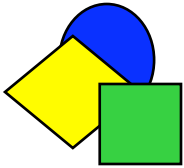# Ambiente de Negócios no Brasil e *Desenvolvimento de Talentos Globais*

Edgard Cornachione, Ph.D.
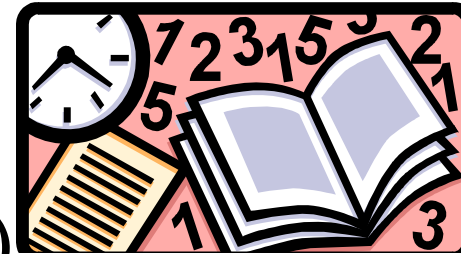
Topic 3

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But first...

Tarefas:
- **Leitura prévia (próxima aula)**
  Beyond HR (Bordreau & Ramstad, Ch.1)
  The war for talent (Michaels et al, Ch.1-2)
- **Organizar os grupos (Projeto)**
- **Projeto (definir estratégia e orientação)**

Atividade (postar no Moodle):
A1) Reflexão crítica (Questão da semana)

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Moodle

http://moodle.stoa.usp.br/

Cadastro! [Número USP]

MOODLE

Questão da Semana:

Surprise Me!

Temas

- *Contexto Sócio-econômico e Cultural Brasileiro*

- Ambiente de Negócios no Brasil
- Aspectos Legais e Formais

- Economia e Mercados
- Setores Agrícola, Industrial, e de Serviços
- Inflação Juros e Câmbio

- Planejamento e Controle nas Organizações

- *Gestão de Pessoas e Desenvolvimento de Talentos*

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Warming up...

Boudreau & Ramstad

Chapter 1,

The essential evolution

The Essential Evolution

1. Competition
2. Organizations: Which jobs are pivotal?
3. Leadership pipeline (strategies)
4. Competency framework for leaders
5. Beyond HR (to Talentship)
6. Human Capital
7. Talent drives strategic success
8. Headcount
9. Value creation

The Essential Evolution

- *QUESTIONS (p. 3)*

- *"Leaders must make talent decisions" (p. 3)*

- *Table 1.1 (p. 7)*

- *Table 1.2 (p. 8)*

- *GE's 20-70-10 (top, middle, bottom performers) p.13*
  - *COMMENTS?*

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The Essential Evolution

- New mission
- Engagement
- Decisions
- Value proposition

"The mission of the HR function is to increase the success of the organization by improving decisions that depend on or impact people" (p. 9)

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- DECISIONS
  - Resource is important for business success
  - Resource is constrained
  - Well-developed professional practice supporting the resource
- New scientific principles (*standard practice*)
  - Breakthrough competition (p.15)
- Markets, Decision Sciences & Professional Practices (fig.1.1, p. 17-18)

Talent War & Talentship

- Attract, develop and retain talents
  - Scarcity

- From CONTROL to VALUE-ADDING

  - IT IS IN EVERYONE, EVERY AREA

Michaels et al.

Chapters 1 & 2,

The war for talent

In pairs, your answer

The War for Talent

- *Inflection point*
- *Talent: driver of performance*
- *Growing demand for high-caliber managerial talent*
- *Growing propensity to switch companies*
- *See page 6 (old/new reality)*
- *"Most companies are poor at TM" (p. 9)*
- *What can we do? (p. 11)*
  - *Embrace a talent mindset*
  - *Craft a winning employee value proposition*
  - *Rebuild your recruiting strategy*
  - *Weave development into your organization*
  - *Differentiate and affirm your people*

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Atividade

Michaels et al.

Chapters 1

The war for talent – <u>Examples of Actions</u>

1. *Embrace a talent mindset*
2. *Craft a winning employee value proposition*
3. *Rebuild your recruiting strategy*
4. *Weave development into your organization*
5. *Differentiate and affirm your people*

Talent Mindset

1. Do you <u>believe</u> **having better people** is how you will win in your business?
2. Do you <u>believe</u> **strengthening your talent** pool is crucial part of your job?
3. Do you <u>convince</u> your **managers to make talent a crucial part of their jobs**?
4. Have you <u>established</u> a **gold standard for talent** in your organization that is widely understood and drives people decisions?
5. Are you deeply <u>involved</u> in key **people decisions two and three levels bellow** you? Do you probe, help, and challenge?
6. Do you personally <u>drive</u> **a talent review process** in each unit reporting to you?
7. To instill a talent mindset in others, do you <u>model</u> **great talent management** and talk to your people about talent frequently?
8. Have you <u>demonstrated</u> a willingness to invest **real money** in talent?
9. Are you <u>holding</u> each of your leaders (and yourself) <u>accountable</u> for 3-6 highly **specific and measurable actions** to strengthen their talent pool over the coming year? (p. 38-39)
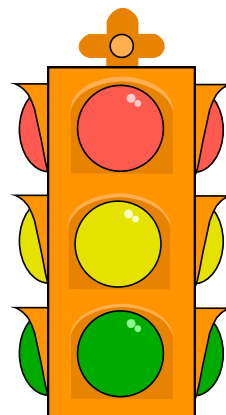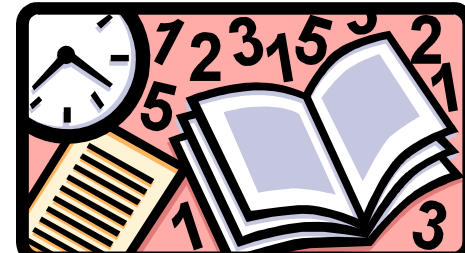
Projeto Final

Configuração

Próxima aula...

Tarefas:

-Leitura prévia (próxima aula)
  Brazil & Intl. Context (Roett, Ch.1, 8, 9)

-Organizar os grupos (Projeto)
-Projeto (definir estratégia e orientação)

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