

Human Resources Mastery Series

**Workshop 1: Designing Performance Management Process
for Organization Success (9 - 10 Dec 2014)**

**Workshop 2: Mastering Organization Development and
Design (11 - 12 Dec 2014)**

**Workshop 3: Effective Internal HR Consulting
(15 - 16 Dec 2014)**

**Workshop 4: Mastering Advanced Integrated Talent
Management (17 - 18 Dec 2014)**

Traders Hotel, Singapore



Your Expert Trainer

DR. ANNA TAVIS, Ph.D.

Faculty, New York University
Executive Editor, *People and Strategy Journal*

Dr. Anna Tavis has pursued a Global Talent Management, Learning and OD career in business, academia, and consulting. She led Global Talent and Development at Fortune 50 companies: Motorola, Nokia, AIG and United Technologies. In academia, she served on the faculty at Williams College, Fairfield University, and Columbia University. Currently, she is teaching graduate courses in Global Talent Management and Organization Effectiveness at the Department of Leadership and Human Resource Management at NYU.

At Motorola, Dr. Tavis led the Organizational Development function for EMEA based in London. She subsequently moved to Helsinki to be the Head of Talent Management for Nokia where she worked extensively in Europe, India, Eurasia and the Middle East.

Upon her return to the United States in 2005, Dr. Tavis led global learning and development at United Technologies Corporation servicing over 215,000 employees in more than 70 countries. In 2007, she moved to New York City to join AIG Global Asset Management Group and was engaged with establishing a robust integrated Talent Management process globally, with the emphasis on Asia.

Dr. Tavis is the Executive Editor of *People and Strategy Journal* and is a Board member of the Human Resource Planning Society. Her collection of edited essays: *Point Counterpoint. New Perspectives on People and Strategy* has just been published by SHRM (Society for Human Resources Management). The Diversity Lecture Series Dr. Tavis launched received a national award from SIFMA (Securities Industry and Financial Markets Association)

Specialties: Integrated Talent Management: Performance Management, Succession Planning, Leadership Development, Talent Acquisition, Assessments, Coaching and Mentoring, OD and Change Management in complex global organizations.

Testimonials

"Very experienced, knowledgeable, willing to share, practical in applying concepts and emphasises on that too"
Senior Director, Human Resources, Asia Pacific at Red Hat

"Good knowledge & experience, appreciated the case studies"
Head, Talent Management & Development at Economic Development Board

"Very experience & knowledgeable trainer"
Manager Organizational Development at Sunway Berhad
"Absolutely the most integrated approach to Talent Management I have been exposed to"

Workshop 1: Designing Performance Management Process for Organization Success: A Critical Core Talent Management Practice in Every Organization

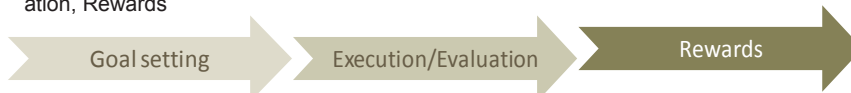
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Business Case for PMP

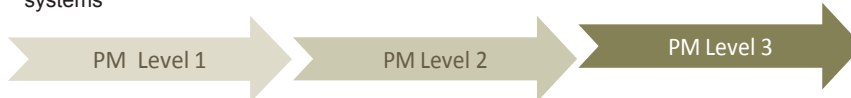
Performance Management Process (PMP) is a critical Core Talent Management Practice in every organization. Business managers, HR and Talent professionals need to master the design, implementation and day to day execution of PMP for their business. PMP has to be aligned with the specific business requirements of the organization and fit the organizational culture. Additionally, new technology platforms, social media solutions, assessment methodologies and the emerging gamification techniques are rapidly redefining the current performance management practices. In addition to the "classic" model HR professionals need to understand how these new developments impact the effectiveness of the overall Performance Management Process as a key step in the Talent Management Cycle in their organizations.

Workshop Goals

- Review the latest PM practices in organizations based on current practices (Live Person Case Study, P&SJ + bring your own case)
- Make the case that PM is one of the most critical Human Capital processes...review steps in PMP : Goal setting, Evaluation, Rewards



- Review the three-step maturity model and integrate strategic perspective in designing new performance management systems



- PM 1.Control, PM 2.Collaboration, but PM 3.Integration is where the enterprise needs to be heading
- Identify and solve for undermining PM issues
- PMP Executive Talent connecting with Talent Management & Succession
- Recommend Change Management steps necessary to take your organization to Level 3 PMP
- Practicum: Provide several design guidelines for creating Effective PM in your organization. Analyze your current process and develop recommendations for improvement

Who Should Attend

- ✓ HR managers tasked to implement a talent management system
- ✓ HR business partners who support the line in implementing the Talent Management Process
- ✓ HR specialists (comp and benefits, HRIS, Learning and Development, Communications and ER) whose process is immediately impacted by the Integrated Talent Management Process
- ✓ HR policy developers and decision makers
- ✓ Line managers who champion their Talent and strive to implement best practice Talent Management Process

Methodology

- Pre-session work** : Prior to the workshop, attendees are asked to complete a worksheet identifying current talent management practices in the organization
- In-person workshop** : Instructor led and highly interactive group work
 - Instruction, triads, class discussion, pairs discussion, case studies, videos and exercises
 - Action-learning will be used to explore, plan and practice the skills participants learn
 - Using their organizations as a case study, participants, in discussion with the facilitator and their peers in the workshop, will develop a talent management framework to take back to their organization
 - Extensive use of case studies throughout the workshop. Companies to be discussed: Nokia, Motorola, HSBC, P&G
- Post-session assistance** : Setting up a peer consulting network to help further learning and change management in implementing integrated Talent Management in the participants' organizations

Workshop 1: Designing Performance Management Process for Organization Success: A Critical Core Talent Management Practice in Every Organization

9 - 10 Dec 2014

Traders Hotel, Singapore

COURSE AGENDA

Workshop Introduction

- ✓ Three maturity levels of PMP: Compliance, Collaboration, Integration

Participant Inputs:

- ✓ Your company assessment. Your progress. Your pain points. Your solutions.

Module 1: Performance Strategy Process

- ✓ PMP as a Core Business Process
- ✓ Aligning Vision and Culture with Performance
- ✓ Environment scanning/Scenario planning methodology and practice
- ✓ Establishing KPIs
- ✓ Balanced Scorecard methodology and practice
- ✓ Long/short-cycle and micro/macro-performance management practices

Module 2: Goal Setting Process

- ✓ PMP as the Key to Integrated Talent Management Process
- ✓ Principals of setting and aligning individual, team, enterprise goals
- ✓ All about setting S.M.A.R.T Goals
- ✓ Preview of performance, environmental and project specific goals
- ✓ Developing measures of performance success

Practicum

Mastering Performance Management Tool Kit
Case Studies: Coca-Cola (US), Metronics (US), Singapore Airlines (SG)

Module 3: Execution Process

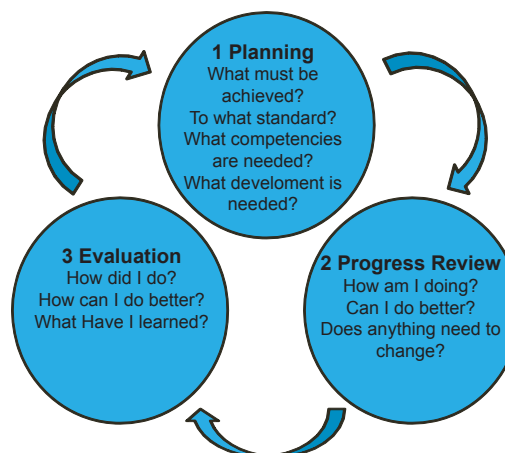
- ✓ Establishing a high performance culture, creating accountability
- ✓ Measuring and Improving Engagement
- ✓ Feedback and Coaching
- ✓ Employee's Role in PMP
- ✓ Driving the results culture

Module 4: Performance Appraisal

- ✓ Evaluating performance: Who? When? How often?
- ✓ The 360/180/90* appraisal method:



The Performance Management Cycle



Talent Management Implications:

- ✓ Measuring performance outcomes:
- ✓ Compensation implications
- ✓ Promotions and Succession Management implications
- ✓ Development Planning Outcomes

Module 5: Development Planning and Career Management

- ✓ Competencies and Competency Development
- ✓ Individual Development Planning and Career Pathing

Module 6: Coaching for Performance

- ✓ Manager's Role in PMP: Manager as a Coach
- ✓ Effective Management Techniques for the Performance Conversation
- ✓ Simulations and role play

Module 7: New Technologies of Performance Management

- ✓ An Overview of New Technologies supporting PMP
- ✓ Social Media and PMP
- ✓ The Next Generation of PMP

Practicum

Case Studies: Khazanah Nasional Berhad (Malaysia), National Healthcare (UK)

Format

Pre-session work, interactive classroom instruction, cases studies and action learning engagement in the class room and follow-up consulting support upon request

Materials Provided

Reference Binder

- Includes the program deck in notes pages, exercises, worksheets, case studies

Reference Materials

- A selection of recommended Talent Management articles and best practice guides, case studies, additional reference materials

Workshop 2: Mastering Organization Development and Design:

Advance HR Skill set to Strategic HR Consulting on Organizational Structure, Cultural Alignment, Change Management and Cross Border Business Growth

11 - 12 Dec 2014 Traders Hotel, Singapore

Statement of the Workshop Objective

- Goals for the business leaders: to develop knowledge and skills to align their organizations with evolving business requirements (M&As, matrix, transnational and multinational corporations)
- Goals for the HR leaders: to develop critical consulting skills to help business growth through alignment of org. structure with business strategy and conducting effective change management initiatives.
- Every HR professional must learn the foundations of org. development in order to be an effective change leader and a credible partner to the business
- This workshop will help you learn how to advance your HR consulting from transactional to the strategic level

Key Takeways

- ✓ Own the critical role of HR in helping business create aligned org. structures
- ✓ Understand required HR competencies
- ✓ Get introduced to the key principles of the overall Org. Development and Design consulting
- ✓ Learn how to design an effective Change Management process
- ✓ Be able to advise and coach senior leaders and managers and facilitate the necessary change
- ✓ Be the experts on negotiating cross-cultural differences

Who Should Attend

- ✓ HR VPs, Directors, managers tasked to support business growth, drive org. redesign and guide change management initiatives
- ✓ HR specialists (Talent Management, Learning and Development, Communications and OD) whose process is immediately impacted through change
- ✓ HR policy developers and decision makers
- ✓ Line managers who guide growth and change in their organizations

Methodology

- **Pre-session work** : Prior to the workshop, attendees are asked to complete a worksheet identifying current talent management practices in the organization
- **In-person workshop** : Instructor led and highly interactive group work
 - a. Instruction, triads, class discussion, pairs discussion, case studies, videos and exercises
 - b. Action-learning will be used to explore, plan and practice the skills participants learn
 - c. Using their organizations as a case study, participants, in discussion with the facilitator and their peers in the workshop, will develop a talent management framework to take back to their organization
 - d. Extensive use of case studies throughout the workshop. Companies to be discussed: Nokia, Motorola, HSBC, P&G
- **Post-session assistance** : Setting up a peer consulting network to help further learning and change management in implementing integrated Talent Management in the participants' organizations

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COURSE AGENDA : DAY 01

Introductions:

- ✓ Participants bring personal experience
- ✓ What we want to learn
- ✓ What we each have to contribute

Key Themes:

- ✓ What is Org.Development?
- ✓ What is Org.Effectiveness?
- ✓ What is Org.Behavior?
- ✓ How Business Org. Work and How they change?

Key Definitions:

- ✓ The STAR Model: interdependency between strategy, capabilities, processes, structure, people practices
- ✓ Applications in business

Case Studies #1

Apparel Brands Inc.(ABI) when the Business Model changes

Case Studies #2

Global Food Products when you go global

Activities:

- Participants bring in their org. design development cases
- Work in groups and as a class on current cases

COURSE AGENDA : DAY 02

Introduction:

- ✓ Making complex organizations work.
- ✓ Leading change management.
- ✓ Globalization.

Key Themes:

- ✓ Models for Change
- ✓ Competencies of OD practitioners
- ✓ Individuals and change
- ✓ Ethics, values, culture and practice
- ✓ Technology and change

Key Definitions:

- ✓ Positive change management
- ✓ Organizational transitions, Stakeholder management, resilience
- ✓ Measurement of outcomes

Case Studies #1

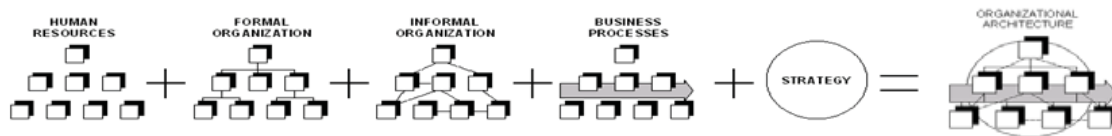
- Google's Way

Case Studies #2

- KFC's radical approach in China (HBR)

Activities:

- Planning your organization's globalization activities.
- Participants' case studies.
- Survey.



Format

Pre-session work, interactive classroom instruction, cases studies and action learning engagement in the class room and follow-up consulting support upon request

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Workshop 3: Effective Internal HR Consulting: Master the end-to-end process of internal consulting as a strategic and consultative key business player

15 - 16 Dec 2014 Traders Hotel, Singapore

Business Case

In today's economy, more than ever, HR professionals are expected to partner with business leaders to ensure their companies' success and growth. The future of the HR profession indisputably lies in the HR practitioner's ability to approach business clients as partners in the strategic, solution generating role.

A new consulting skill paradigm, consulting competency models and command of the consulting process helps ensure that HR practitioners can enter those new, problem solving, strategy setting client relationships.

Workshop Goals

The two day practical workshop is designed with the **practitioner** in mind. It is a highly **interactive end-to-end** learning environment that helps you understand the fundamentals of **Internal HR consulting process**. In the course of two days, we introduce a consulting model and break it down into discrete, logical stages to help participants practice new skills right at the workshop.

Impact: This workshop will help participants grow their professional effectiveness by sharpening their consultative, problem solving approach and by way of case studies and exercises and coaching practice their day to day application.

Key Takeaways

- Distinguish multiple roles HR professionals play in organizations
- Master HR Internal Consulting Competency Model and practice specific consulting skills
- Review the Integrated Consulting Cycle and its constituent parts
- Learn to excel at all stages in your consulting engagements: from the initial contracting stage to proposal
- Writing and final recommendations presentation
- Understand how to turn data and information into meaningful analysis and act on that information
- Learn how to deal with difficult clients and conflicts
- Learn to apply fundamental principles of Change Management

Tools to be Used

- ✓ Pre-Workshop Assessment/survey to set the base line and identify participants' proficiency levels, development needs and provide development recommendations beyond the workshop
- ✓ A review of multiple consulting models with the rationale for the right "fit" to participants' specific organization and preferred consulting approach
- ✓ Case Studies and in class exercises with the goal of practicing the material under review

Methodology

The Course consists of Four half day modules and requires pre-work survey/skills assessments.

Who Should Attend

Consulting Skills are needed at all professional levels and in all HR functions: Mid- to senior level practitioners in HR Business Partners and Specialist roles: Talent Management, OD, Talent Acquisition, Training, Learning and Development, HRIS, and Compensation.



Workshop 3: Effective Internal HR Consulting: Master the end-to-end process of internal consulting as a strategic and consultative key business player

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COURSE AGENDA

Day One:

Introductions. Agenda, Learning objective and Impact statements.

Module One: The changing role of HR professionals in the larger context of business

- A matrix explaining the hierarchy of HR roles
- Personal Effectiveness: building consulting skill sets
- HR Leadership Effectiveness requirements. Leading for effectiveness and success.

Case Study: *Flawless Consulting*

Consulting Context and Definitions:

- Who is the internal consultant?
- “**Stress Quiz**” your biggest consulting challenge
- Levels of consulting roles and responsibilities
Best Practice: Google case study

Module Two: The Consulting Model

- Review of the integrated consulting model
- 8- Step consulting process
Assessment: Assess your level of effectiveness at each stage of the consulting continuum

Module Three: Project Design

- Diagnosis and analysis: How to accurately identify and diagnose a client’s situation
- Data and analysis – building the case
- Design and Benefits to the client How to design and intervention
- Process Mapping and Role Allocation
Case Study: *Consulting on the Inside*

Day Two:

Review of Day One and Integrated Consulting Model

Module Four: Project Management

- How to successfully manage a consulting project from engagement to handing over to client to manage
- Stakeholder Management
- Change Management of the project

Module Five: Consulting Skills

- Relationship Management
- Influencing skills
- Facilitation Skills

Best Practice: *Managing Difficult clients (Case Study)*

Module Six: Summary, Assessment, Take Aways.

- Consulting “Bill of Rights”
Conclusions

Case Studies A: Challenges of an Internal Consultant

- maintain an outsider’s objectivity while applying an insider’s knowledge of the organization
- build relationships while being up-front about challenges and issues
- design a role to fit the client’s needs and the organizational situation
- handle roadblocks and deal effectively with difficult clients market consulting services within the client organization

Case Studies B:

- #1 Performance Management (**Microsoft, Juniper Networks**)
- #2 Workforce Management (**IBM**)
- # 3 Employee Engagement (**Singapore Airlines**)
- #4 **Khazanah National** case of Nation Building

Small Class-Size:

Due to the interactive format of the programme, the class size will be kept small to ensure facilitator’s attention and effective class discussion.

Customisation with Pre-Course Questionnaire (PCQ):

A PCQ will be sent to you upon your registration which will allow you to raise your specific areas of interest. Alan will review and analyze these in advance and address them during the workshops, seeking to fully satisfy your learning needs.

Internal Training:

This programme is available as an internal training.
Email us to find out more at: inhouse@olygen.com

Timetable

0830 – 0900	Registration
0900 – 1030	First Morning Half
1030 – 1045	Morning Break
1045 – 1230	Second Morning Half
1230 – 1330	Lunch
1330 – 1500	First Afternoon Half
1500 – 1515	Afternoon Break
1515 – 1700	Second Afternoon Half

Workshop 4: Mastering Advanced Integrated Talent Management: Leverage the Capability and Potential of Employees to Achieve Far Reaching Business and Organizational Goals

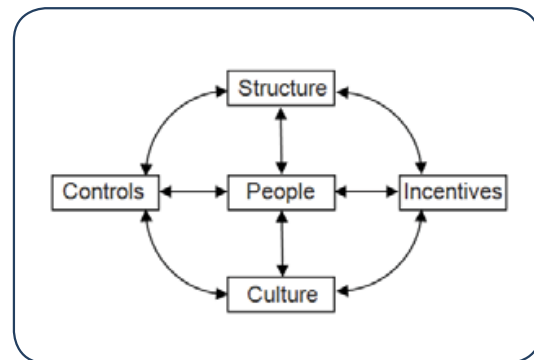
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Statement of Workshop Purpose

- For the business leaders, it is critical to gain the right perspective on talent management strategy and practice.
- For the HR leaders it is imperative to know how to combine all stages of the Employee Life Cycle into the Integrated Talent Management process to achieve desired business results.
- Every HR professional must understand and promote the connection between different functional areas within Talent Management. HR role is to support line managers by creating Talent Management strategy, providing processes and tools and consulting the business on the implementation of these tools in their day to day operations.
- This workshop will help you learn how to create an Integrated Talent Management System for your organization. It will teach you how to guide your business leaders in creating a talent focused business strategy and ultimately, it will help secure the future of your organization.

Key Takeaways

- ✓ Own the critical role of HR in creating and integrating the Talent Management Process
- ✓ Get introduced to the foundations of overall Workforce Planning process
- ✓ Closely review and learn how to balance constituent parts of the Talent Management Process: recruitment, on-boarding, goal setting, performance management, development planning and internal and external transitions
- ✓ Learn how to design an effective Succession Management process
- ✓ Be able to apply a variety of talent management assessments
- ✓ Understand the importance of organizational leveling and role complexity to talent strategy
- ✓ Learn the specific roles of managers and senior leaders in talent management processes
- ✓ Learn how to accelerate organization-wide talent management integration



Who Should Attend

- ✓ HR managers tasked to implement a talent management system
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COURSE AGENDA : DAY 01

Learning Landscape:

- ✓ Winning the War for Talent.
- ✓ Global Business Environment 2013 & Talent Economics

Introductions of participants:

- ✓ Your company
- ✓ Your talent issues (pulse survey)
- ✓ Your solutions (the workshop)

Key Themes #1: Integrated Talent Management Strategy

- ✓ Talent/Human Capital Challenges & Opportunities.
- ✓ Connection to Business Strategy.
- ✓ The Business logic of ITM design, objectives

Definitions and Tools:

- ✓ Organizational Models
- ✓ Competency Models
- ✓ Talent Management Planning Tools

Case Studies : Nokia

Creation of an Integrated Talent Framework to enable business growth

Key Themes #2: Our Roadmap to Integrated Talent Management (ITM)

- ✓ Important Milestones in the Employee Life Cycle

Integrated Talent Management (ITM) Definitions

- ✓ Recruitment
- ✓ On-Boarding
- ✓ Retention
- ✓ Performance Management
- ✓ Training and Development

Group Exercises :

- ✓ Practice Designing ITM objectives
- ✓ Analyze your current state of TM
- ✓ Reviewing ITM tools

Day 1 Takeaways:

- ✓ Understanding how ITM works, its constituent parts, familiarity with ITM tools.
- ✓ Practice application of tools.

COURSE AGENDA : DAY 02

Key Themes #3: Mastering the Advanced ITM and Introduction to Workforce Planning and Talent Analytics

Definitions

- ✓ Talent Identification (Talent Assessments)
- ✓ Succession Planning
- ✓ Accelerated Leadership Development

Case Studies : HBR

Winning the War for Talent in the Emerging Markets

Tools and Processes

- ✓ Calibration of Talent
- ✓ Assessment frameworks
- ✓ Surveys
- ✓ Technology Systems
- ✓ Talent Analytics

Case Studies from the Participants:

- ✓ Accessing Your Current Talent Management Strategy/Approach
- ✓ Use of Technology, Metrics

Individual Exercises:

- ✓ Applications of Talent Tools to your organization.
- ✓ Group discussion on what the major cultural challenges will be and how to overcome them.
- ✓ Co-consulting

Key Themes #4: Workforce Planning, Key Job Families and Analytics

Day 2 Takeaways:

- ✓ Understanding of full ITM cycle
- ✓ Practice of creating objectives
- ✓ Implementation and change management support

Format

Pre-session work, interactive classroom instruction, cases studies and action learning engagement in the class room and follow-up consulting support upon request

Materials Provided

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Reference Materials

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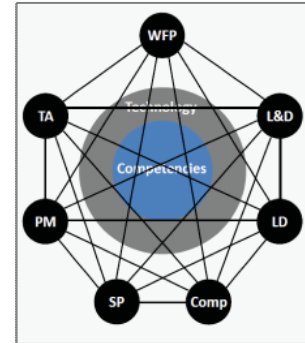
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Case Studies #1 : Nokia

As a Head of Global Talent for Nokia, I created a unique approach to Integrated Talent Management. Will work the participants through the process. Below are the design principles:

- Talent Strategy and Workforce Plan Are Tied to Corporate Strategy
- Talent Management Processes Are Aligned to the Talent Strategy:
- Talent Management Processes Share Inputs and Outputs
- Competency Model as a Common Language
- Technology Enablement for Talent Management: Change Management as a Foundation



Case Study #2: Development of a Multinational Personnel Selection System

- Harvard Business Case
- The owner of a company with production plants in various regions in the world wants to standardize the methods of personnel selection for the Asian-Pacific region (APAC). A new system of personnel selection has to be developed for middle management positions in APAC. The owner delegates this task to a cross-functional, multinational project team that operates in Hong Kong headed by a human resources (HR) executive and expatriate from Germany. In terms of the new personnel selection system, he has two opposing goals in mind: the new personnel selection system should be highly specific for a particular country and simultaneously valid for different countries. A series of issues must be resolved in order for the project to be successful. Some of these issues are related to the personnel selection system; the job requirements to be assessed, the modules it must include, the stages and methods of each module, and the implementation of the system across countries in APAC. Other issues are interpersonal, such as the cultural differences and the heterogeneous perspectives that exist among the team members, and a conflict between the HR executive and the owner.

Case Study #3 : Creation of an Integrated Talent Strategy that Drove Business Results

- Otis Elevator Co.
- A fast-growing business was unclear how it was going to implement and manage the correct talent strategy and tools to enable the business to achieve its strategic goals over the next few years. The business needed a plan and the right tools in place to **develop leaders to step up in current roles, which were growing organically, as well new roles the scale of the business needed to create.** By utilizing an initial broad based information-gathering phase with line leaders across the business and referencing key metrics, HR defined the strategic talent plan with the executive team. HR implemented this by ensuring that the correct foundations were in place in the areas of: talent attraction and retention; leadership development; organizational structure; and reward and recognition and then integrating these into the way the business managed talent globally. By delivering this strategy, productivity measures, client feedback scores and employee feedback scores / retention rates were significantly improved over a 3 year period.

Case Study #4 : Winning the War for Talent in the Emerging Markets

- Harvard Business Case
- This war for talent is like nothing we've ever seen before, A desirable brand affiliation in conjunction with inspirational leadership appeals to eager young high potentials suddenly awash in possibilities. Opportunity should imply an accelerated career track - or at least a fast-paced acquisition of skills and experience. Purpose ought to benefit a job candidate's home country and express the value of global citizenship. A company's culture should be meritocratic, value both individual and team accomplishments, and follow through on promises implied in recruitment. The emerging markets pose special challenges for foreign multinationals. For instance, talent strategies that work at home will need extensive tailoring to succeed in the developing world, and an overreliance on fluency in English may impede spotting talent. It's critical to develop a core of local talent and to embrace and leverage diversity. In the talent race, a local company that creates genuine opportunities and exhibits the desired cultural conditions will often win out over a Western multinational offering higher pay.