Managing Talent in Uncertain Times

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The economy is impacting organizations and their talent, requiring a laser focus on strategic imperatives.

This downturn is more complex than any in history and requires organizations to be agile, get back to basics and manage the business in a different way.
In tough times, even the strong are challenged

Winning companies have proven the ability to outperform their peers in a recession—if they make innovative decisions about how to approach the downturn and position themselves to capitalize on the coming recovery.

Performance Comparison
Following the 1990-1991 recession

The divergence in post recession performance between “winners” and “losers” is dramatic

Winners coming out of the recession tend to maintain their lead and have lasting advantages, not just a fragile edge.
High performers manage extraordinary circumstances

Companies that make astute choices and recognize opportunity are better positioned to weather the downturn in a market and emerge stronger than ever.

**Survive**
Focused primarily on short-term actions to manage costs, cash flow and revenues to ensure survival

**Reposition**
Strong balance sheet and healthy, if reduced, revenues - looking at ways to use the downturn to strengthen competitive advantage

**Grow**
Build market share through mergers, acquisitions, international expansion, adding customers and strengthening brand
HR faces some strategic decision ahead…

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**Survive**
- Labor cost reduction
- Consider lower cost labor locations
- Operational efficiency
- Optimize processes and functions
- Rationalize vendor contracts
- Protect employer brand

**Reposition**
- Talent retention
- Critical skills and role development
- Strategic agility
- Engagement and alignment
- Rigorous workforce planning
- Payroll and rewards optimization
- Enhanced performance management

**Grow**
- Talent acquisition
- Workforce segmentation
- Governance and organization architectures
- Leadership enhancement
- Post merger activities
Are you positioned to respond?

In the current environment, choices that lead to high performance require the simultaneous application of two broad management approaches.

It’s a balancing act.

**Ordinary Business**
- Aggressively manage performance
- Keep the right roles while containing cost
- Engage employees
- Vigilant focus on training for key roles
- Examine delivery models for opportunities to reduce operating costs

**Extraordinary Times**
- Hire formerly unattainable sources of talent
- Optimize payroll and rewards to mission critical workforces
- Leverage global knowledge, expertise and networks for collaborative learning delivery
Our experience suggests there are three prominent areas to address in order to successfully weather this period of turmoil.

- **Talent**
  - Discover, deploy, develop and reward talent

- **Organization**
  - Structure, culture and agility of the organization

- **HR Processes and Operations**
  - Efficient and cost-effective delivery of HR