

Deloitte.



Future Talents Forum 2020

People Management in an ever-changing world

Talent Management, Sebastian Thomalla

Deloitte – a people business

Strong growth in both, revenue and people

>>Deloitte is a leading global provider of audit and assurance, tax and legal, consulting, financial advisory, risk advisory and related services<<

DTTL ¹⁾ (>150 Countries)			Germany (15 Offices)		
FY ²⁾	USD (bn)	People	EUR (bn)	People	
2015	35.2	225,400	0.8	5,368	
2016	36.8	244,400	1.0	6,131	
2017	38.8	263,900	1.3	6,927	+ 3,465 + 64.5%
2018	43.2	286,200	1.5	7,902	
2019	46.2	312,000	1.7	8,833	

DTTL: +11, +31.3% (2015-2019)
 Germany: +0.9, +125% (2015-2019)

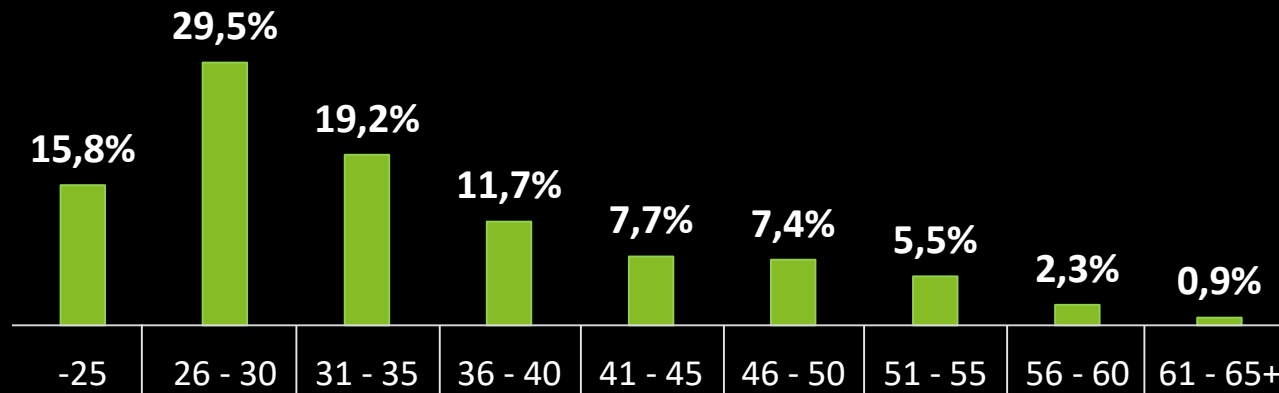
1) DTTL refers to Deloitte Touche Tohmatsu Limited

2) FY refers to Fiscal Year, i. e. June 1st – May 31st

Speaking of people...

Our average age is rather young and we are constantly recruiting Future Talents

AGE



8,833¹⁾ People in total by end of FY 2019



~1,400 People **age 25** or younger and ~4,000 age **30** or younger



Average age of workforce is 34, resp. **29** (excl. senior executives)

RECRUITING



~**63,000** total applications received



~**3,900** hired in total (excl. senior executives)



~**1,350** graduates and ~**1,600** interns / working students

¹⁾ excl. interns/ working students

The case for change

Talent and market trends require to rethink our people management

Talent Trends

what current and future talent expect

- Expect **meaningful work** that is aligned with personal values and ability to make an impact
- More **frequent development** focused feedback and leveraging of “strengths”
- **Trust and meaning** from leadership
- **Hands-on management** with clear, transparent goals and coaching
- Greater clarity in how to meet professional and personal goals and **opportunities to learn and grow**
- **Flexibility and inclusion** of the workplace

Market Trends

what we're seeing in leading organizations

- **Digital** is transforming the business landscape
- Skills are becoming obsolete faster which is increasing the **need for learning real time** and all the time
- Organizations are broadening focus **beyond engagement and culture**
- **New leadership** are required to operate in an agile environment
- **Critical analytical tools** are being embedded into organizations' day-to-day decision making

Sources: Bersin 2017; Deloitte Consulting: Global Human Capital (HC) Trends Report 2014/2015/2016/2017/2018

Rethinking People Management

Examples of integrating market and talent trends

Career Model



Capability Model



Performance Management



Career Model

Aligning our career models with our value chain



TRADITIONAL



Provide a **broad skill set** - strong advisory, business and relationship management skills

SPECIALIST



Bring **depth of knowledge** in a specialized technical skillset, functional area, sector or industry that is in demand in the market

STUDIO



Combine **creativity with business / technology** knowledge. Services offered differ depending on market needs

DELIVERY



Design, build, test, implement and operate new and existing **technology solutions** for our clients from strategic locations

PRODUCT



Design, manage, deliver, enhance or support **productized services** in demand in the market

ENABLING



Provide and run **internal processes, systems and support services** in order to operate overall business

Rethinking People Management

Examples of integrating market and talent trends

Career Model



Capability Model



Performance Management



Capability Model

Defining our unique Deloitte experience - globally



Developed for each of our global core services and service lines – they identify the *12 – 15 most critical capabilities for our clients that we must deliver on a globally consistent basis.*



-  Recruiting
-  Leadership
-  Development
-  Mobility
-  Promotion

Rethinking People Management

Examples of integrating market and talent trends

Career Model



Capability Model



Performance Management



Performance Management

Fuel, see and recognize performance close to real-time



Fueling performance with ongoing activities like frequent strengths-based feedback on work, one-one-one career discussions, and real-time rewards and recognition

Seeing performance through quarterly activities with performance snapshots to gauge performance, and Talent Reviews to discuss our people

Recognizing performance with annual activities to review reliable data and fuel intelligent compensation and promotion decisions

 **Targets**

 **Check-Ins**

 **Pulse Surveys**

 **Career Coaching**

 **Performance Snapshots**

 **Talent Reviews**

 **Compensation and Promotion**

Rethinking People Management

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Capability Model



Performance Management



Technology

Our tool is intuitive with all functionalities at a glance and it comes with an App

Browser version

The browser version interface features a dark sidebar on the left with a navigation menu. At the top, it shows the user's location as 'German (Germany)' and a 'Benötigst du Hilfe?' link. Below is a profile card for Sebastian Thomalla, ES Senior Manager. The main content area has a large header with a green logo and a welcome message: 'Willkommen Sebastian! Dies ist dein persönliches People und Performance Management System, in dem du alles rund um deine Kompetenzen, deine Ziele und deine Performance managen kannst. weitere Infos hier'. Below the header is a section titled 'Meine Performance und Entwicklung' containing six interactive cards: 'Engagement Goals definieren', 'Snapshot anfordern', 'Pulse Survey beantworten', 'Mein Kompetenzprofil ansehen', 'Meine Kompetenzen einschätzen', and 'Meine Entwicklung gestalten'. A 'To-do' notification is visible in the top right corner.

App version

The mobile app version interface is shown on a smartphone screen. It features a dark header with the status bar (Telekom.de, 13:40, 87% battery) and a 'Home' title. Below the header is a large welcome message: 'Willkommen Sebastian. Dies ist dein persönliches Performance Management Tool. Hier kannst du die Global Talent Standards, deine eigenen Ziele und Entwicklungspläne, sowie deine Performance Ratings einsehen.' The main content area is divided into two sections: 'Meine Performance' with cards for 'Snapshot anfordern' and 'Pulse Survey beantworten', and 'Performance meiner Teams' with cards for 'Snapshot abgeben' and 'Pulse Survey initiieren'.

People Management philosophy

Three take-aways from this presentation

1

It should be our key aspiration to **provide orientation** and **manage expectations** in a VUCA¹⁾ world

2

From talking about, to **talking with our people** (especially in performance-relevant situations)

3

Make use of modern technology to achieve **low entry barriers** and **positive user experience**

¹⁾ Volatile, Uncertain, Complex and Ambiguous



"We rise by lifting others"
(Robert Ingersoll)