



ПРЕИМУЩЕСТВА ЭФФЕКТИВНОЙ СИСТЕМЫ УПРАВЛЕНИЯ ТАЛАНТАМИ

Спикер

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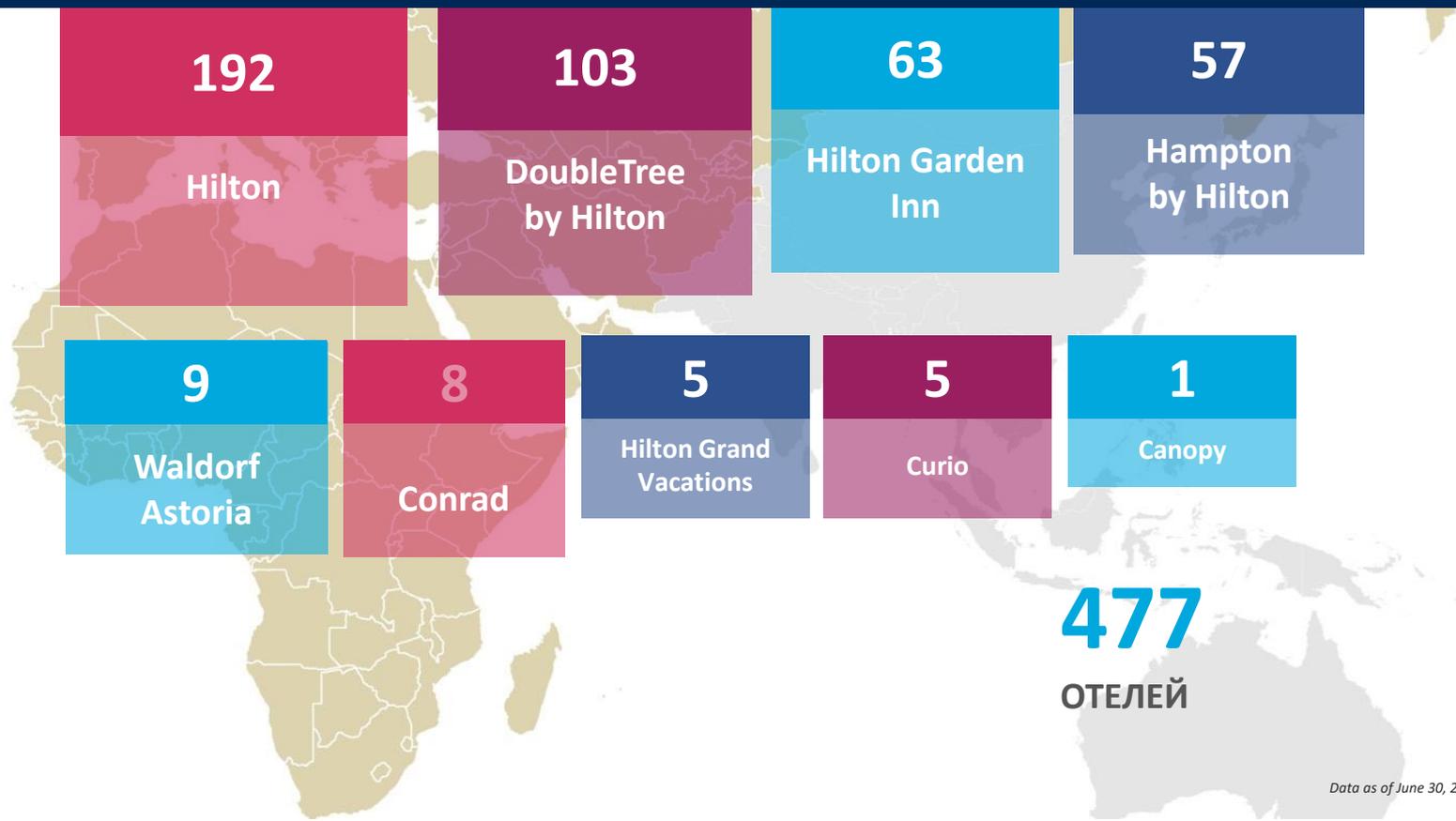
О ЧЕМ ПОЙДЕТ РЕЧЬ

Сегодня

- Ключевые компоненты системы Talent Management
- Роль департамента Human Resources в Talent Management организации
- Что делать с сотрудниками с «Высоким потенциалом»
- Succession Planning или Talent Mapping
- Вопросы



ОТЕЛИ ЕМЕА (EUROPE/MIDDLE EAST/AFRICA)



The Top 50

1. APPLE
2. GOOGLE
3. TESLA MOTORS
4. MICROSOFT
5. AMAZON
6. NETFLIX
7. SAMSUNG GROUP
8. TOYOTA
9. FACEBOOK
10. IBM
11. BAYER
12. SOUTHWEST AIRLINES
13. HEWLETT-PACKARD
14. BMW
15. GENERAL ELECTRIC
16. DAIMLER
17. UBER
18. DUPONT
19. DOW CHEMICAL COMPANY
20. BASF
21. AIRBNB
22. UNDER ARMOUR
23. GILEAD SCIENCES
24. REGENERON
PHARMACEUTICALS
25. CISCO SYSTEMS
26. PFIZER
27. GENERAL MOTORS
28. JPMORGAN CHASE
29. JOHNSON & JOHNSON
30. AXA
31. NIKE
32. EXPEDIA
33. ALLIANZ
34. SPACEX
35. XIAOMI
36. THE WALT DISNEY
COMPANY
37. HILTON
38. RENAULT
39. NTT DOCOMO
40. INTEL
41. MARRIOTT INTERNATIONAL
42. 3M
43. DELL
44. ORANGE
45. SIEMENS
46. HUAWEI
47. BRISTOL-MYERS SQUIBB
48. HONDA
49. BT GROUP
50. PROCTER & GAMBLE



#50MostInnovative

BCG
The Boston Consulting Group

СОЗДАВАЯ ВОЗМОЖНОСТИ



МЫ ГЛОБАЛЬНЫЕ

1/11

Трудоустроенных работает в сфере гостеприимства.

ОКОЛО
300,000



Сотрудников Hilton

В компании работает около 300,000 сотрудников Hilton в отелях и корпоративных офисах, которых объединяет общее виденье, наполнить мир теплом и светом гостеприимства.

БОЛЕЕ
3000



Курсов

Мы предлагаем более 3000 обучающих курсов в Hilton University.

БОЛЕЕ
400,000



Молодых людей

С 2014 мы вовлекли более 400,000 молодых людей в свои программы стажировок, проекты по развитию карьеры ,тренинги.

БОЛЕЕ
850



Мероприятий

850+ волонтерских проектов проведено в 2016 году.
Careers@HiltonLive: Youth in Hospitality Month.

50%



Женщин

50% наших сотрудников – это женщины. Компания инвестирует в их развитие и видит в них будущих лидеров. 41% наших сотрудников миллениалы.

КЛЮЧЕВЫЕ КОМПОНЕНТЫ СИСТЕМЫ TALENT MANAGEMENT



КЛЮЧЕВЫЕ КОМПОНЕНТЫ СИСТЕМЫ TALENT MANAGEMENT



1. Стратегическое кадровое планирование
2. **Performance Management (Оценка эффективности сотрудников)**
3. Развитие сотрудников
4. **Succession Planning (Планирование преемственности)**
5. Компенсация и вознаграждение
6. Работа с вовлеченностью и удержанием персонала



РАЗВИТИЕ СОТРУДНИКОВ

Hilton

СОТРУДНИК

1. Обучающие программы/тренинги
2. Внутреннее и внешне обучение
3. Обучение на рабочем месте
4. Обучение в региональных офисах
5. Самообразование и самообучение
6. Онлайн тренинги
7. Ротация ролей

МЕНЕДЖЕР

1. Программы наставничества
2. Практическое обучение менеджерским навыкам
3. Коучинг-программы
4. Обмен опытом в региональных офисах
5. Taskforce

ПРАВИЛО 70/20/10: ОТВЕТСТВЕННОСТЬ ПО ОТНОШЕНИЮ К СВОЕМУ РАЗВИТИЮ

70%

OTJ Experience

Волонтерство в проектах
Проведение обучения менее опытных коллег
Job Shadow

20%

Feedback from Others

Обратная связь руководителя
Peer Coaching
Программы менторства и коучинга

10%

Formal Training

SkillSoft eLearning
Книги 24/7 eBook
E3

ВПЕРВЫЕ В ИСТОРИИ 4 ПОКОЛЕНИЯ ВСТРЕТЯТСЯ В БИЗНЕСЕ

Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Formative experiences	Second World War Rationing Fixed-gender roles Rock 'n' Roll Nuclear families Defined gender roles — particularly for women	Cold War Post-War boom "Swinging Sixties" Apollo Moon landings Youth culture Woodstock Family-orientated Rise of the teenager	End of Cold War Fall of Berlin Wall Reagan / Gorbachev Thatcherism Live Aid Introduction of first PC Early mobile technology Latch-key kids; rising levels of divorce	9/11 terrorist attacks PlayStation Social media Invasion of Iraq Reality TV Google Earth Clonbury	Economic downturn Global warming Global focus Mobile devices Energy crisis Arab Spring Produce own media Cloud computing Wiki-leaks
Percentage in U.K. workforce*	3%	33%	35%	29%	Currently employed in either part-time jobs or new apprenticeships
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adaptors	Digital Immigrants	Digital Natives	"Technoholics" — entirely dependent on IT; limited grasp of alternatives
Attitude toward career	Jobs are for life	Organisational — careers are defined by employers	Early "portfolio" careers — loyal to profession, not necessarily to employer	Digital entrepreneurs — work "with" organisations not "for"	Career multitaskers — will move seamlessly between organisations and "pop-up" businesses
Signature product	Automobile	Television	Personal Computer	Tablet/Smart Phone	Google glass, graphene, nano-computing, 3-D printing, driverless cars
Communication media	Formal letter	Telephone	E-mail and text message	Text or social media	Hand-held (or integrated into clothing) communication devices
Communication preference	Face-to-face	Face-to-face ideally, but telephone or e-mail if required	7% Text messaging	22% Online and mobile (text messaging)	71% acetime

In 2019

ТЕХНОЛОГИИ, КОТОРЫЕ ИЗМЕНИЛИ НАШУ ЖИЗНЬ



БОЛЬШЕ ДЕВАЙСОВ

На данный момент в мире существует больше девайсов, чем людей на Земле.



БОЛЬШЕ ИНФОРМАЦИИ

Более 90% информации было сгенерировано за последние 2 года.



БОЛЬШЕ ДОСТУПА

У нас есть доступ к информации, который шире, чем когда либо в истории.





HILTON UNIVERSITY

Hilton
UNIVERSITY



THE LOBBY & HU CONNECT

Hilton

BACK TO
SCHOOL



PASSPORT TO SUCCESS



ЧИТАЙ. СМОТРИ. ВДОХНОВЛЯЙСЯ. 'BITE-SIZE' LEARNING





WOMEN'S LEADERSHIP ONLINE CURRICULUM



Women can face unique experiences on their leadership journey, and it's important for both women and men to understand how gender differences impact the workforce to best support one another.

New online 'bite-sized' articles and videos are now available in our Elevate, Engage and Excel curriculum!

Explore topics from 'Building Your Confidence', to 'Developing Your Executive Presence', to 'Understanding Organizational Biases'. Select your 'E' from the right column to access a curated catalog of lessons.



ELEVATE
EMERGING LEADERS

ENGAGE
ESTABLISHED LEADERS

EXCEL
ENTERPRISE LEADERS

NEW!

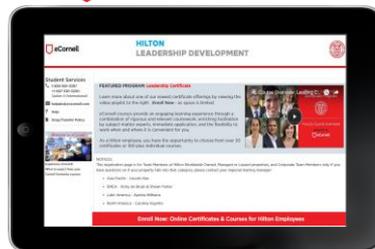
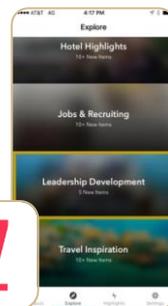
CLICK ON THE LOGOS ABOVE TO ACCESS YOUR LEARNING RESOURCES!



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@HiltonLdrshpDev

Check us out on **LOBBY BUZZ**



HARVARD Management



РАЗВИТИЕ СОТРУДНИКОВ

Hilton



РОЛЬ ДЕПАРТАМЕНТА HUMAN RESOURCES В TALENT MANAGEMENT ОРГАНИЗАЦИИ





БРИФИНГ КОМАНДЫ



КОУЧИНГИ С МЕНЕДЖЕРАМИ И СОТРУДНИКАМИ

ЧТО ДЕЛАТЬ С СОТРУДНИКАМИ С «ВЫСОКИМ ПОТЕНЦИАЛОМ»

TALENT RATING LEGEND



= **Top Talent:** Outstanding in role; model leader; makes significant impact and strategic contributions to org; has mastered current role and could potentially be ready for larger role or assignment; could play a senior role in another assignment



= **Emerging Top Talent:** consistently meets and often exceeds expectations; has clear growth potential; needs some further opportunity to develop skills, build relationships or demonstrate leadership competence. **READY IN 1 – 2 YEARS**



= **Solid Talent:** demonstrates solid functional ability – considered subject matter expert; may have desire to grow in current role and it is important to retain their expertise; provide opportunities to develop in current role and build relationships or gain leadership competence. **GROW IN CURRENT ROLE OR LATERAL MOVE**



= **Needs Development:** underperforms in current role; requires strong support and supervision; focuses on legacy success despite feedback; limited commitment to job/org; stronger action may be required. **NO MOVE**

РЕГИОНАЛЬНОЕ РАЗВИТИЕ ТАЛАНТОВ



Hilton UNIVERSITY INTRODUCES

School of Engineering & Property Operations

LEARNING NEVER ENDS

Share and Learn from Best Practices, News and Trends

Organized & Accessible Resources

Regular Updates Keep Content Fresh

Interact with Hilton's Global Communities

Links between the Lobby & Hilton University

Share and Learn from Best Practices, News and Trends

Organized & Accessible Resources

Regular Updates Keep Content Fresh

Interact with Hilton's Global Communities

Links between the Lobby & Hilton University

School of Housekeeping & Laundry

LEARNING NEVER ENDS

Share and Learn from Best Practices, News and Trends

Organized & Accessible Resources

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LEADERSHIP IN 3 MINUTES OR LESS

HELLO LEADERS

BEST PRACTICES FROM OUR LEADERS

BEST PRACTICES FROM OUR LEADERS

THE LEADERSHIP PRINCIPLES

LEARNING NEVER ENDS



Calling All Rising Hospitality Stars 30 and Under!

AUGUST 27

PRINT EMAIL

Hilton Management is accepting nominations for their annual class of "Thirty Under 30." We know we have the best of the best here at Hilton, and we encourage you to submit a nomination!

THE WOMEN'S LEADERSHIP EXCELLENCE PROGRAM



The Women's Leadership Program builds on participants' strengths and highlights the specific behaviors that are critical in effective leadership. Integrated program sessions provide the mindset and competencies necessary to transform participants from effective colleagues and bosses to successful and valuable leaders — who return to their organizations ready to lead at the next level.

During the one week program held at the Darden Business School, participants will:

- PROGRAM OBJECTIVES**
- Address key business and personal leadership challenges and explore how to analyze and approach them as opportunities.
 - Prepare for a more strategic role in the organization.
 - Strengthen knowledge of strategy, negotiation, communication and leadership.
 - Maximize influence with internal and external stakeholders.
 - Cultivate skills that can be directly applied to the organization's goals.
 - Anticipate future industry trends and predict their impact on your company's success.

WHEN
In 2017, we offer two Programs on 3-7 April and in October.

WHERE
The program is held in Charlottesville, VA at the University of Virginia's campus.

COST
We have negotiated a preferential rate with UVA Darden and Leadership Development will sponsor the majority of the cost. The remainder of the fee will be charged to the participant's business unit - USD \$4000.00.

The fee includes all tuition, materials, meals and accommodations but not travel costs.

GIVEBACK
We will ask attendees to participate in a "give back" commitment after the program. Examples include contributing to a Women in Leadership organization or mentoring a more junior level woman leader.

QUESTIONS? PLEASE CONTACT:
Jenny Salpietro
Jennifer.Salpietro@hilton.com
Jan Wilson
Jan.Wilson@hilton.com

A simple set of LEADERSHIP PRINCIPLES guides our leaders

Leadership Principles set the benchmark for leadership behaviors across regions, brands and disciplines. They align us as leaders and how we manage our teams globally.



Our LEADERSHIP PRINCIPLES connect to our VALUES:

- BE HOSPITABLE**
 - We serve our Team Members as we serve.
 - We walk the floor and engage with the team.
- MODEL THE WAY**
 - We practice what we preach.
 - We are humble and honest.
- INSPIRE A SHARED VISION**
 - We communicate our hopes and dream.
 - We think big and serve a higher purpose.
- ENCOURAGE THE HEART**
 - We share the wins and own the misses.
 - We create a spirit of community.
- ENABLE OTHERS TO ACT**
 - We inspire others to greatness.
 - We share power and information.
- CHALLENGE THE PROCESS**
 - We innovate and seize the initiative.
 - We learn from experience.

ROTATIONAL PROGRAMS FOR POTENTIAL LEADERS

Our rotational programs attract top talent, accelerating their growth and careers

- HOTEL PROGRAMS**
ELEVATOR FUTURE OF PROGRAM
The Elevator Graduate Program provides recent college graduates an opportunity to prepare for a future hotel leadership position within six to eight years. It offers accelerated development into a first management position followed by a structured career path with ongoing development. The program is managed regionally over the course of 18 to 24 months.
- CORPORATE PROGRAMS** *New for 2018!*
ROTATIONAL DEVELOPMENT PROGRAM
This program offers top Hilton students fast-track development for Director and future VP roles with Hilton. Participants grow quickly through an immersive career experience in key corporate functions, beginning with a summer internship and followed by a full-time, one-year rotational program after graduation. This often includes a global assignment. They are mentored by a VP throughout, and placed into a Director - Senior Director role at the end of the program.
- EXECUTIVE ROTATIONAL PROGRAM**
This program helps high-performing internal Team Members advance to VP roles through cross-functional business exposure. Participants experience a two-year program that includes three eight-month rotations in key functions (Brand, Operations, Finance, IT, Commercial Services, HR and Development) and in three distinct corporate locations, including New York, Dallas, Memphis, Dubai, Vancouver, Singapore or other key offices. They are mentored by a Senior Leadership Group member throughout, and placed into a VP role at the end of the program.



The Hilton logo, consisting of the word "Hilton" in a white serif font inside a white rectangular border.

Catch Me Culture

The Waldorf Astoria logo, featuring a stylized 'W' and the text "WALDORF ASTORIA HOTELS & RESORTS".The Conrad logo, featuring the word "CONRAD" and "HOTELS & RESORTS" below it.The Canopy logo, featuring the word "canopy" in a script font and "BY HILTON" below it.The Hilton Hotels & Resorts logo, featuring the Hilton logo and the text "Hilton HOTELS & RESORTS".The Curio logo, featuring the word "CURIO" and "A COLLECTION BY HILTON" below it.The DoubleTree logo, featuring a stylized tree icon and the text "DOUBLETREE BY HILTON".The Tapestry Collection logo, featuring the text "TAPESTRY COLLECTION BY HILTON".The Embassy Suites logo, featuring a stylized 'E' and the text "EMBASSY SUITES BY HILTON".The Hilton Garden Inn logo, featuring a stylized flower icon and the text "Hilton Garden Inn".The Hampton logo, featuring a stylized 'H' and the text "Hampton BY HILTON".The Tru logo, featuring the word "tru" in a blue circle and "BY HILTON" below it.The Homewood Suites logo, featuring a stylized house icon and the text "HOMESWOOD SUITES BY HILTON".The Home2 logo, featuring the text "HOME2" and "HOTELS BY HILTON" below it.The Hilton Grand Vacations logo, featuring the Hilton logo and the text "Hilton Grand Vacations".The Hilton Honors logo, featuring the word "Hilton" in a white box and "HONORS" below it.

ПРЕИМУЩЕСТВА ЭФФЕКТИВНОЙ СИСТЕМЫ УПРАВЛЕНИЯ ТАЛАНТАМИ

- Поддержание высокого уровня мотивации сотрудников, в случае существования прозрачной системы управления талантами
- Готовность компании заменить сотрудника любого уровня без потерь для бизнеса
- Удовлетворенность клиентов, благодаря высокой компетентности сотрудников
- Возможность стратегического кадрового планирования





We Are **HILTON**
We Are **HOSPITALITY** 



Hilton

Thank you!