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Attracting, Hiring, Developing and Retaining
An Impact Team

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Speakers’ Profile

Leonard Yeow

- Chief Executive, The Eximius Group, based in Singapore
- Executive Search, Career Management, Leadership Devt, Talent Scout, Coaching
- Previous Experience ex-Texas Instruments, IBM, Lotus Development, Singtel, Scient among others
- Sales & Business background, direct and indirect, revenue and quota experience “been there, carried the numbers, stayed the late nights, did the flights and all, will do it again!”
- Passionate about sales, business, professional, people, “make things happen”, motto – “live to your fullest potential”
- COL(NS), part of homeland defence leadership, Singapore Armed Forces
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In a few hundred years, when the history of our time will be written from a long-term perspective, it is likely that the most important event historians will see is not technology, not the Internet, not e-commerce. It is an unprecedented change in the human condition.

*For the first time* -- literally -- substantial and rapidly growing numbers of people have choices. For the first time, they will have to manage themselves. And society is totally unprepared for it.

Peter Drucker (1909-2005)
Father of Modern Management, teacher, writer, and mentor & adviser to senior executives for more than 50 years
Reflect

Do you remember the last 5 to 8 years of business climate around the world, and especially in Asia?

What did that teach people in Corporate & MNC?
What happened in the last 5-8 years?

- The End of the Dotcom (approx 2001-2002)
- Technology led to faster pace in everything
- Shorter cycles of Feast and Famine from 10-12 years to 5-7 years, or less
- Long term business objectives become less important than shorter term, near term revenue goals
- Career cycles and tenures became shorter
- People have more choices, including the choice not to work
- Women professionals taking planned breaks in career for families

Work Perspectives Have Changed! Has yours?
Resultant Outcome in HR terms

- People have choices
- The loyalty factor from “company to employee” changed, and that change loyalty from “employee to company”
- People no longer look to Management and HR to plan and develop their career - no more saying “my company will plan my career” or “I hope to retire here.”
- People take their career planning into their own hands – Now I will plan my own career the way I want it to be.
Ponder these questions……

• Why would they stay working with you?
• If you go away for extended period, either for health reasons or personal leave, who will do your work?
• If you are the owner or the MD, will your business last while you are away?
• What keeps you awake at night in HR issues?
• What can you do to enable your people to keep choosing you and your team to work for?
Companies in the 21st Century will need to be flexible, more agile and more creative. Their growth will be fueled by the people who do the work. To compete you’ll need to focus on the heart of your business, that small percentage of your staff that goes above and beyond, carries more than their load, delivers beyond expectations… Impact Players.
Building the Heart of Business

• “20% of the employees are responsible for 80% of the impact on the business” Pareto Principle

Is YOUR business model designed to focus on your top 20% of the pyramid – the Impact Players – and to keep them in your businesses which desire them

BUILD the Heart of Your Business – build IMPACT PLAYERS
High Performance Individuals may NOT translate to High Performance teams
High Performance Teams Comprise and Need High Performance Individuals

Spot the Leaders?
4-Step Approach - AHDR

Attract

Hire

Develop

Retain
How Do You Attract?

• For each Impact role, do you have a clear on-going plan to attract new talent? Think Pipeline Hiring

• Are you an Attractive employer company / leader to potential staff? People join because of you, and leave because of you.

• Who is involved constantly to spot future team members? Key Impact staff and managers spotting future colleagues – “A” Players attract “A” Players

• Marketing, Clear Attractive Message in Market, Branding, Referral Reward, Proper Interview, Friends and Spousal referrals, Dedicated Hiring Partners, Employee Icons, Professional Business Ethics, etc
How Do You Hire?

- What means do you use? Talent companies, headhunters, advertisements, peer referrals?
- Why are people successful in your office? Develop template of the successful people in your office, and what makes them successful.
- Why is Interviewing? Get successful Impact Players to find their own kind.
- Pipeline hiring, Non-panic hiring, Hiring by Leadership involvement, work with strategic partners in market, etc.
How Do You Develop?

- Who takes most of your time? Stars or Stragglers – Winners or Losers
- Do the Stars know they are seen as Stars? Talk to them, make them heard, feel special, involved, wanted, cherished, nurture in private manner

How do you grow skills and competence? Add value to their growth, skills, needs, professional abilities. Stars and Impact Players must be valued above others and rewarded accordingly. They will grow with tough and tender loving care.
How Do You Retain?

• How do you reward? Financial rewards good but has limitation, and loses its lustre quickly.

• What else can be done to retain? Grow them in their long terms career aspirations.

• Develop broad programs that appeal to masses, and have additional retention programs unique to Stars and Impact Players.

• Ask the Impact players what they would like the company to do for them.
The HP Example

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