

## Threading the talent needle

What global executives are  
saying about people and work



### **Executives who contributed to the development of this report**

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# Threading the talent needle

Talent costs and their consequences loom large over corporate income statements. So, it is hardly a surprise that talent issues are near the top of the CEO and board agenda. Most global companies and organizations recognize that talent management is essential to business success. However, the current economic crisis presents business leaders with some difficult and conflicting talent challenges:

- There is immediate pressure to reduce costs while still motivating and retaining employees.
- The priorities of core customers, services, and employees must be juggled while operational adjustments need to be enacted to make it through difficult times.
- There remains a long-term strategic need to capitalize on the rebound and help ensure future growth.

To understand how leading companies are framing and tackling these challenges, Deloitte collaborated with Forbes Insights to conduct a series of one-on-one interviews with senior executives at leading global organizations. The interviews were conducted near the end of 2008, just as the effects of the global economic crisis were becoming evident. The goal of the study was to understand the talent implications of the business challenges facing global organizations—with a strong focus on talent strategies, innovative talent solutions, and new ways of working. Other topics included: the characteristics of world-class talent; the competencies of future leaders; flexible work; diversity; corporate social responsibility; employment branding; and the CEO's personal role in leading and championing talent management.

A common theme emerged from the executive interviews: in order to survive and thrive in these unusually challenging times, companies must “thread the needle” when it comes to talent. That means cutting costs and reducing overall staff levels, while at the same time ensuring that high performers and other critical contributors are taken care of and motivated, and that the long-term strategic needs of the business are being considered and fully addressed.

The study produced 12 key findings that show how companies are threading the talent needle—tackling today's immediate talent challenges while positioning themselves for long-term success.

# Talent strategies are not yet changing despite the financial crisis



2009 is going to be a very tough year, but managing the demands of talent investments in the context of that difficult climate and long-term objectives is absolutely critical.

Sir Martin Sorrell, CEO, WPP Group

It might seem odd to be thinking about talent when the global financial crisis is causing some companies to lay off staff. The truth is despite a short-term surplus of labor, critical talent is always a scarce and precious resource. In this study, the majority of interviewees mentioned the financial crisis as a top-of-mind business challenge; in fact, it was often the first topic discussed. However, only a handful talked about changing their talent strategy in response to the current economic woes.

“Obviously, the biggest short-term challenges are the terrible economic conditions that all businesses are facing at the moment,” said Sir Martin Sorrell, CEO of the WPP Group. “2009 is going to be a very tough year, but managing the demands of talent investment in the context of that difficult climate and long-term objectives is absolutely critical.”

We expect there will be little tolerance for abandoning talent strategies during headcount reductions. In fact, a number of organizations are using the downturn to ratchet up their talent base. Visa Europe sees the downturn as a possible opportunity to pick up new talent. “In a tough environment and marketplace, people who are innovative, creative, and self-driven could get slightly frustrated by some of the cutbacks and reduced career opportunities that other businesses might face,” said Peter Ayliffe, the company’s president & CEO. “Our strong brand and growth opportunities hopefully will attract some of those people to come and work with us.”

Royal Bank of Canada (RBC) is staying the course on its long-term talent strategy, including entry hiring. “Regardless of business conditions, maintaining our core talent management practices is critical for our future success,” said Zabeen Hirji, the company’s chief Human Resources officer. “For example, it’s important to keep our channels of university recruitment open—even in these uncertain times. We may recruit fewer people, but it would be shortsighted to stop.”

Some companies in the study are continuing to expand their workforces and increase pay levels in areas where there are still opportunities for growth—even as they cut back in other areas. To help employees understand what could be perceived as conflicting actions, companies must focus extra attention on communication. “We try to be as honest, straightforward, and clear as possible with everyone,” said Carl Bass, president & CEO of Autodesk, “so that employees understand that the slowdown is having a different impact on different geographies, and thus requires different strategies.”



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Peter Ayliffe, President & CEO, Visa Europe

# Companies are focusing extra attention on critical workforce segments and top talent



Karen Wood, Group Executive & Chief People Officer, BHP Billiton

When it comes to talent, focus matters. Many of the companies interviewed make a conscious effort to identify critical groups of workers within their businesses and to attract and develop top talent in those key areas. Similarly, many companies try to identify and recruit top talent that is still in the pipeline—for example, top students at leading universities.

Mining company, BHP Billiton, saw that a growing number of engineering students were going into financial services and launched specific programs to attract them to a career in mining. “There has been a sense over the last decade or two that mining is not what you would describe as the ‘sexy’ end of employment opportunities,” said Karen Wood, group executive & chief people officer at the company. “We have a well-developed program where we put our hands on what we hope will be the best and the brightest graduates as they emerge from various universities around the world. We give them an opportunity to move around and see our global operations so they can get a real perspective on the vast opportunities an organization like ours has to offer. The two-year program also takes them out of their day-to-day roles and gives them some real personal and professional development opportunities as a group.”

According to Felicia Fields, group vice president of Human Resources & Corporate Services at Ford Motor Company, “The workforce is shrinking in terms of people who have the right skills and competencies in science, technology, engineering, and math—as well as in leadership and management. Our objective is to really get in front of this shrinking workforce. We have to begin to work more aggressively with the pipeline, with kids as far back as elementary school.”

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Karen Wood, Group Executive & Chief People Officer, BHP Billiton

We are working to develop closer contacts and cooperation with universities and other schools and institutes to make our brand better known and attractive in the international talent market.

Salvatore Sardo, Chief Corporate Operations Officer, Eni



# Companies are making deliberate efforts to strengthen their employment brands

Companies have long understood the importance of developing a brand image to help market and sell their products and services. Now many are applying similar principles to talent management. More than half of the executives indicated their companies are making deliberate efforts to build an “employment brand” that can help them attract top talent.

“In Italy, our brand is very strong among young people,” said Salvatore Sardo, chief corporate operations officer at energy company Eni. “We are always in first or second place in surveys that measure our company’s appeal among potential young employees. However, Eni’s brand is not as well known outside of Italy, which makes it a little more difficult to be recognized. We are working to develop closer contacts and cooperation with universities and other schools and institutes to make our brand better known and attractive in the international talent market.”



Salvatore Sardo, Chief Corporate Operations Officer, Eni

Other companies are using their strong overall brands as a foundation to improve their employment brands.

“People, especially newer employees in the workforce, look for companies that are going to be around for the long term, but that are also going to offer them the greatest growth potential and learning experience,” said Reid Walker, vice president of global Communications at computer maker Lenovo. “I think everyone is proud of ThinkPad. It’s an iconic brand that is known for quality.”

# Globalization and emerging markets are shaping the talent agenda



In many cases, strong global experience is coming out of our developing markets, and I anticipate those markets will be net exporters of talent over the next few years.

Patricia Nazemetz, Chief Human Resources & Ethics Officer, Xerox

Globalization has already had a major effect on how companies manage talent and the executives interviewed expect this trend to accelerate in the future. More than three quarters of the organizations in this study expect their future growth will come mainly from emerging markets—in particular Brazil, Russia, India, and China. The Middle East was also mentioned frequently. Among the organizations that expect their future growth to be dominated by emerging markets, nearly all are taking specific actions to align their talent agendas with this trend.

More and more companies view talent in emerging markets as a resource that can be shifted across borders, rather than being strictly limited to deployment in the local market. “In many cases, strong global experience is coming out of our developing markets, and I anticipate those markets will be net exporters of talent over the next few years,” said Patricia Nazemetz, chief Human Resources & Ethics officer at Xerox. “There are folks who have built businesses from the ground level and have been true general managers in those places. For example, we might have a \$1 million or \$2 million business in a developing country that started out at zero and a couple of people who actually know the business, understand the market, and built the customer base. Those talented people would be given increasingly responsible roles within the region, and eventually could be exported to the other parts of our business—including the United States.”

Other companies are focusing on students. “A couple of years ago we implemented a program called Green Shoots,” said BHP Billiton’s Karen Wood. “We hire university graduates from countries that don’t do much mining, train them in other countries with established mining operations, and then send them back to their native country to help us advance and execute our emerging business.”

Multilingual capabilities are also becoming more important, particularly in the leadership ranks.

“Communication is important and people like to be talked to in their mother tongue,” said Adidas chief Human Resources officer Matthias Malessa. “Even a few words are much appreciated. If you just speak your mother tongue and one other language, then it’s a start. But nowadays, kids have three, four, or five languages under their belt.”

Many companies expect future leaders to have lived and worked outside of their native countries. “Given the international nature of our operations and the different markets in which we operate, we feel that every senior manager should have at least one international leadership experience during their career,” said Ben van Dijk, executive vice president of Corporate Human Resources at DSM, the Netherlands-based life and material sciences company. “The general theme is international awareness, which we believe you can only get through practical experience working overseas. At DSM, it is mandatory that a manager work abroad for a couple of years. We build this experience into a person’s career development because traveling to the U.S. or China is not like living there.”



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Ben van Dijk, Executive Vice President of Corporate Human Resources, DSM

# Innovation is a key growth driver in every part of the business cycle



Ingar Skaug, Group CEO, Wilh. Wilhelmsen

The vast majority of companies in this study believe that innovation is critical to success, both in good times and bad. In fact, two-thirds of the interviewed executives specifically mentioned the importance of innovative practices as a way to address business challenges.

One way to foster innovation is to create an open and collaborative culture where innovation can thrive. “We have a corporate role in innovation,” said Ingar Skaug, group CEO at global maritime industrial group Wilh. Wilhelmsen. “But we don’t try to steer everything centrally. We encourage innovation and then let the organization loose, which stimulates everyone to think and create and do things differently.”

Another way to foster innovation is to build a workforce with diverse perspectives. “At Philips, the design of our products is very important,” said Hayko Kroese, the company’s global head of Human Resources Management. “It is not just the features but the design, the look and feel, and the humanization of our products. We have 500 people in design—a very creative group with lots of different educational backgrounds. People are selected because they bring something different and enrich our design community.”

We encourage innovation and then let the organization loose, which stimulates everyone to think and create and do things differently.

Ingar Skaug, Group CEO, Wilh. Wilhelmsen

We have abolished the idea of ‘corporate headquarters,’ instead, there are ‘hubs of excellence’ around the world that allow us to respond quickly, and to get to top talent—wherever they may be—and offer them opportunities.

Reid Walker, Vice President of Global Communications, Lenovo

# Companies are beginning to adopt non-traditional organization structures

Many of the companies in our study are starting to develop and implement innovative organizational structures that allow them to harness talent and serve customers in new ways. The trend is away from traditional, centralized hierarchies toward “network” models that help people connect across organizational boundaries. “I do see that in the future we will begin to challenge the value of hierarchy,” said Bob MacIntyre, assistant vice president of Human Resources at Canadian Pacific. “I think we will come to realize we need fewer levels of management and less hierarchy with the information systems we have today.”

Among the executives interviewed, one-third said their organizations were adopting structural elements that did not fit the traditional model. “We have abolished the idea of ‘corporate headquarters,’” said Lenovo’s Reid Walker. “Instead, there are ‘hubs of excellence’ around the world that allow us to respond quickly, and to get to top talent—wherever they may be—and offer them opportunities. For example, we created some advertising out of our office in Bangalore, India, which turned out to be some of the best advertising that we had across our network. So we went in and did a deep dive in India and found a lot of talent there. We created an office co-located with Ogilvy and created a marketing hub in Bangalore to serve the world. That doesn’t mean that we don’t customize in Paris, or Sao Paulo, but generally everything goes through the hub for development and creation. This model ensures there is a sufficient discussion and mix of ideas across the business, that we are taking our best practices across the world.”

Eli Lilly took the idea of decentralization even further. “A number of years ago we came up with the idea for *Innocentive*, which essentially puts chemistry problems on the Internet and gives people around the world an opportunity to solve the problem and receive a reward,” said Anthony Murphy, senior vice president of Human Resources. “That’s a completely different approach to innovation and problem solving that links to our FIPNET (Fully Integrated Pharmaceutical Network) strategy of bringing the external world inside. In addition, a new kind of organizational culture is emerging which has much more involvement from people at every level within the enterprise. What we are trying to do is to provide organizational structures that reflect that trend—flatter structures that have broader spans of control and are more integrated across organizational boundaries.”

# CEOs are personally investing time and energy in talent



Peter Bakker, CEO, TNT

The CEOs interviewed face more challenges than ever before—setting strategy, working with the board, tending to issues such as regulatory compliance and social responsibility—yet most are spending a significant amount of time on talent. In many cases, this includes direct involvement in attracting, developing, and retaining top talent. Two-thirds of the organizations mentioned that a key role their CEOs play in talent management is connecting with employees around the globe—particularly those with high potential. Some CEOs also play an important role in attracting talent through public speaking, and devote a significant amount of time to talent reviews.

“I personally get involved with recruitment days and sessions that we organize around the world, so I can speak to young people and see what they really have on their minds,” said Peter Bakker, CEO of TNT, the Netherlands-based delivery services company. “Also, there are all kinds of forums where we can interact after they join the company. For example, I recently participated in a 48-hour chat session on our global intranet where employees from around the world could bring solutions and creative ideas about our business and strategy. Three ideas from that session have already been turned into real projects.”

At Novartis, the CEO is similarly active in recruiting and developing talent. “Our CEO is very much involved in selecting people at higher levels, and he is directly involved in the talent review process in our organization,” said Juergen Brokatzky-Geiger, head of Human Resources at Novartis. “In addition, he helps design the learning programs we do with business schools like Harvard Business School, INSEAD, and London Business School. Also, he goes there himself, participating for a whole week. He is very interested in having open discussions about the business and the culture with his senior executives. He is very much involved in talent development.”



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Peter Bakker, CEO, TNT

# The leadership pipeline continues to be largely focused on developing leaders from within



Matthias Malessa, Chief Human Resources Officer, Adidas

Increasing leadership requirements—both the need for more leaders, and the need for leaders with skills to manage new complexities—are turning up the heat on leadership development and succession planning. But despite all the talk about job-hopping and “talent on demand,” many companies in our study remain deeply committed to growing leaders from within as a critical element of their talent strategy. In fact, nearly a quarter of the interviewees raised the issue without being asked.

“While we believe that refreshing our talent pool from the external market is important from time to time,” said BHP Billiton’s Karen Wood, “our preference will always be to promote from within because we believe that the BHP Billiton way of doing business is not only what we do, but also how we do it. It is something that can only be developed after a long period of time in the organization.”

Philips Electronics has a similar view. “Going outside is not the first choice,” said the company’s Hayko Kroese. “Our philosophy is building talent—growing talent in the company. At the same time, it’s important to stay in touch with the market. You should always benchmark so you know if you really have the best people in-house. This is true even for top positions.”

A company’s brand image can affect its approach to developing leaders. “Strong brands and cultures have a clear identity,” said Adidas’ Matthias Malessa. “This requires a very strong talent pipeline, because to preserve the culture you have to promote from inside and can only have a limited share of external senior guys coming in.”

The trend of growing leaders from within actually seems to be rising—not only in numbers, but in importance. The focus on growing leaders and deliberately managing their careers and impact through strategic work assignments seems to be more than business as usual. Our discussions lead us to expect a range of innovative approaches and investments that could raise the bar on leadership development and deployment.

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Matthias Malessa, Chief Human Resources Officer, Adidas

Although the automotive sector is behind other sectors, in three years the numbers of female managers at Nissan has tripled.

Hitoshi Kawaguchi, Senior Vice President of Human Resources, Nissan

# Gender diversity at the executive level remains challenging

Most of the interviewed organizations were reasonably satisfied with their *cultural* diversity at senior levels, but fewer were happy with their gender diversity at those levels. That's probably why many of those companies are actively looking for new ways to close the gender gap.

"Although the automotive sector is behind other sectors, in three years the numbers of female managers at Nissan has tripled," said Hitoshi Kawaguchi, senior vice president of Human Resources at Nissan. "Our DDO (Diversity Development Office) trains and encourages female employees to explore their careers in the company, and our future goal for the DDO is to go higher and wider. By higher, we mean not just managers but general managers and executives. By wider, we mean that DDO activity should not be limited to the head office, but should extend to all parts of the company, with more female factory workers, more female sales people, and more females in countries beyond Japan."

Of course, some companies are already ahead of the pack on gender diversity. "If you look at our board, there are three women on it, which is quite unusual for an FT100 company," said Kim Reid, head of Leadership & Talent at British Airways. "Also, there are a lot of senior women in the organization. We do have a significant level of diversity between males and females, and we have a very diverse kind of workforce (people from different cultures) within the company. It is quite an eclectic workforce in that respect."



Hitoshi Kawaguchi, Senior Vice President of Human Resources, Nissan

Xerox is also doing well in terms of gender diversity at the senior level. "We have a little bit of an obvious advantage," said the company's Patricia Nazemetz. "Our CEO and president are both women, so we have a lot of gender diversity in our senior team. Also, our corporate officer group, which is about 30 people strong, consists of 35 to 40 percent women."

Despite these examples, the overall study results suggest that gender diversity at senior levels is likely to remain a significant challenge for the foreseeable future.

# Managing a multi-generational workforce is a large and growing challenge



Felicia Fields, Group Vice President of Human Resources & Corporate Services, Ford

About half of the interviewed executives made a point of mentioning that younger employees seem to have a different attitude about work. “There is changing expectation with the younger generation versus Boomers,” said Ford’s Felicia Fields. “They are clearly very different and looking for things like flexibility in the workplace. Also, they have different expectations about communication, technology, and work contracts; they are not necessarily looking for jobs for life, but are looking for more portability.”

Nontraditional organizational structures, leadership development, and other initiatives discussed throughout this report can help. However, it should be noted that, based on our study, catering to the needs of Generation Y may create resentment among more experienced workers who feel that today’s young workers haven’t paid their dues. The key may be to develop policies and programs—such as flexible work practices—that appeal to a broad range of age groups.

“Educational institutions tell us that today’s graduates will have 6 to 10 different jobs within their working life,” said BHP Billiton’s Karen Wood. “I am quite sure that number is right, or maybe even low, but we would prefer that our people not do that. We are not bashing our head against a brick wall and insisting that we are operating in an entirely different paradigm from the rest of the world. Recognizing that people want choices forces us to think about how to offer that breadth of career experience while keeping somebody within the BHP Billiton family.” On a related subject, she added, “We have found that allowing people to live in places that are attractive to them and then fly to our remote location for work is a very important way of preserving our talent.”

Although some organizations in our study pointed to specific plans to address these issues, others seem to be dragging their feet. This could cause problems in the future. Organizations that procrastinate may find themselves scrambling to catch up in establishing management practices and employment brands that appeal to Generation Y.

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Felicia Fields, Group Vice President of Human Resources & Corporate Services, Ford

# Flexible work practices are already widely used and continue to expand



One of the benefits we get from work is to experience that socially collective space—to relish it, to contribute to it, and to shape it. I think this is not a trivial matter.

Satish Pradhan, Executive Vice President of Group Human Resources, Tata Sons

These days, employees from every generation want more control over when, where, and how they work. Gen Yers don't see the point of being chained to a desk from eight to five when the latest technology lets them be productive whenever and wherever they choose. Gen Xers want the freedom to balance work demands with their family responsibilities and personal life. Boomers feel they have earned the right to control their work environment and are gearing up for retirement, which offers the ultimate work flexibility. Given these pressures, it's no wonder that more than three-quarters of the interviewed organizations have already adopted flexible work practices such as telecommuting, part-time work, and flex-time. And since every generation has strong needs and opinions about workplace flexibility, we expect to see continued investment in this area.

"We do a lot with what we call *Workplace Innovation*," said Philips Electronics' Hayko Kroese. "We offer people the freedom to manage their own time and location. The company is totally connected, so people are always connected with all of their colleagues around the world. That makes a lot of work location-independent, which is something we encourage. We also offer people a lot more empowerment by essentially saying, 'Okay, you know what to do, you know what your deadlines are, no need to come into the office to demonstrate that you are working.'"

One of the challenges in making the leap to flexible work is getting executives and managers to change the way they think. "You need to work on leadership," said TNT's Peter Bakker. "Many leaders and managers think the department is doing a good job when everybody is sitting behind a desk working. People must learn to manage based on output, not presence."



Another big challenge is the need for social interaction. “In the 1990s, we talked about technologies that would allow us all to work at home and never need to meet each other,” said Satish Pradhan, executive vice president of Group Human Resources for the Tata Sons in India. “However, my experience these past 10 years tells me that while we have enough science to support this, men and women are social animals. One of the benefits we get from work is to experience that socially collective space—to relish it, to contribute to it, and to shape it. I think this is not a trivial matter.”

Xerox is tackling these challenges in a variety of ways. “For us, the magic or the big opportunity comes with finding the right balance,” said Xerox’s Patricia Nazemetz, “a balance between virtual work enabled by technology, which we do the same way others do, and the right mix of social interaction that is needed to build teams, familiarity, and knowledge sharing. At some level, there is the need for more interaction—direct face-to-face interaction—and we have to find those leverage points and use them effectively. I would not tell you we have conquered the challenge completely, but we are getting much better at it. Another key is getting employees to actually sit down and work through a plan and model what-ifs: What happens if there is an emergency and a customer needs something right away? Or there is a critical deadline? Or the boss’ boss walks down the hall and suddenly throws you a curveball? What do you do?”

Flexible work practices do not apply to all jobs—for example, many hourly jobs cannot be done on a flexible schedule. Also, a number of interviewees made a special point to mention that telecommuting cannot replace the social aspects that come from a face-to-face meeting.



We do a lot with what we call Workplace Innovation. We offer people the freedom to manage their own time and location.

Hayko Kroeze, Global Head of Human Resources Management, Philips Electronics

We have a concept called  
'Live Positively' that  
embodies our commitment  
to making a positive  
difference in the world.

Cynthia McCague, Senior Vice President & Director of Human Resources, Coca-Cola

# Companies are increasingly committed to corporate social responsibility, in part because it helps attract top young talent

Virtually all of the companies in the study expressed a strong commitment to corporate social responsibility (CSR) and most saw it as important to attracting and retaining talent. A key practice for CSR is getting employees directly involved, as opposed to just donating money. One-third of the interviewed executives mentioned the importance of direct employee involvement and volunteerism, while nearly half discussed how social responsibility was integrated into normal business operations.

“We started our major CSR campaign six years ago when we decided to stop all of our sports sponsoring,” said TNT’s Peter Bakker. “I actually said, ‘Well, let’s stop all that, let go of that nonsense. Let’s invest the total budget in a partnership with the World Food Program (WFP) and the United Nations food aid organization.’ And we aren’t simply donating money. We have some 400 people annually work two or more months for the WFP. We do flights when there is an earthquake or flooding; we will be the first ones to fly on behalf of WFP. When the tsunami struck in 2004, we had an operation set up for WFP in eight countries around the area within 48 hours. We don’t have 400 people sitting idle doing nothing; these are all normal employees of our company who volunteer to come out to do something and we help make it possible. And when these people come back, we make them ambassadors and they get to travel around the company for another two months to tell their stories. This has enormously increased pride and loyalty within the company, but also makes us a much more attractive employer to people on the outside.”



Cynthia McCague, Senior Vice President & Director of Human Resources, Coca-Cola

Coca-Cola has a similarly expansive view of its role as a good corporate citizen. “A recent study showed that graduates want to work for a company with an exemplary environmental performance, ethical kind of business conduct, and good employer relations records—and that they’re even willing to sacrifice salary to work at these companies,” said Cynthia McCague, the company’s senior vice president & director of Human Resources. “We have a concept called ‘Live Positively’ that embodies our commitment to making a positive difference in the world by redesigning the way we work so that sustainability is part of everything we do. We also ask folks to think about ‘Live Positively’ as a part of their everyday life, not just part of their work.”

# Threading the needle

Clearly, the global economic crisis, and the short-term labor surplus that comes with it, has not deterred these top decision-makers from focusing on critical talent and long-term talent management. It's not as if the structural talent challenges have suddenly disappeared. Companies continue to face a future in which access to critical talent will be among the biggest constraints on their overall growth and results. Only now, businesses must also wrestle with immediate talent challenges that could undermine their long-range plans. To succeed, they must find a way to "thread the needle" on talent—cutting costs and reducing headcount while at the same time finding new ways to organize work, workplaces, and workforces. In the end, a company's ability to attract, develop, and retain critical talent is the key to sustained performance and competitiveness.

This report highlighted what some of the world's leading companies are doing to tackle the talent challenge. The findings presented here are just a starting point. For the latest information and research about talent strategies, innovative talent solutions, and new ways of working, please visit Deloitte's Talent Management website at [www.deloitte.com/us/talent](http://www.deloitte.com/us/talent).

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**About the study**

This study is based on direct one-on-one interviews conducted by Deloitte and Forbes Insights with 28 senior executives including CEOs, chairmen, CHROs, and other leaders with responsibility for human resources and talent. The interviewed organizations represented 12 countries: Australia, Canada, China, Germany, India, Italy, Japan, the Netherlands, Norway, Switzerland, the United Kingdom, and the United States. They also represented a broad range of industries including Consumer & Industrial Products, Energy & Resources, Financial Services, Life Sciences and Healthcare, and Technology, Media & Telecommunications.

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