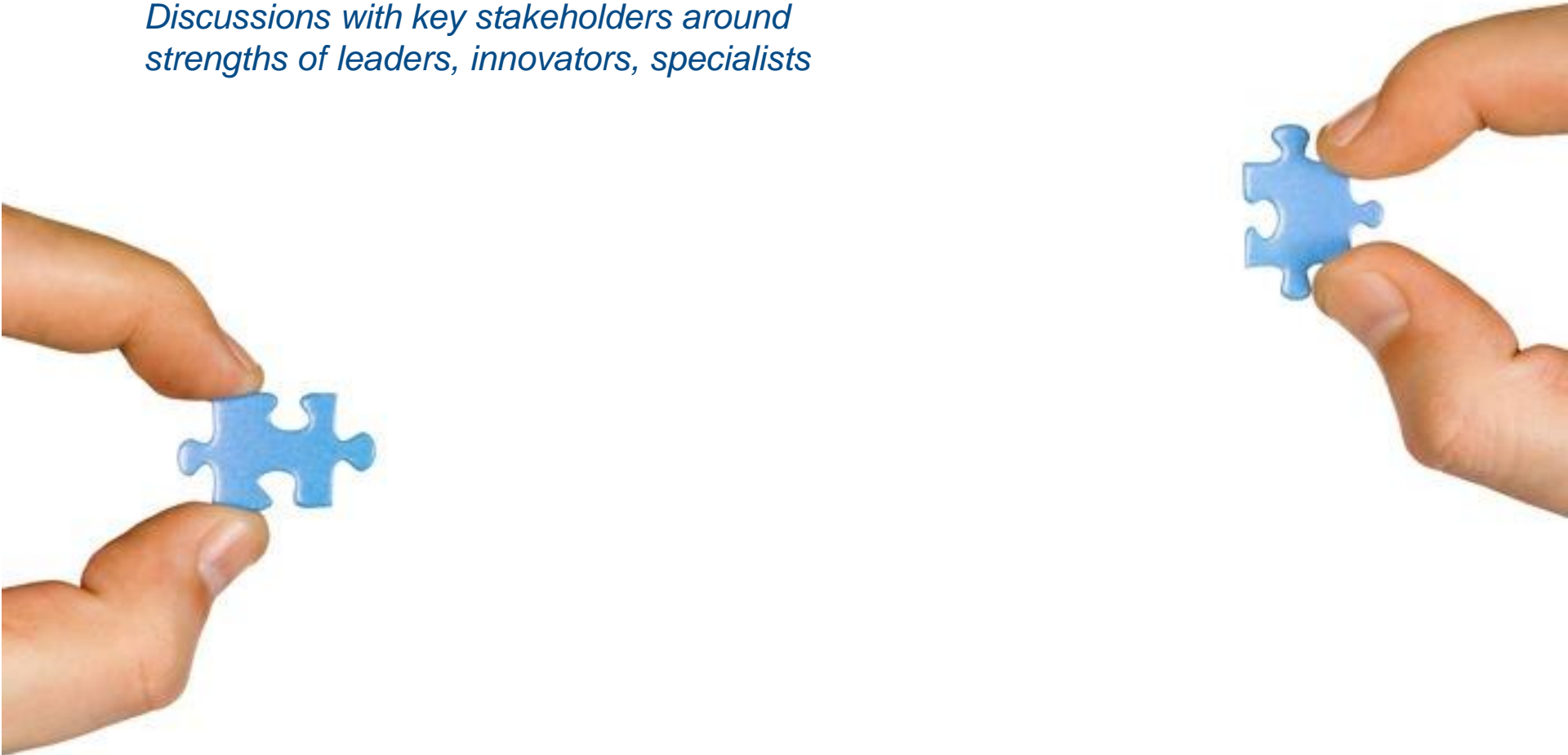


# Designing a Talent Centre in Partnership



## Stakeholder Scoping

*Discussions with key stakeholders around strengths of leaders, innovators, specialists*



# Grundfos Global Talent Framework



# Designing a Talent Centre in Partnership



## Stakeholder Scoping

*Discussions with key stakeholders around strengths of leaders, innovators, specialists*

## Develop Business Context

*Create detailed background brief for business where participants will operate with equivalent challenges to Grundfos*

## Pen Portrait Design

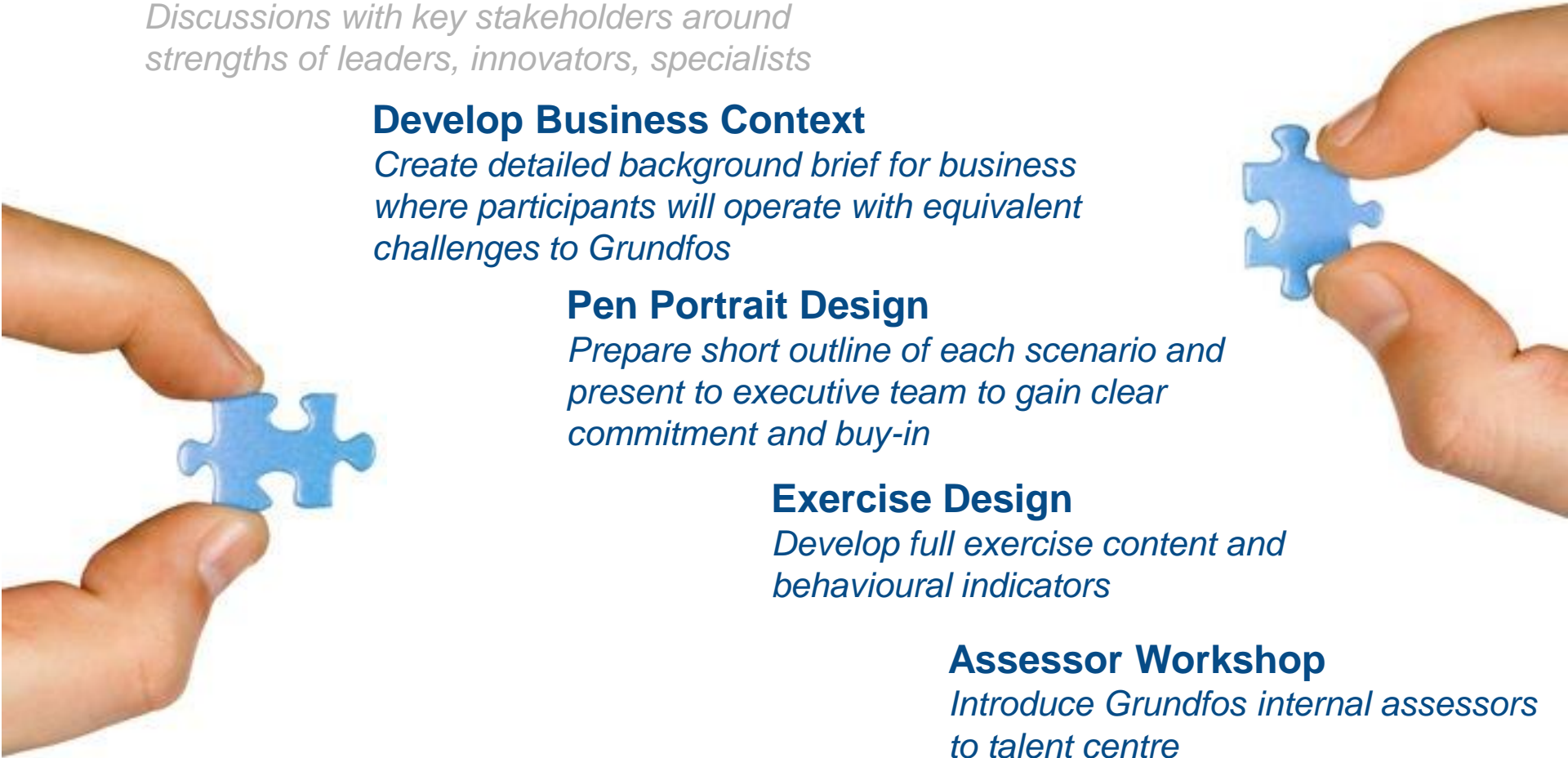
*Prepare short outline of each scenario and present to executive team to gain clear commitment and buy-in*

## Exercise Design

*Develop full exercise content and behavioural indicators*

## Assessor Workshop

*Introduce Grundfos internal assessors to talent centre*



# Talent Centre Design



## ASSESSMENT PHASE

Talent Q Dimensions

Analysis Exercise

Group Discussion

Presentation

Crisis Exercise

Participant reflection –  
individual and group

*1 ½ days*

## DATA INTEGRATION

Assessors meet to  
discuss evidence and  
check benchmarks

*1/2 day in parallel with  
Self-development*

## SELF DEVELOPMENT

Tools for self directed  
learning and personal  
development planning

*1/2 day in parallel with  
data integration*

## FEEDBACK AND ACTION PLANNING

Individual development  
planning

Meetings with Grundfos  
Assessor and A&DC  
psychologist

*½ day*

# Positive Psychology Ice Breaker



Think about why each of these are achievements for you, and share stories in your pair

- One thing I do well is...
- One thing I particularly enjoy doing is...
- Something I have accomplished is...
- One of my strengths is...
- I am proud of myself for...
- I feel most energised when I am...

# Background Document

- Sets the scene for the 'day in the life' suite
- GreenGen; an international, renewable energy company
- Set in a fictional country called Zimland
- Focuses on Power Generation, Solar, and Wind Turbine Technology
- Participant is a member of an international task force
- Includes information on:
  - Company overview
  - Mission, vision and values
  - Organisational structure
  - Financial and performance data
  - New Programmes eg The Superior Sales Initiative

# Group Discussion

- Situation – budgets have been cut throughout GreenGen
- The Participants have to discuss which of 7 initiatives to take forward, for example:
  - Building a Landfill Gas Power Plant in Tanzania
  - Developing new technology for domestic wind turbines/solar
- Pressure is created through interruptions bringing new information
- **Particularly challenges their ability to influence others, adapt to new information, generate creative ideas and develop staff**

# The Crisis Management Challenge



Presentation



Fact Find



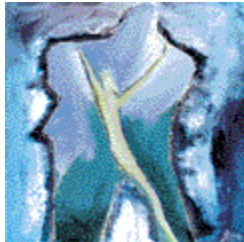
Group Discussion



Media Panel



# Health & Nutrition



## Focus on People

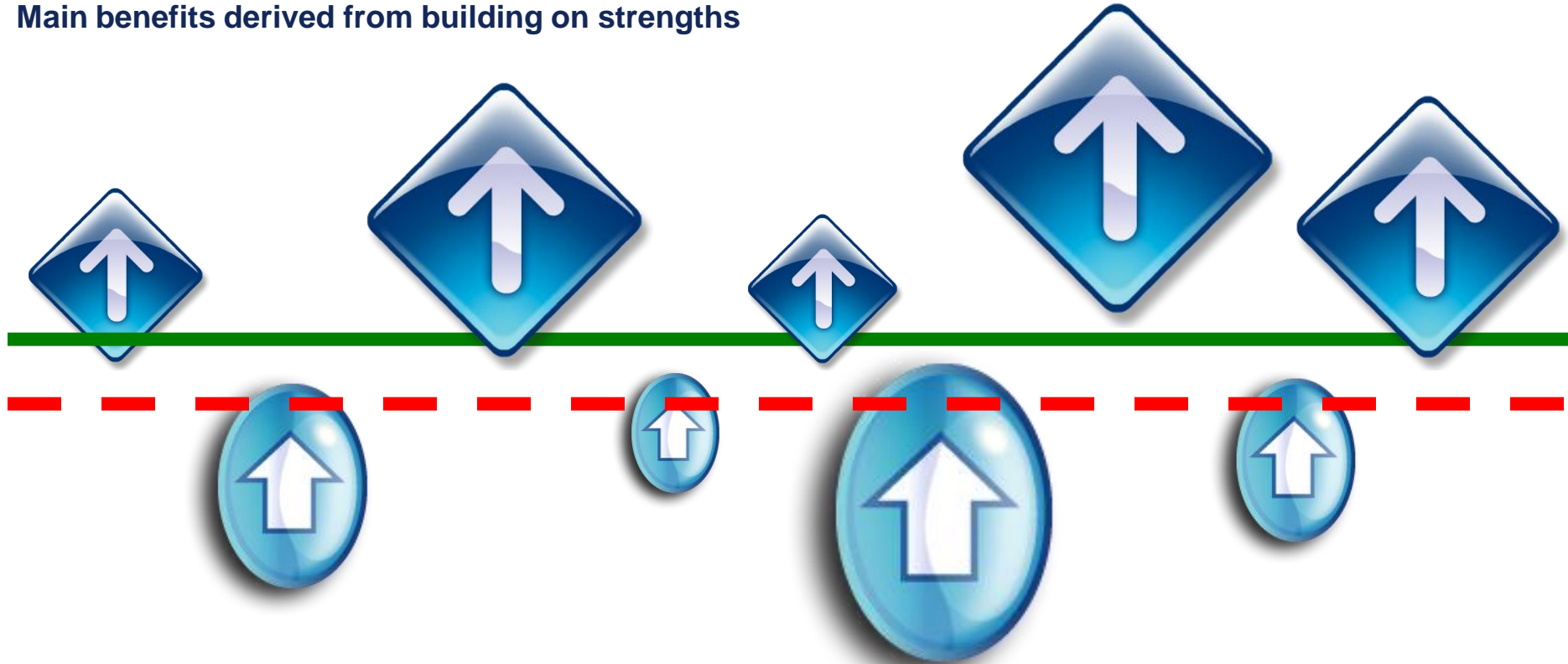
*Regarding our own employees, we will strive to treat them as we would treat family members and good friends. Our employees are not just resources like machinery, buildings and capital. Our employees are people, human beings, with ideas, a sense of commitment, needs, desires, a sense of responsibility, skills and competences and - sometimes - problems.*



# Strengths Psychology

## Strengths

Main benefits derived from building on strengths



## Development Needs

Minimum performance level, avoiding failure

# Reflection



# Benefits of the Talent Centres

- For the Talents
  - › Challenging, stretching learning experience that helps boost their development
  - › Comprehensive written and verbal feedback
  - › Visibility (talent or global talent)
  - › Help in deciding future career direction
  - › Great networking opportunity
- For the Assessors
  - › Learning experience serving both their future local identification process and recruitment
  - › Better equipped on how to develop their own talents
  - › Insight into the talent pools

# Key Learnings for A&DC

- Language implications
  - Talents
  - Assessors
- Support from the top is key
  - Difference to other clients
  - Key stakeholder involvement in global workshops
  - CEO and Group Management buy-in
- Delivering centres in differing global locations
- Measuring certain competencies?



# Grundfos Global Talent Framework



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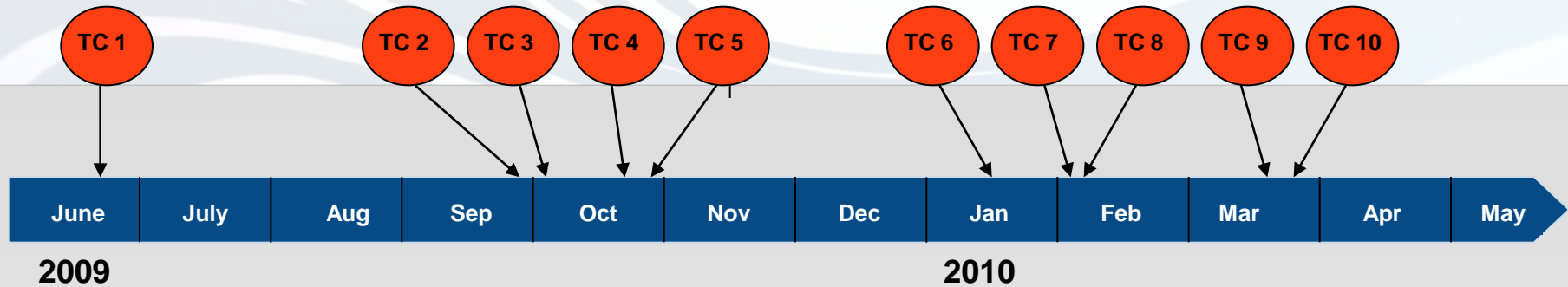
# ➤ The Pilot Talent Centre



- **4 global and 8 local talents**
  - All happy and energized – appreciated the individual feedback
  - Some of the local talents have potential to become global talents at a later stage
  - All participants have a dedicated HR contact
  - Line managers and HR contacts have received their talent's result
  - Initiates a boost in the local talent development
  - Enlarges the ownership group of the Talent Engine – all assessors become true owners



# Talent Centres – Outcome/Results



## Number of talents

35 Global Talents

67 Talents

## Talent Centres evaluation

Talents: 5.0

Assessors: 5.7

(Scale: 1-6)

## Strategic Assignments

27 strategic assignments posted in the Greenhouse Community

5 strategic assignments allocated to 7 talents

Approx. 10 more under negotiation

A number of regional assignments commenced



**GREENHOUSE**

**THINK** >

**TALENT DEVELOPMENT PLAN**

WE MAKE AN AGREEMENT WITH EACH TALENT IN ORDER TO SHARE EXPECTATIONS. WHAT DOES THE TALENT EXPECT OF THE COMING PERIOD? WHAT DOES GRUNDFOS EXPECT OF THE TALENT?  
FOLLOW-UP EVERY 6 MONTHS

MANAGER TRAINING  
HR SUPPORT

GREENHOUSE  
COMMUNITY

MATCHMAKING

EDUCATION  
AND  
TRAINING

COACH

MENTOR

STRATEGIC  
ASSIGNMENT

STRATEGIC  
ASSIGNMENT

MASTER CLASSES

## ➤ Key Learning

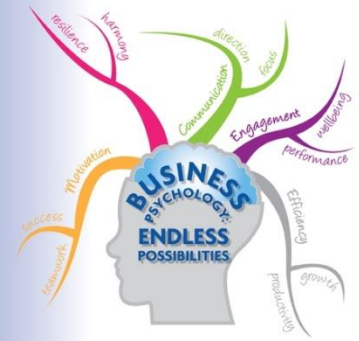


**What did we learn from the Talent Engine so far?**

- Developing the concept as a co-creation project
- Consistent and transparent nomination process is key
- Communication to and involvement of our Business people
- Language in a diverse world
- Motivation of the Talents (not Global Talents)



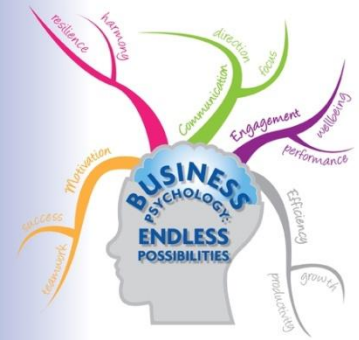
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# 3 key 'take-aways'?



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Thank you!