



# **KATILIMCI YETENEK YÖNETİMİ**

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**16.02.2012**



# Gelecek on yıl içinde oyunun kuralları nasıl deęiřecek?

## Deęiřen İřgücü Dinamikleri



- Giderek artan bir çeřitlilikte ve nesiller arası
- Y Nesli ve beklentileri

## Sosyal Medya ve Mobil Platformların Yükseliři



- Gittikçe daha fazla bilgiye güdümlü
- İřveren markasını besleyen
- Fırsat mı, tehdit mi?

## Uluslararası Yetenek Savařı



- Hızla geliřen Asya pazarı (fırsat mı, tehdit mi?)
- Artan rekabet (farklı nesilleri çekme ve tutma)
- İçerideki yetenek için yedekleme havuzunun oluşturulması
- Liderlik becerilerinin geliştirilmesi

## Deęiřen Lider Profili

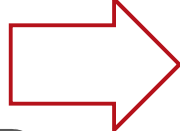


- Bilgi teknolojileri çaęı
- Sanal ekipler
- İř yönetimi deęil, tutku yönetimi

**Yetenek savařı:** *Bitmedi, yalnızca şekli deęiřti!*

**From**

- Cyclical - “once a year” hit

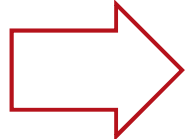


**To**

- Regular dialogue on talent = business as usual

**From**

- Process driven
  - Promotability
  - Succession




**To**

- Talent Culture
  - Line /ExCo ownership
  - Action/Opportunities

**From**

- HR Role “facilitator”



**To**

- HR Role “champion”
  - Talent Spotter
  - Objective Assessment

A little less conversation.....a little more action please

# More action demanded a clearer direction.... we wanted every manager to understand their role

- Raise the bar
  - Performance and outcome based
  - Manage low/OK out
  - Tenure!!
- Worship Potential
  - Search for and bring in / up talents
  - Take Risks
  - Rising Stars = A Group resource
- Global and Diverse
  - Gender representation +1
  - International Assignments to build careers



# Performance Dialogue & Talking Talent A manager's guide



TD and Talent through the year

February 2011



## Potential indicators

### Customer Obsessed

We are passionate about exceeding customer expectations

- ✓ We bring the customer experience into every decision
- ✓ We listen and ask questions, to understand our customer's needs
- ✓ We go above and beyond to make customers feel important and valued
- ✓ We act as a customer champion even when it is unpopular
- ✓ We take accountability for identifying and addressing underlying service issues (L)

- We never...**
- ✗ Abdicate responsibility for resolving customer issues
  - ✗ Focus on internal issues, at the expense of the customer experience
  - ✗ Pursue short term targets that threaten the longer term customer relationship

### Innovation Hungry

We create and deliver new products, services and ways of working that delight our customers

- ✓ We come up with new ideas to make things better
- ✓ We know what we're trying to achieve and change our approach when the old way isn't working
- ✓ We go above and beyond to make customers feel important and valued
- ✓ We share failures and mistakes to ensure others learn from them
- ✓ We encourage innovation and risk taking in our teams in the pursuit of commercial objectives (L)

- We never...**
- ✗ Resist change and new ways of doing things
  - ✗ Let existing systems and processes prevent improved ways of working
  - ✗ Reinvent the wheel

### Ambitious & Competitive

We bring energy and passion to our work and always aim to beat the competition

- ✓ We show a can-do attitude, and believe in challenging and developing ourselves
- ✓ We inspire and energise others to believe in themselves and achieve more
- ✓ We create pride in Vodafone accomplishments and celebrate our achievements
- ✓ We know what competitors are offering, and how Vodafone compares and use market data to drive decision making (L)
- ✓ We seek out to talent and develop our people to be the best they can be (L)

- We never...**
- ✗ Compete internally in a way that undermines overall Vodafone goals
  - ✗ Avoid a challenge which pushes us outside of our comfort zones
  - ✗ Focus solely on our own objectives without taking account of the bigger picture

### One Company, Local Roots

We work across Vodafone to achieve the best outcome for customers, employees and shareholders

- ✓ We work across functions to solve problems
- ✓ We value and seek out diverse perspectives
- ✓ We actively seek and adopt best practices from across the Vodafone Group
- ✓ We pursue Vodafone's interests and goals beyond the benefits to our own function or market and leverage the benefits of being one company (L)
- ✓ We connect with the market & society in which we operate to delight local customers & stakeholders (L)

- We never...**
- ✗ Become over protective of our own area
  - ✗ Ignore local needs and differences
  - ✗ Fail to share or reuse resources for the wider benefit of the organisation

### Speed

We drive speed to market. We relentlessly prioritize and pursue the outcomes that matter to our business

- ✓ We address problems immediately
- ✓ We plan and organize to move forward quickly
- ✓ We work with pace and energy
- ✓ We engage the right people to deliver quick solutions
- ✓ We make quick decisions, set priorities and are comfortable with 80/20 (L)

- We never...**
- ✗ Get caught up with unnecessary processes and procedures
  - ✗ Curmudgeon to speed at the expense of quality or safety
  - ✗ Act without considering commercial implications

### Simplicity

We make things simple for our customers, partners and colleagues

- ✓ We challenge whatever is not simple, efficient or cost effective
- ✓ We communicate in a clear and simple way
- ✓ We seek simple solutions to everyday problems
- ✓ We ensure clarity of direction and accountability for others (L)
- ✓ We remove unnecessary complexity (L)

- We never...**
- ✗ Avoid the obvious and simple solution or over-complicate things
  - ✗ Prioritize simplicity at the expense of delivering added value
  - ✗ Resist simplifying to maintain power and control

### Trust

We are reliable and transparent to deal with. We deliver for others and trust others to do likewise

- ✓ We deliver on our promises and expect others to do the same
- ✓ We are honest and open even when it is difficult
- ✓ We trust others to deliver on their commitments and hold them to account
- ✓ We empower our people to act and be bold and encourage collaboration (L)

- We never...**
- ✗ Say one thing and do another
  - ✗ Promote trust at the expense of checks and balances
  - ✗ Fail to speak out when it's the right thing to do



**Engage**  
Relating to others  
Personal flexibility  
Self awareness

**Applied Thinking**  
Smart  
Bright  
Fast

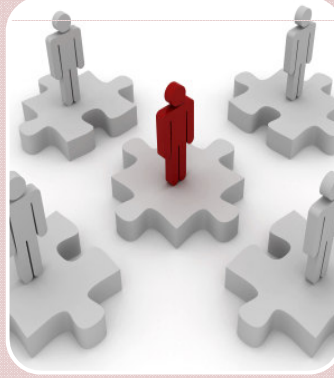
**Change**  
Curiosity  
Experimentation  
Resilience

**Drive**  
Delivery  
Execution  
Presence

Bütünsel olarak tasarlanarak, İnsan Kaynağı ajandamıza entegre edilmiş katılımcı bir yetenek yönetimi süreci ile kendi liderlerimizi içeriden yetiştirmek; böylelikle Türkiye'yi Grubun yetenek merkezi olarak konumlandırmak.



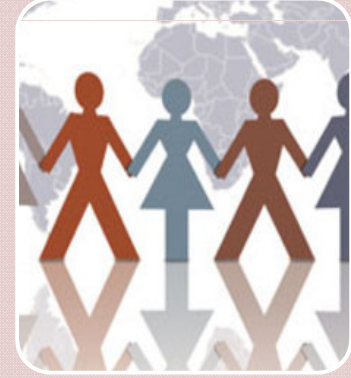
**Bütünsel olarak tasarlanarak entegre edilmiş bir süreç**



**Katılımcı yetenek yönetim sürecini yaygınlaştırmak**



**Kendi liderlerimizi içeriden yetiştirmek**

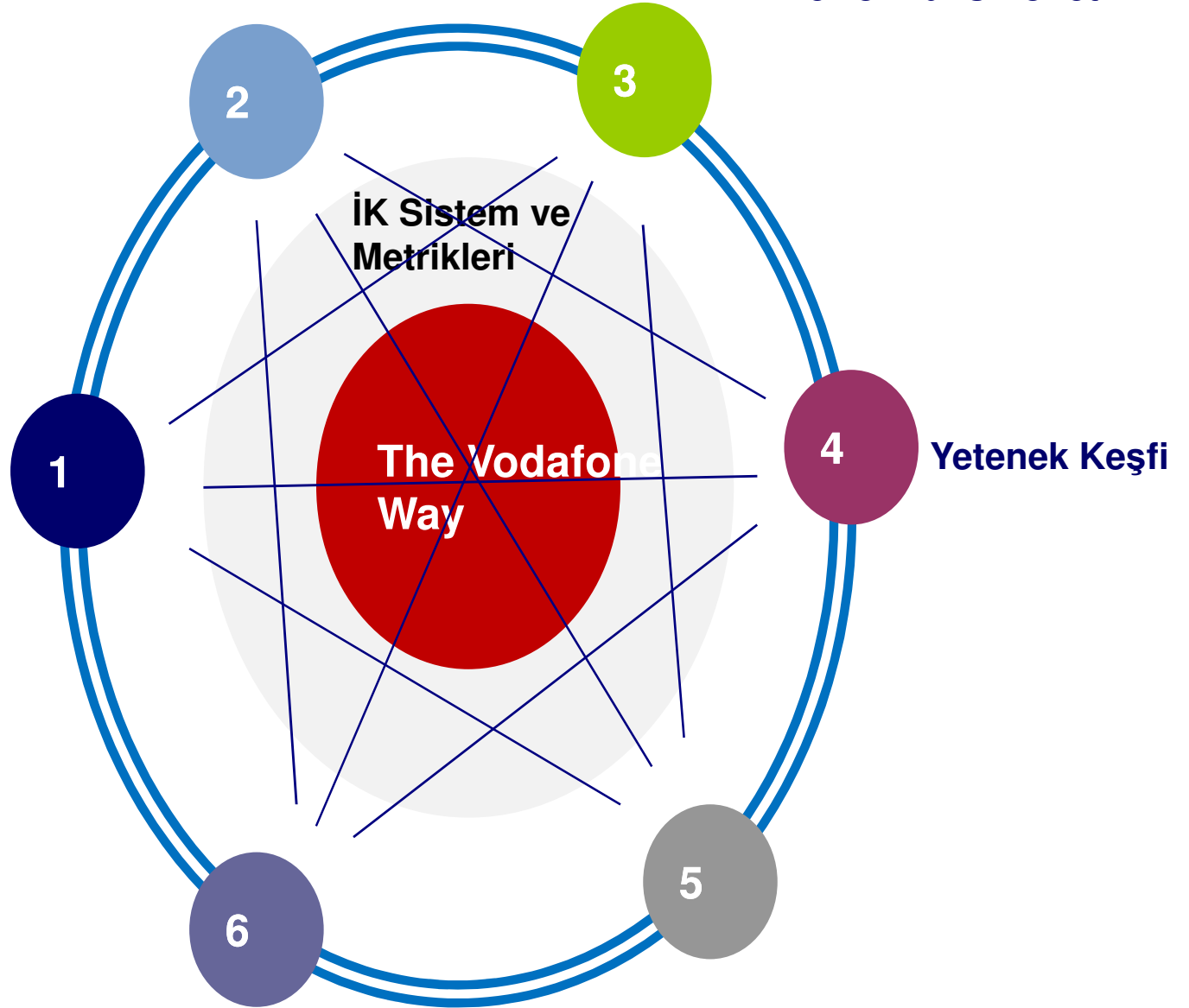


**Türkiye'yi bir yetenek merkezi haline getirmek (yeteneği mobilize etmek)**

**Seçme  
Yerleştirme**

**Performans Yönetimi**

**Yetenek  
Stratejisi ve Planı**



**Ödüllendirme**

**Yedekleme ve Yetenek Gelişimi**





İş ve yöneticileri Yetenek  
Yönetimi Sürecinin içine  
dahil etmek



Aynı dili kullanabilmek



Bütün çalışanları tek tek  
detaylı bir şekilde  
değerlendirmek



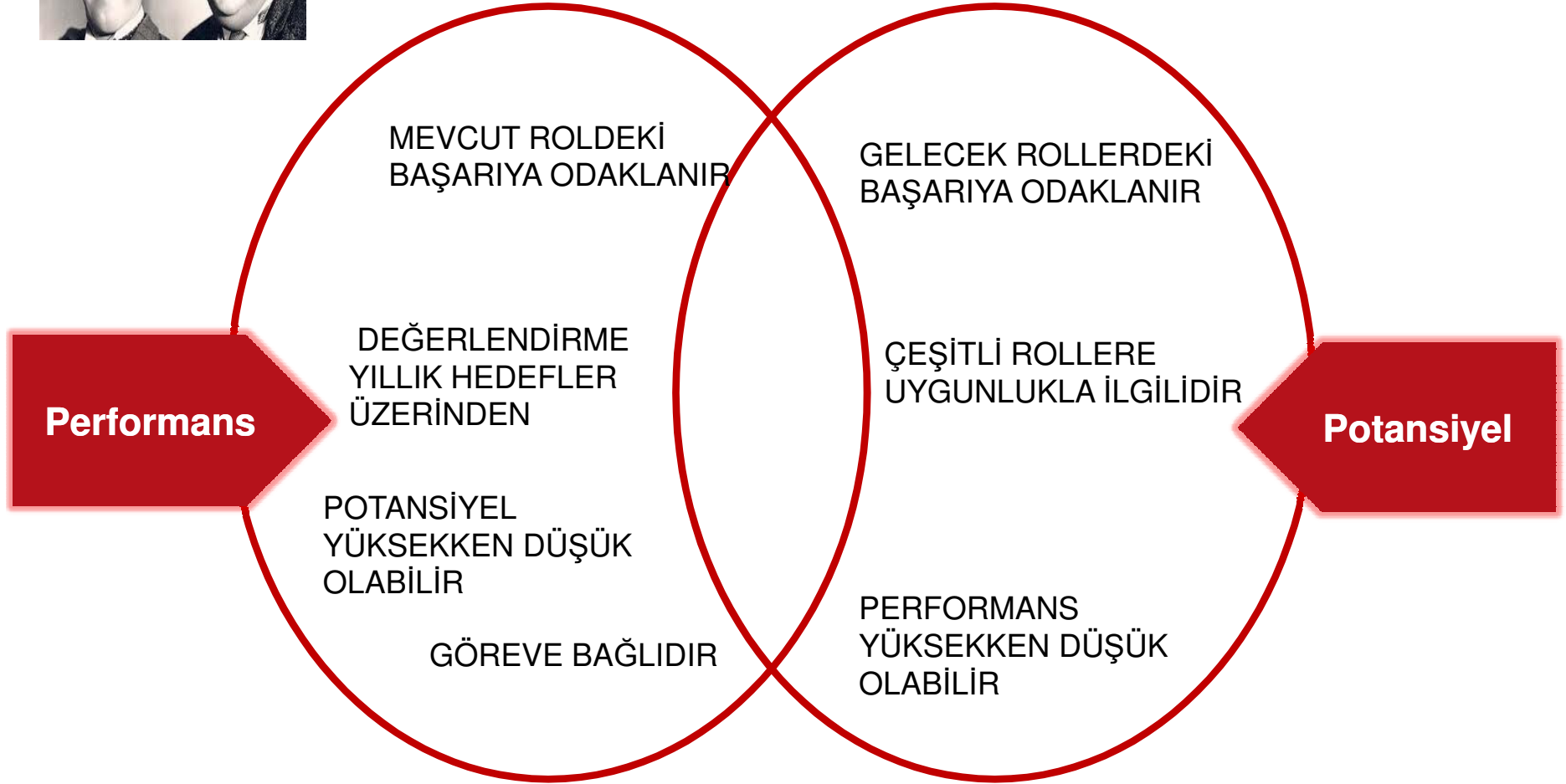
Şirketin yetenekleri ile  
ilgili ortak bir anlayış  
çerçevesinde birleşmek



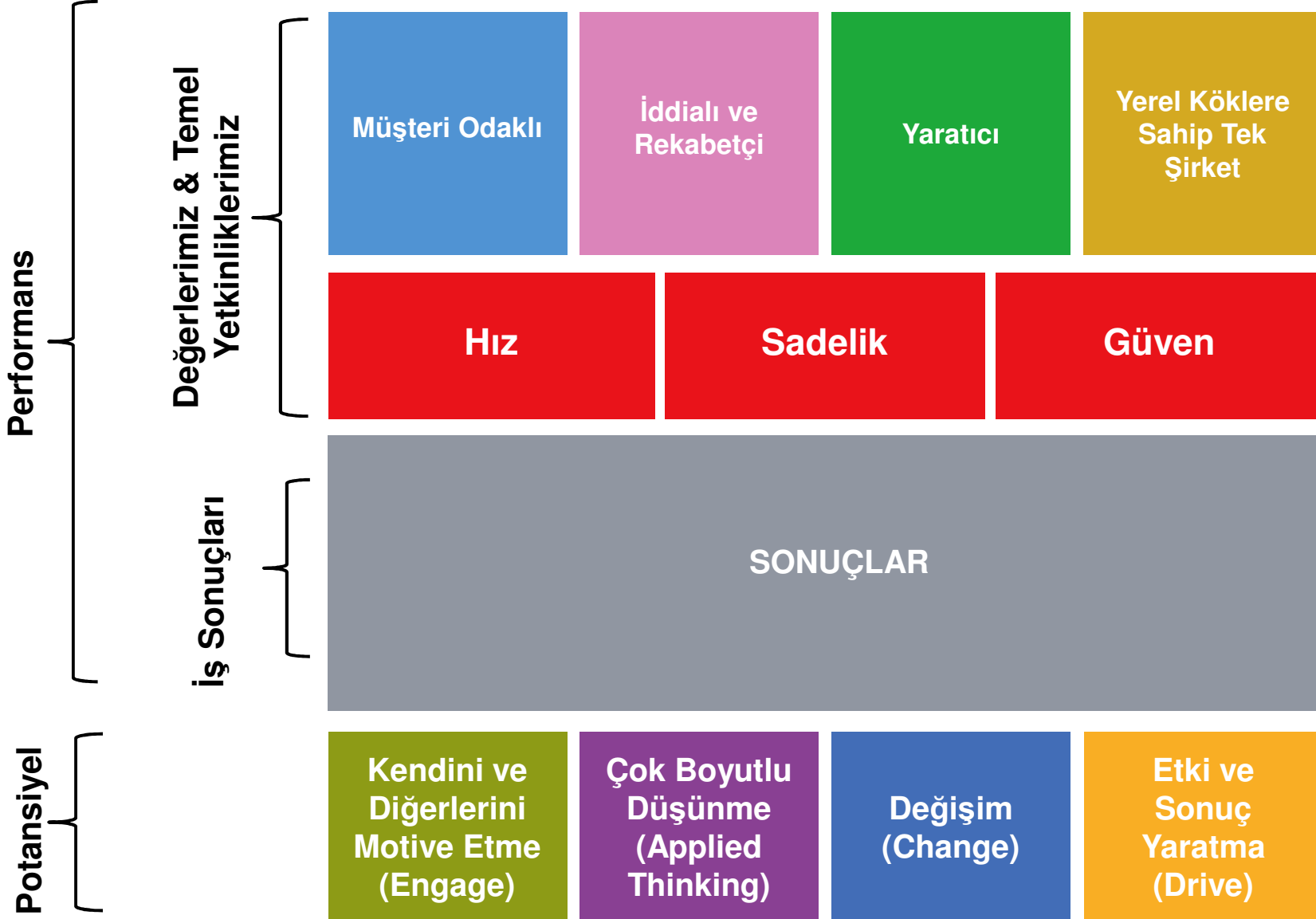
İK'nın rolü...



**Laurel & Hardy:** *En güzeli ikisinin birlikte sahnede olması; ancak aralarındaki farklılıkları iyi anlamak koşuluyla...*



# Yetenek Haritalama



### Kendini ve diğerklerini motive etme



Etraflarına karşı yapıcı davranışlar içinde olan, kendilerini iyi tanıyan, deneyimlerinden öğrenim çıkaran, baskı altında sakinliğini koruyabilen insanları tarif eder

### Çok Boyutlu Düşünme



Sorunları taze bir bakış açısıyla değerlendirebilen, karmaşık ve belirsizlikle başa çıkabilen kişileri tanımlar.

### Değişim



Meraklı, yeni fikirlere karşı tutkulu, yenilikleri denemeyi ve beceri geliştirici aktivitelere katılmayı seven kişileri tanımlar

### Etki ve Sonuç Yaratma



Zorlu koşullarda sonuca ulaşabilen, etrafındakileri normalden yüksek performans göstermeye teşvik eden ve varlığı kişilerde güven uyandıran insanları tanımlar.

**Öğrenme çevikliği:**  
'Potansiyel'in bütün boyutlarını kapsar

Kendini ve Diğerklerini  
Motive Etme

Kişisel  
çeviklik

Değişim

Zihinsel  
çeviklik

Öğrenme  
çevikliği

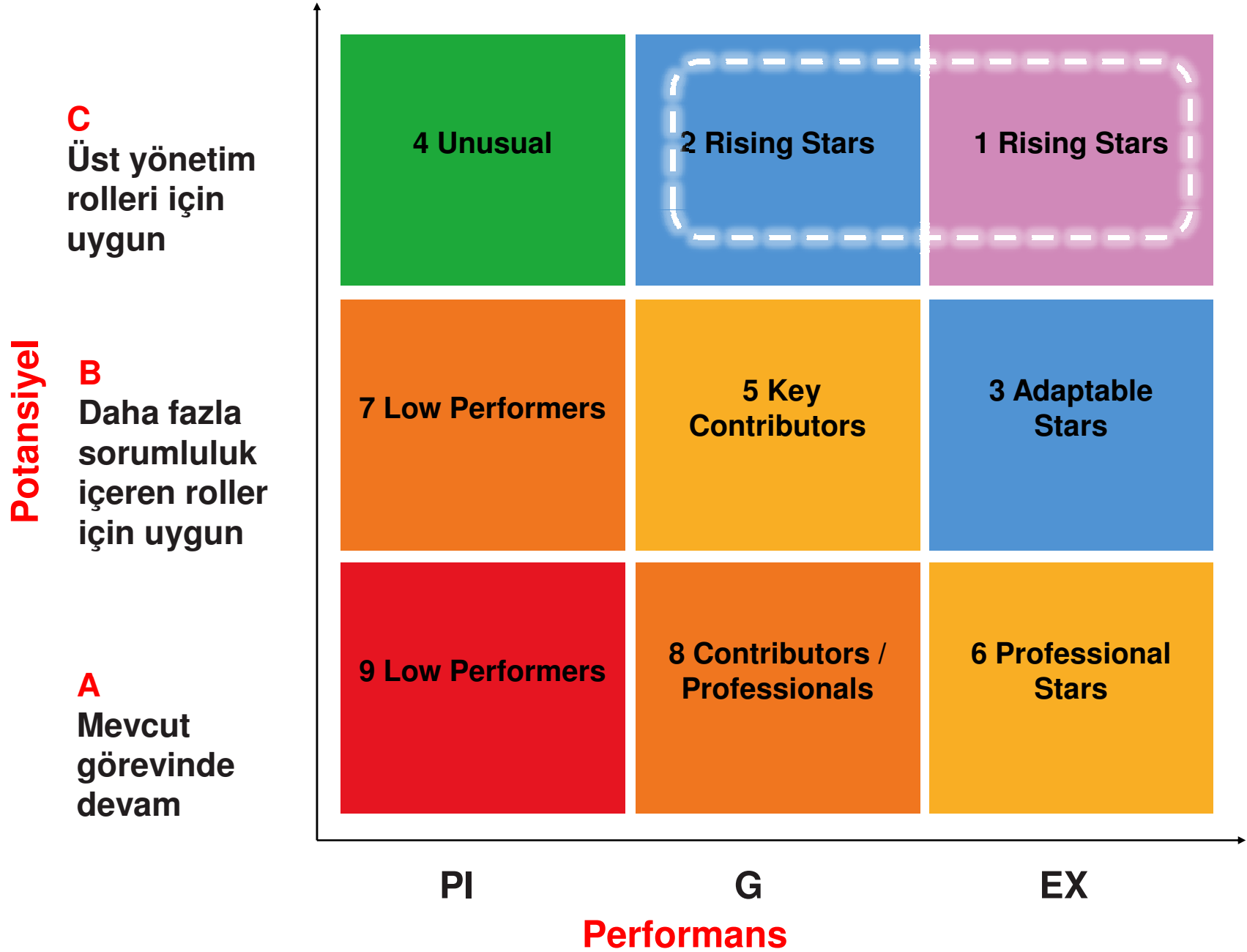
Değişim  
çevikliği

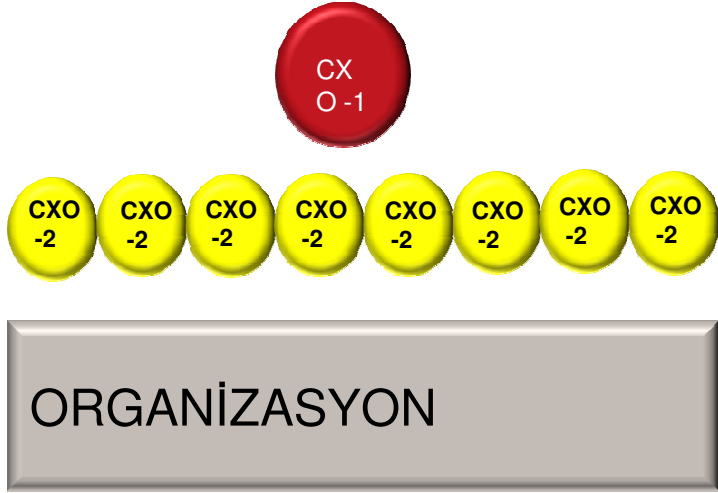
Çok Boyutlu  
Düşünme

Netice  
Çevikliği

Etki ve Sonuç  
Yaratma

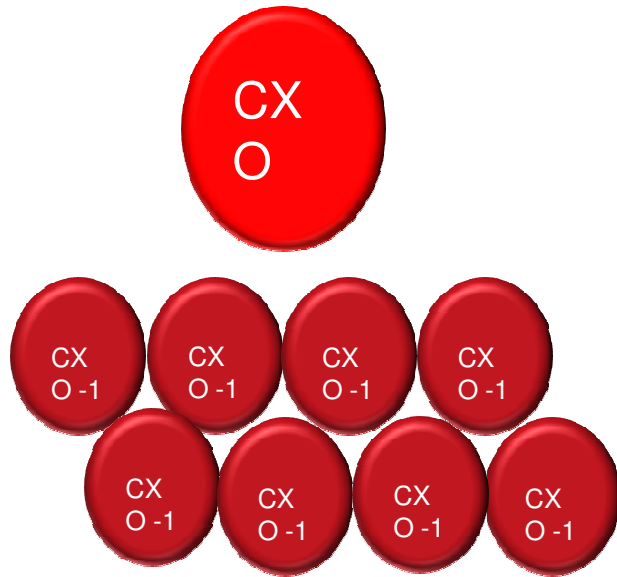
## Yetenek matrisi





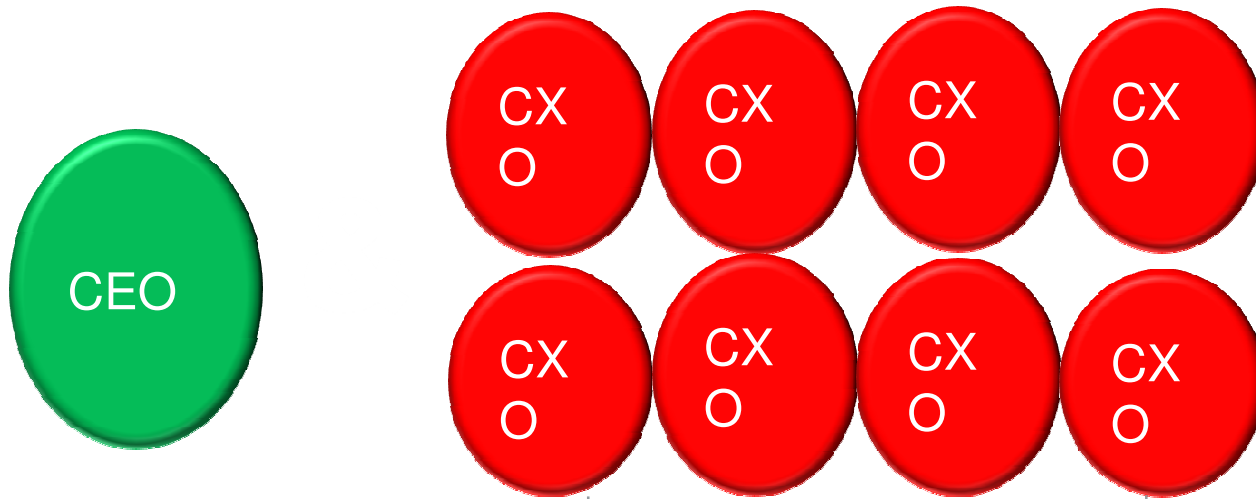
& HR

45 Oturum



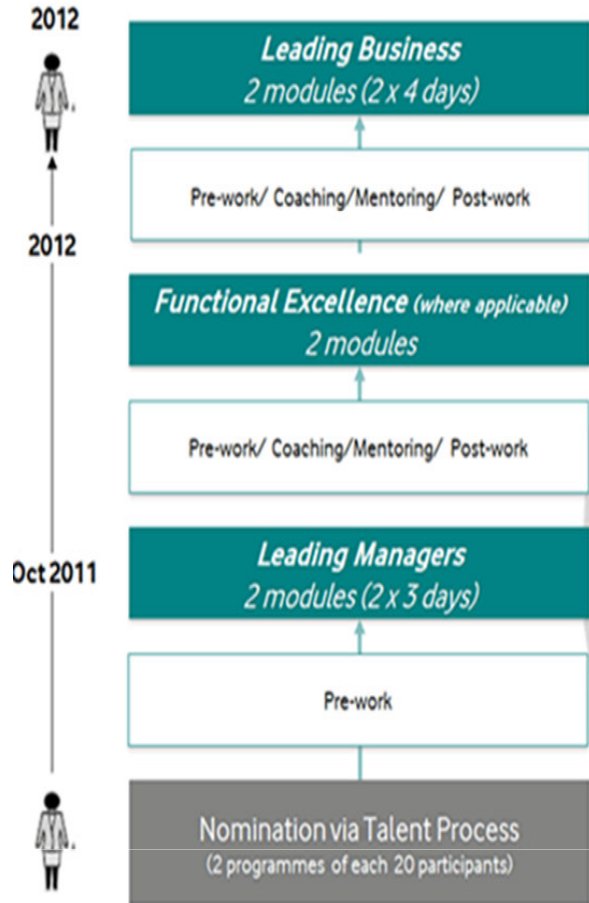
& HR

8 Oturum



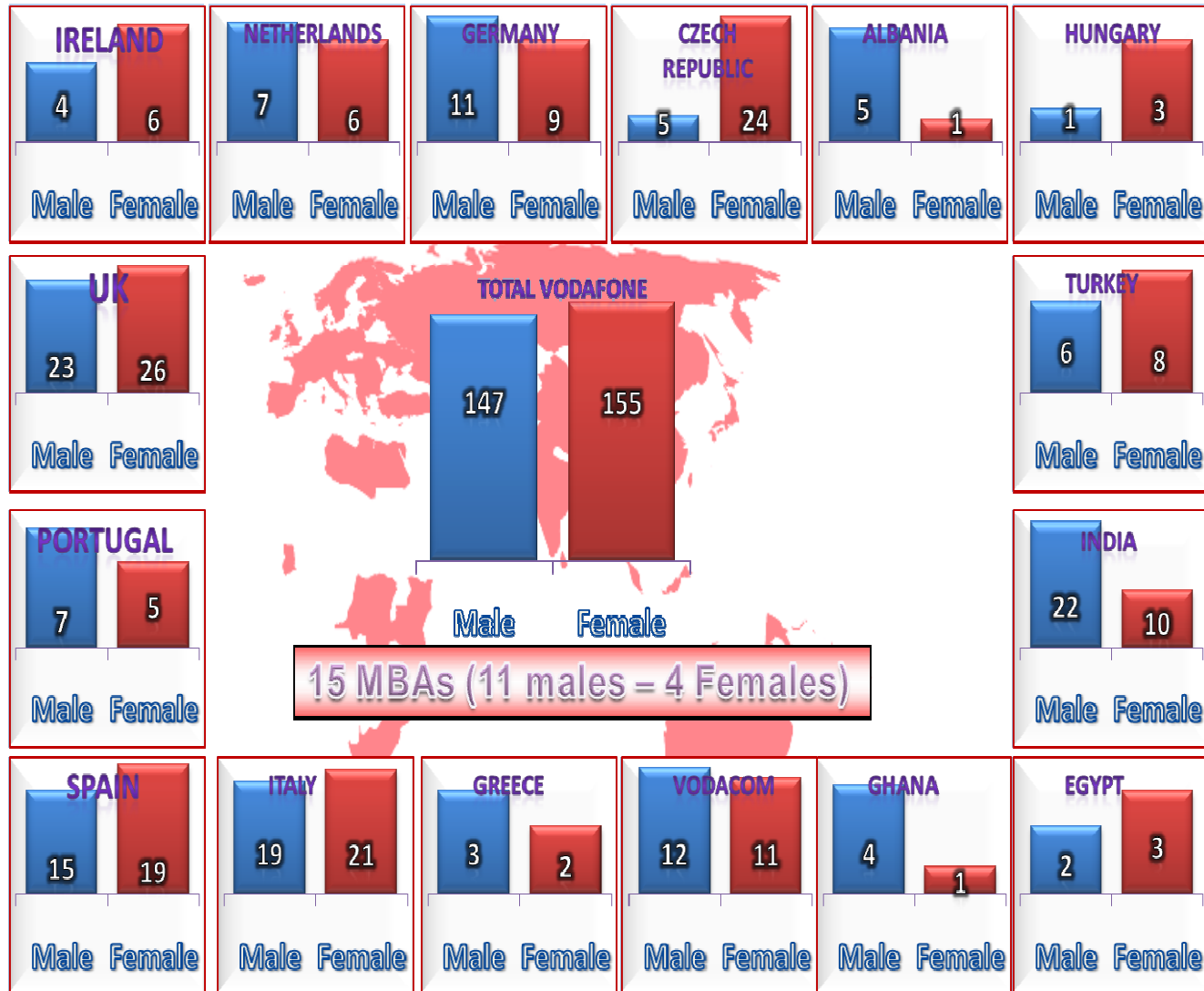
Final  
Oturum

# Inspire and Functional Excellence – Global programmes to support careers



# recruitment

“Discover” a common experience for top graduates (400+ a year)



## 201 “Columbus” launch

two years after joining, an international experience programme for the very best of our graduates



# We track our success and we know we have better outcome

From

70% external recruitment

5% international assignees = talent

<3% exits

50 grads a year

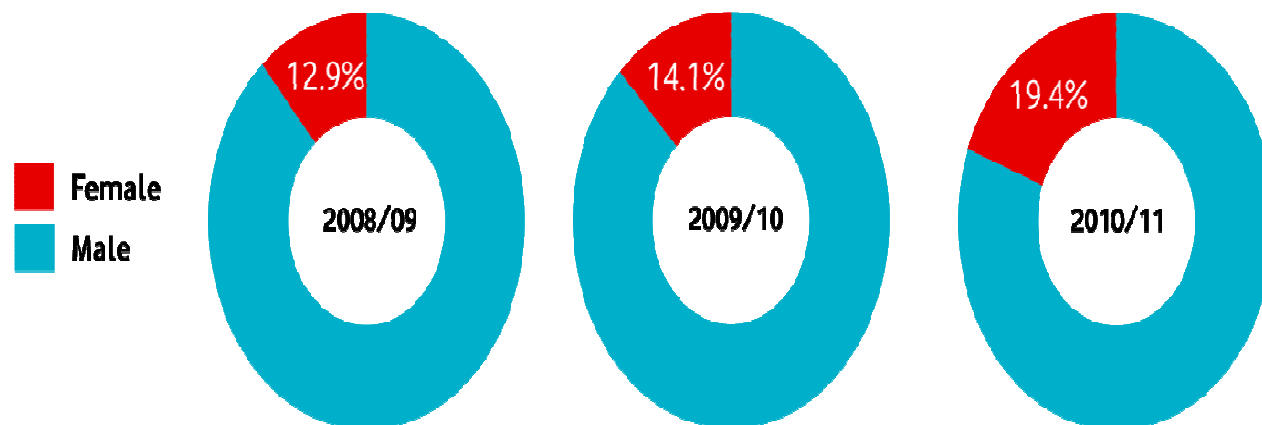
To

60% internal promotions

40% assignees = Rising Stars

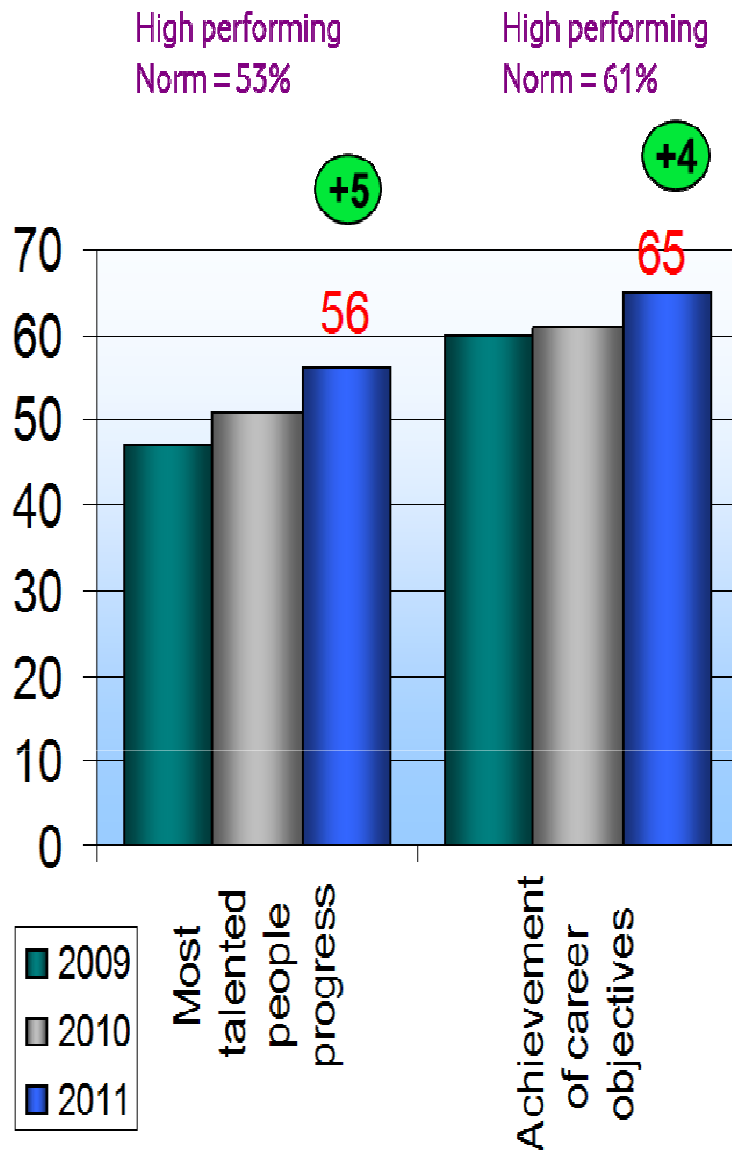
10% exits

400 grads a year



International mix has been slower to change.....we want to reflect our customers much much more in our teams, especially group.

Our people survey tells us we are progressing well



- > ExCo role modelling
- > The enablers (proceses, documentation) will never be good enough – make them simpler
- > Talent = new jobs = hands on resourcing
- > We need to do more
  - Career planning
  - Development for functional talents



Vodafone  
Red Academy

Satış Akademisi

Satış Kanallarında  
Mükemmel Hizmet

Müşteri Operasyonları  
Akademisi

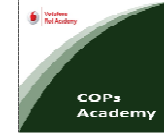
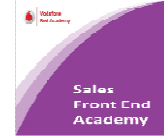
Pazarlama Akademisi

Finans Akademisi

Teknoloji Akademisi

LeaderSHIFT Akademi

Müşteri Deneyimi Akademisi



The Vodafone Way





## BROWSE TOPICS

ALL FOCUS ROLES VODAFONE WAY

Budgeting

Business Case Development

Business Plan Development

Career Management

Change Management

Coaching

Crisis Management

Customer Focus

# THE IMPORTANCE OF BALANCE

*PLUS:*

- ★ Five traps of performance measurement
- ★ Choosing appropriate critical success factors

Explore Performance Measurement



**Liderlik ve  
Yönetim  
Becerilerinin  
gelişimine  
odaklanan  
40'tan fazla  
konu**

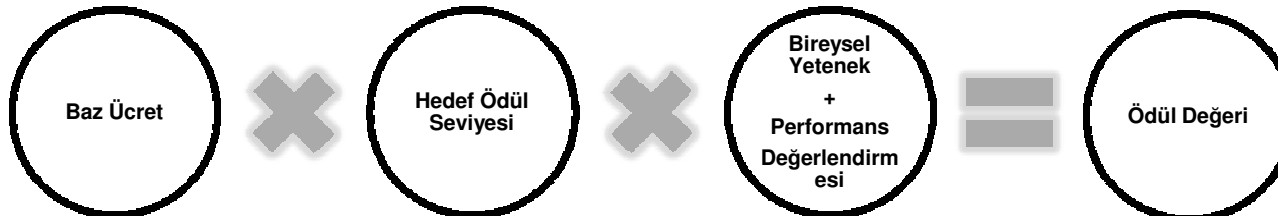
**Makaleler  
E-öğrenme, HBR  
vakaları, Harvard  
profesörlerinin  
yer aldığı videolar**

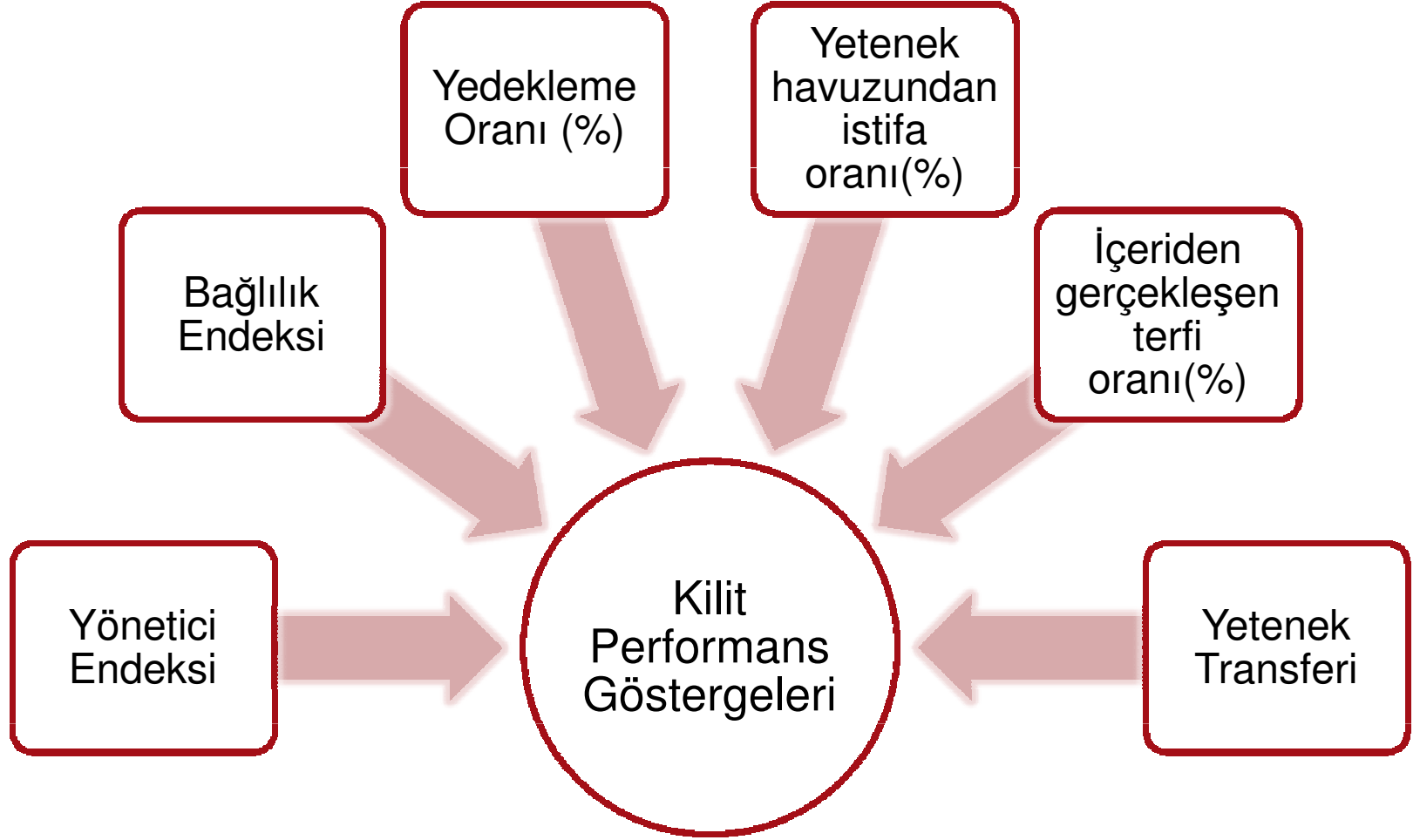
**Vodafone  
Way  
kapsamında  
hazırlanmış  
özel bir  
gelişim  
rehberi**



...potansiyel uzun vadeli teşvik kapsamındadır

|                   | P | I | G | E | X |
|-------------------|---|---|---|---|---|
| Yüksek Potansiyel | 4 |   | 2 |   | 1 |
| Orta Potansiyel   | 7 |   | 5 |   | 3 |
| Düşük Potansiyel  | 9 |   | 8 |   | 6 |





➤ Yeteneği çekmek

İşveren Markası= İk + Pazarlama

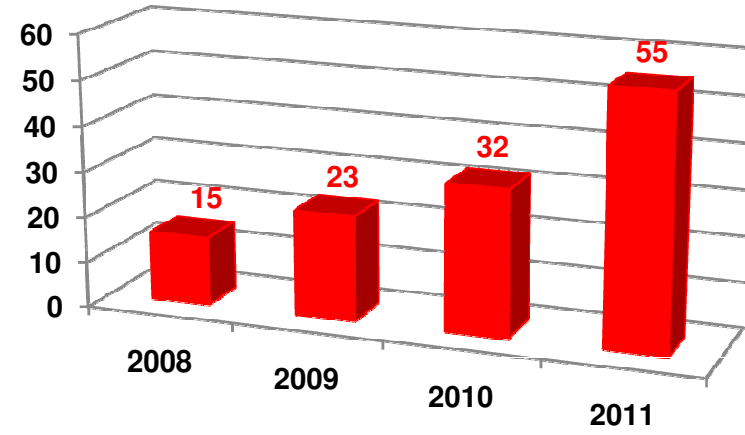
➤ Yetenek yedekleme havuzunu oluşturmak

Yeteneklerin yönetsel becerilerini geliştirmek

➤ Yeteneği güçlendirmek

İçeriden terfi politikası

## DISCOVER PROGRAM KATILIMCILARI



**DISCOVER VODAFONE GÜNÜ**  
Hayalindeki kariyeri keşfet!

