

Art of Talent Planning

Procter&Gamble, Ukraine

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for American Chamber of Commerce
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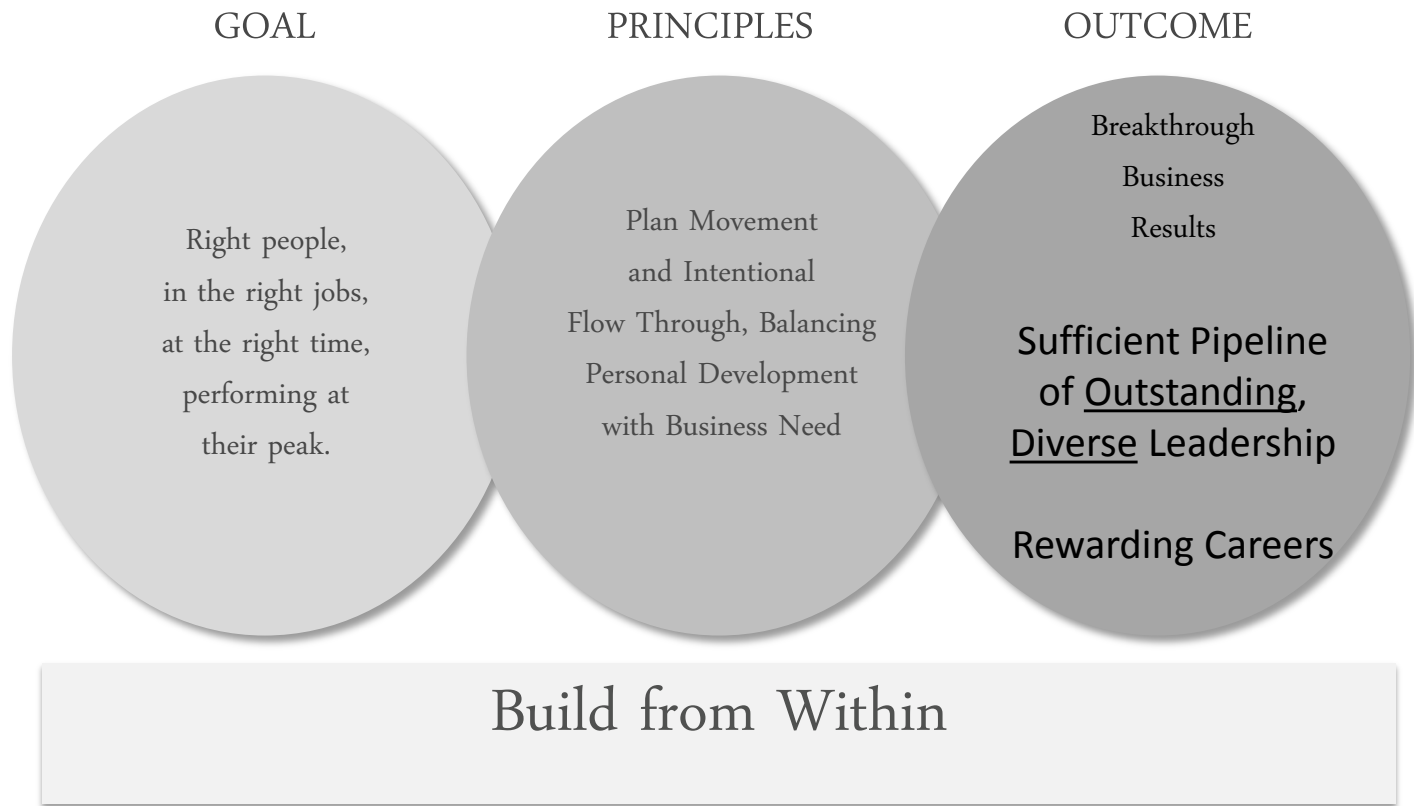


HR mission

Create competitive advantage for P&G via enabling winning organization



P&G's Talent Philosophy



External Focus:

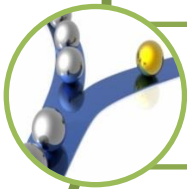
Business Factors Transforming Talent Management



Business speed and scale, disruptive competition



Flatter organizations, cultural diversity, team model for work



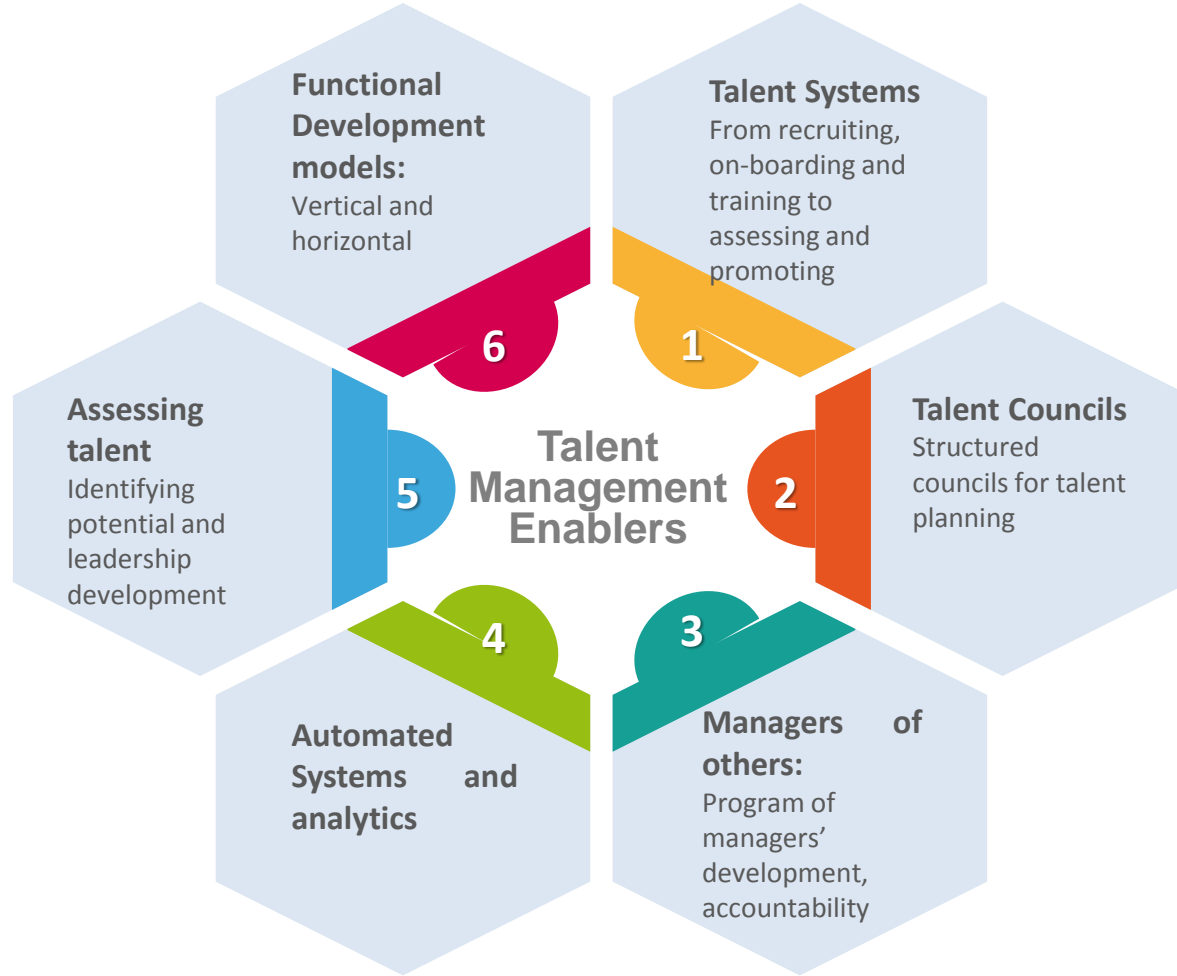
New roles, mastery/specialization and talent differentiation



Escalating hunt for talent, competition for external skills

P&G's Talent Development strengths:

- Strong *culture of development* with passionate *ownership of Line Leaders* for developing their people/organizations
- Outstanding *Functional mastery* and capability
- Strong *infrastructure and systems* established to embrace *experience-based development* (Talent Councils)
- P&G brand *recognition* for Leadership Development *externally*





Assess
Talent

Key Assess Talent Elements:



Roles in Assessing Talent

Placement				Promotion	
	Career Interests	Next Assignment	Hiring Decision	Potential	Promo Readiness
Employee	✓				
Manager	✓	✓	✓	✓	✓
1-up Manager		✓		✓	✓
Talent Council		✓		✓	✓
Function Leader		✓		✓	✓

Potential \neq Performance

High Performer

Current (short-term/yearly) contribution to the business

Evaluated through the 5 Rocks

Need sustainable results overtime

The Corporate Competencies provide the 'How' results should be achieved

High Potential

?

Vs.

High Performers may or may not have potential for greater responsibility

Assessing potential

Essential Qualities are pre-requisite to Potential or the price of entry – includes sustained results and the attributes shown to drive results

Qualities of High Potentials

Related to Changes in

the Individual and the Work

As the responsibilities increase, these elements of the work will change...		Qualities that are required to succeed in view of these changes...
Breadth		Capacity to take on more responsibility/work
Pace of Change		Learning and adapting quickly
Size / scope of organization that depends on individual		Ability to influence and to impact large organizations across time zones, cultures, and geographies
Complexity		Greater brain power and more focus
Novelty of Challenge		
Strategic Challenge		Strategic, integrative and systemic thinking
Demands		Self-drive / Self-management

Current focus for P&G Ukraine

Additional WHO we are looking for