

# Success Factors for Talent Management

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*The Importance of Walk the Talk*  
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# Introduction

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- ◆ UBS in a difficult time – what can be brought to the table?
- ◆ Human Resources in the financial industry – what else is there?
- ◆ Recruiting and development of 'talent' in the financial and research industry – anything to learn from each-other?
- ◆ The 'War for Talent' – reflecting reality or pretended drama?

# Recruiting and assessing talent

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- ◆ We all use the term 'talent' – do we know what we want and how the term is defined?
- ◆ The glamorous recruiting process – are we over-promising and under-delivering?
- ◆ Application of uniform assessing tools – are we missing out some points?
- ◆ The sacred task of developing talents – how are coaches and mentors selected and assessed?

# Talent development as part of corporate culture

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- ◆ The talent recruiting and talent management process must represent the core elements of the corporate culture – how close is this link?
- ◆ Talent management is a strategic priority for most companies – is this reflected in reciprocal resource allocation?
- ◆ Corporate talent pools can drive corporate change processes – are their members systematically involved in doing so?
- ◆ If innovation and flexibility are fundamental parts of corporate culture – what role do talents play?

# Vision and concepts versus hands-on implementation

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- ◆ Global talent management is a rather complex task – where lie the accountabilities and who manages this complexity?
- ◆ Talent management visions, concepts, committees and experiences are existing in plenty – who's heart beats for it?
- ◆ Strategically important activities have to be financially rewarded after successful execution – is this the case with talent management results?
- ◆ Talent management can only be successful if HR and line functions are working together in close partnership – more an illusion than reality?

# How to walk the talk – a summary

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- ◆ The ingredients for talent management success: under-promise and over-deliver
- ◆ Executive Board ownership with time commitment
- ◆ Not only talents are identified, assessed and rewarded, the same must be applied for talent developers – only the best employees convincingly representing the corporate culture and its values are visibly chosen and given the task to recruit and develop talents
- ◆ Talent management is a day to day effort driven by line managers and professionally supported by HR, including systematically using talent pool members for identifying and driving complex change processes and feed-back discussions