

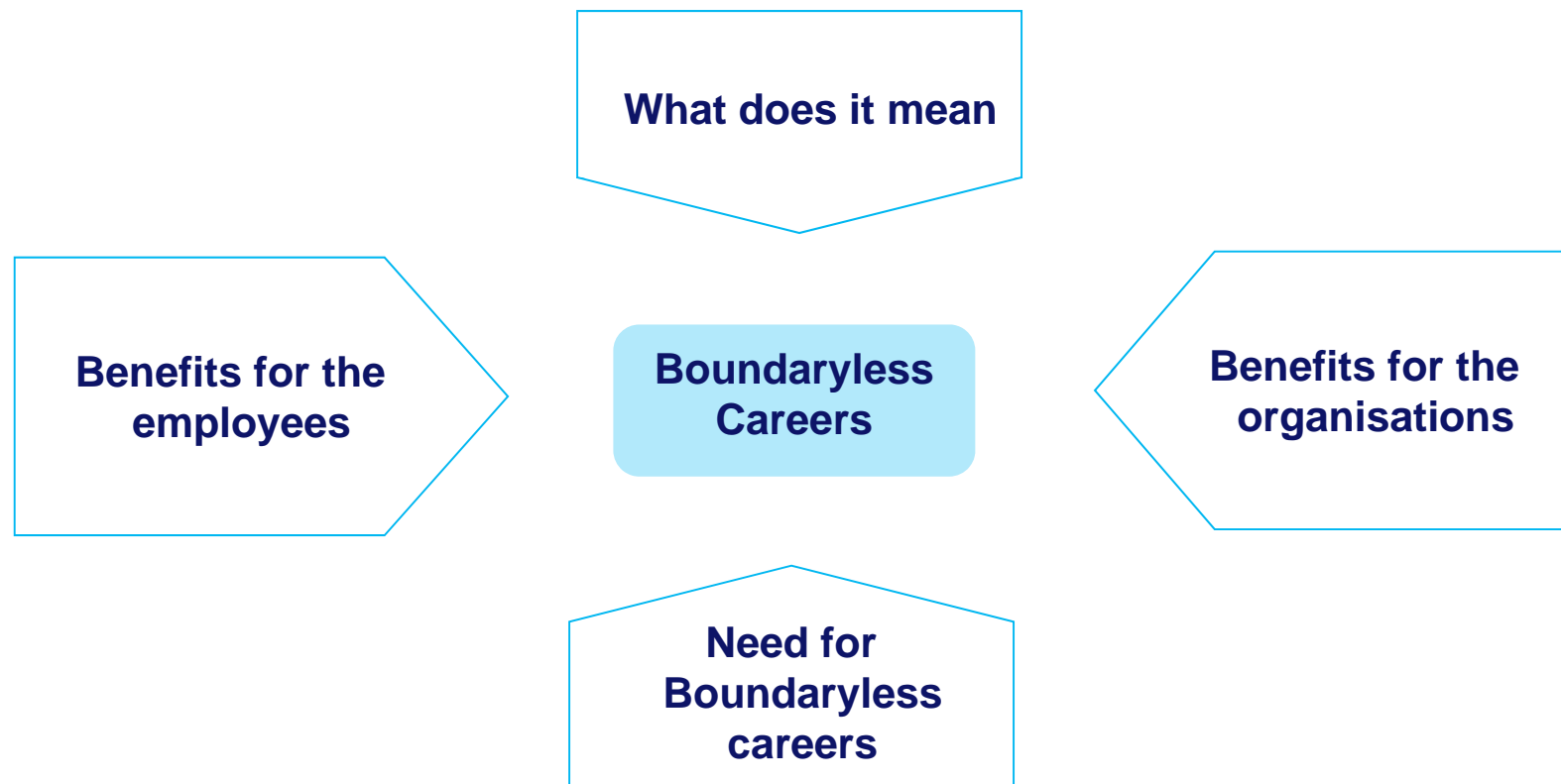
Planning and Managing Boundaryless Careers

Young Manager's Conference – May 8, 2009

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Boundaryless Careers – What does it mean



Organisational Challenges faced by companies today

Some of the challenges being faced by organisations today

Ability to attract and retain talent

Managing through economic uncertainties

Lack of innovativeness

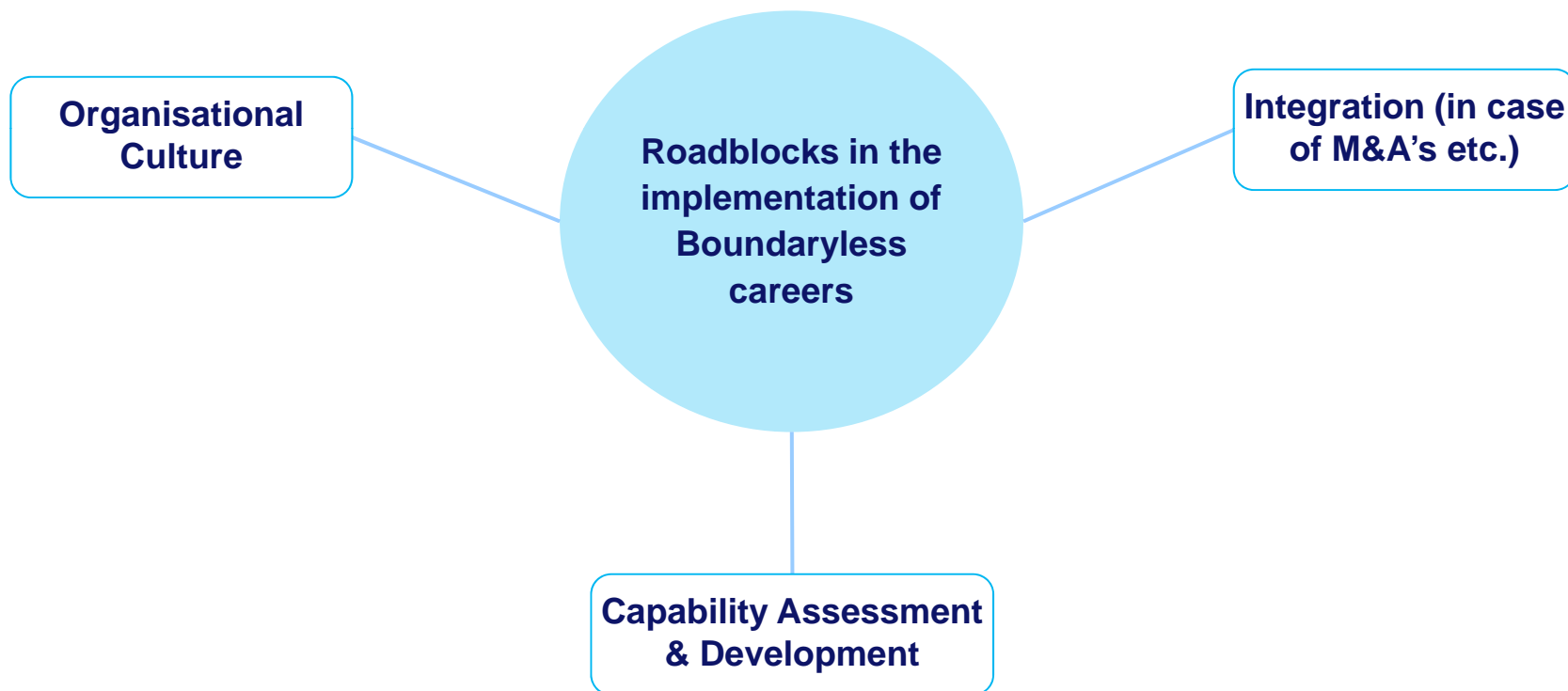
Human capital management

Strong leadership

How Boundaryless careers can help manage these challenges

- Leverages talents of all employees
- Enhances cooperation, coordination, and information sharing among functions, divisions
- Enables a quicker response to market
- Encourages both individual and organizational knowledge sharing and accelerates organizational learning

Boundaryless Careers – Roadblocks

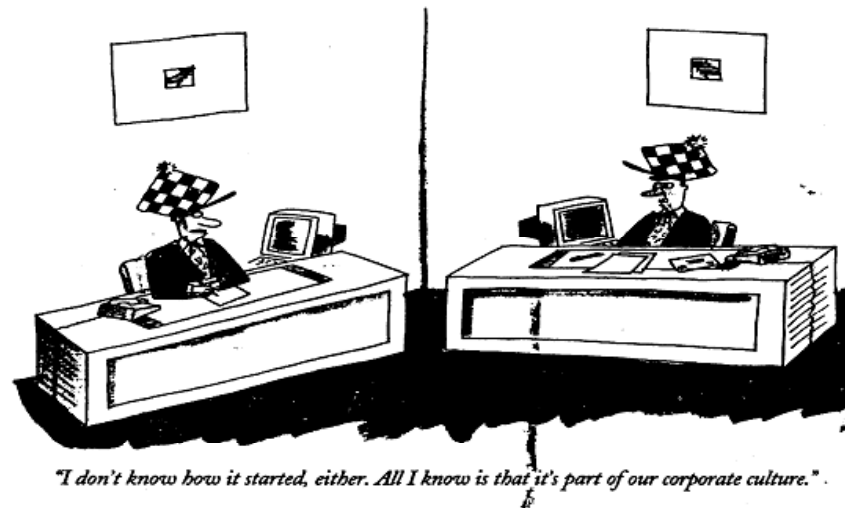


Roadblock 1 – Organisational Culture

Managing Boundaryless Careers – Role of Organisational Culture

Career Paths – Role of Organisational Culture

- Our experience with leading organisations has shown us that the organisational culture plays an important part in determining occupational paths
- Culture develops consistent interpretations of behaviors throughout the organization
- An organisational culture can remove the traditional boundaries between layers of management (vertical boundaries) and divisions between functional areas

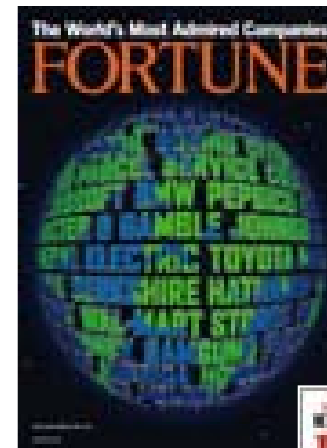


Key Differentiators of Most Admired Companies

What distinguishes the “Best” from the rest?

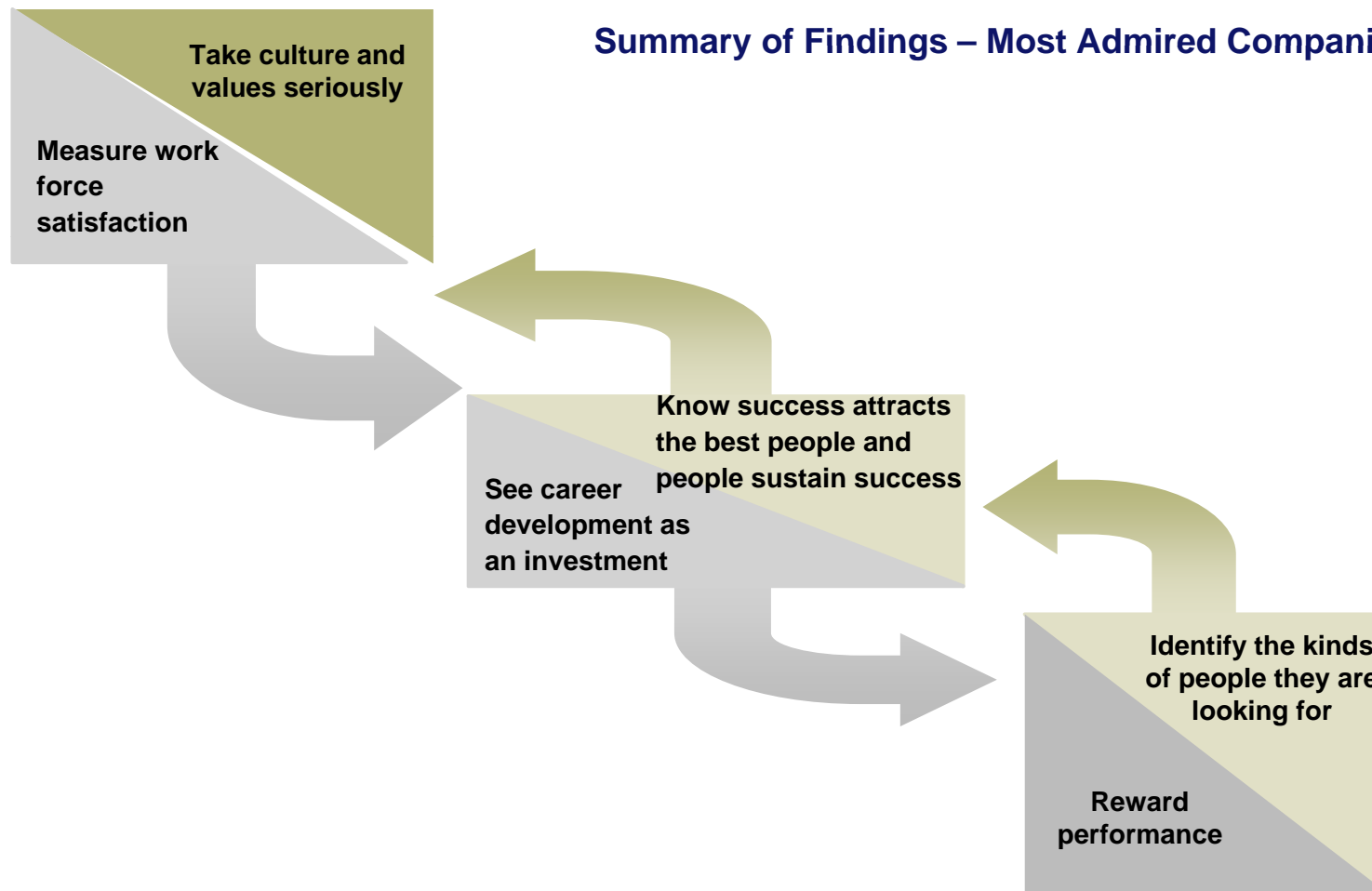
Our research has indicated Culture as being a key differentiator for being a “Most Admired Company”

- Ability to attract and retain talent
- Culture
- Leadership
- Performance management
- Strategy implementation
- Managing through economic uncertainty
- Execution
- Innovation
- Effectiveness in conducting business globally
- Board governance and human capital management

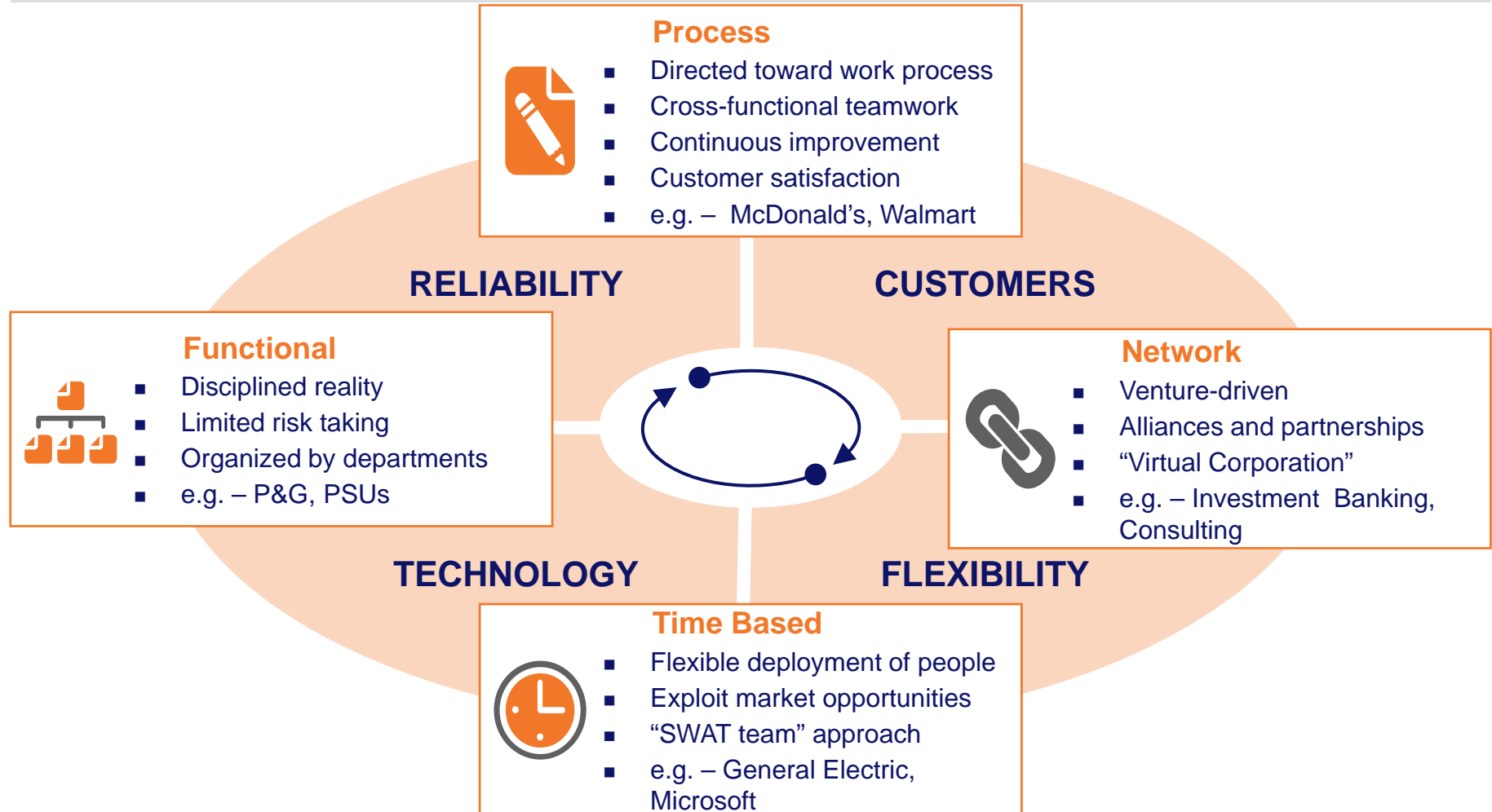


Career Development – Role of Organisation Culture

Summary of Findings – Most Admired Companies Research



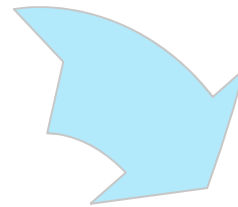
Four Distinct Culture Types



Leading Cultural Change

Cultural Integration hampering organisational growth

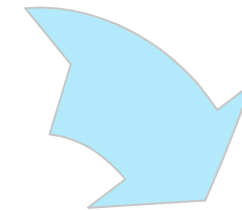
Galp Energia, the result of merger of two state-owned companies, was struggling to maximize its combined new size



Culture Integration Program

- Support cultural change and integration, by breaking down ingrained concepts
- Promote fundamental values and a client based orientation

Integrate two separate cultures to achieve one robust organisation...



Leading to change in culture and attitude

- Less emphasis on status and hierarchical relationships,
- Greater cooperation between teams
- Increased speed of decision making

Cultural gap between the entities reduced

Case Study

Roadblock 2 – Integration

Boundaryless Careers – Role of Effective Integration

1. Hay Group's three-phase research program, conducted jointly with La Sorbonne



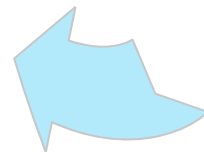
2. Research shows that human capital integration audit was low in the due diligence priority



3. One of the major reasons for unsuccessful integrations



4. Integration of intangible assets is equally important as tangible assets



6. Involvement of workforce in the process of integration helps in easing out the implementation process



5. Integration of tangible and intangible should happen in parallel

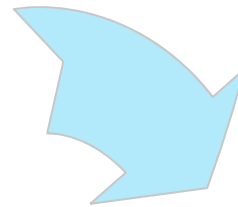
Integration Risk Framework



Managing Integration Issues

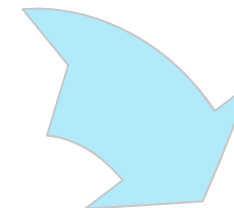
Integration issues at a leading steel pipes and plates company

The company had started a new manufacturing facility outside of India. The company was facing integration issues with respect to integration of culture, systems and processes



Emphasis on Integration of non-tangible assets

- Designing systems and processes to integrate the HR, IT processes
- Establishing clear accountabilities between plants and Corporate
- Cultural integration



New plant could focus on execution and hit the ground running

- Integration process for non-tangible assets in parallel with that of tangible assets
- Established the platform for smooth and efficient functioning of the new plant

Company awarded the “Emerging Company of the Year” by Economic Times in 2008

Case Study

Roadblock 3 – Capability Assessment & Development

Boundaryless Careers – Role of Capability Assessment and Development

Boundaryless career can be successful if the employees are ready for this transition of self direction



Managing Talent

Case Study

High performers in Essel Propack moved to new geography and role

Essel Propack, a leading specialty packaging company had moved its manufacturing locations & some of its high performing employees out of India

But, movement of these high performing employees failed

Organisational diagnostic revealed the reason for the failure of these high performing individuals

- Inability to work across functional areas
- Inability to manage the culture difference

Design occupational paths that are not bound within specific functions but are project-based

Should develop a team of individuals who can work across functions and layers of organisation

Next Steps – Implementing Boundaryless Careers

Requirements for Smooth Implementation

Change in the organisational culture

Employee readiness for the transition

Methodologies to identify competency and talent in a boundaryless career system

System for capability assessment

Leadership and HR support

HayGroup

We help organisations work