

Boardroom Questions

Talent management... or talent risk?

Why Talent Management is critical for Boards

Typical “War for Talent” practices do not work so what are the alternatives? As organizations become more global, the workforce supporting them continues to evolve: youth unemployment, later retirement ages, gender parity, pay equality, key skill shortages... which is why talent management is critical.

Potential impact and possible implications for Boards

- Inability to maintain leadership skills without a **robust pipeline of future leaders**
- **Business strategy deliverable** may be in doubt due to a lack of internal candidates for critical roles
- **Loss of competitive advantage** due to an inability to attract and retain top talent
- **Rising total cost** of workforce

- Loss of **intellectual capital** from your organization because of poor talent retention
- An ageing population is causing the current skills scarcity within the **marketplace**
- Workforce **productivity** and disengagement in many Western economies is on the rise
- Addressing the **balance of expertise** between regions

How can the Boardroom become more proactive with Talent Management issues?

Do we?

- Have a **strong leadership pipeline** to achieve our growth ambitions?
- Fully understand the **skill mix within the organisation** and whether this can meet future strategic aims?
- **Identify high performance individuals** and practices to plan for the **succession of key roles?**
- Take full advantage **of diversity** within the workforce?
- Make the most of **global mobility** to enhance leadership's world-view alignment of spend to unique skills and capabilities?
- Have a performance management process sufficiently robust to ensure equity but also to identify and **manage out under-performers?**

How do we?

- Utilise new Talent Management technology and systems to **engage new generations?**
- Ensure **leadership positions in emerging markets** are filled by local talent?
- Successfully keep in contact and track **our alumni for rehire?**
- Encourage **cross divisional and functional moves** to share knowledge?
- Utilise **social media** for talent identification?
- Become **sufficiently involved** in developing and retaining top talent?

Does your management...

 <p>Have a strong understanding of the total cost of the domestic and expatriate workforce?</p>	 <p>Have a consistent and robust performance management process?</p>	 <p>Have the ability to reward team performance?</p>
 <p>Have capability in coaching and mentoring to engage new generations in the workforce?</p>	 <p>Share talent effectively cross divisionally/ functionally or is local talent hoarded?</p>	 <p>Have robust discussions with their teams regarding of objectives and behaviors?</p>

So, what can the Board do about Talent Management?

 <p>Ensure the executive team has accountability for managing Talent rather than HR.</p>	 <p>Undertake a talent gap analysis between current and future state to have a clear view on where talent lies, where the future needs to be, and how to align the two.</p>	 <p>Identify and ensure talent risks are high on the Boardroom agenda, and formally embedded in enterprise risk management.</p>
 <p>Make sure Global Mobility and talent management are closely aligned.</p>	 <p>Identify opportunities to improve on talent investment outcomes.</p>	 <p>Assess the maturity of talent governance and infrastructure.</p>

It is time for talent to be considered by Boards as an enterprise risk – does yours?

Contact

KPMG AG
Räffelstrasse 28
PO Box
8036 Zurich

kpmg.ch/blc

Chris Hogan
Partner
Tax GMS

+41 58 249 60 88
chrishogan@kpmg.com

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received, or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation. The scope of any potential collaboration with audit clients is defined by regulatory requirements governing auditor independence. If you would like to know more about how KPMG AG processes personal data, please read our Privacy Policy, which you can find on our homepage at www.kpmg.ch.

© 2019 KPMG AG is a subsidiary of KPMG Holding AG, which is a member of the KPMG network of independent firms affiliated with KPMG International Cooperative («KPMG International»), a Swiss legal entity. All rights reserved.