

Critical moves for Talent Leaders to deliver value in 2023



Your BTS team today...



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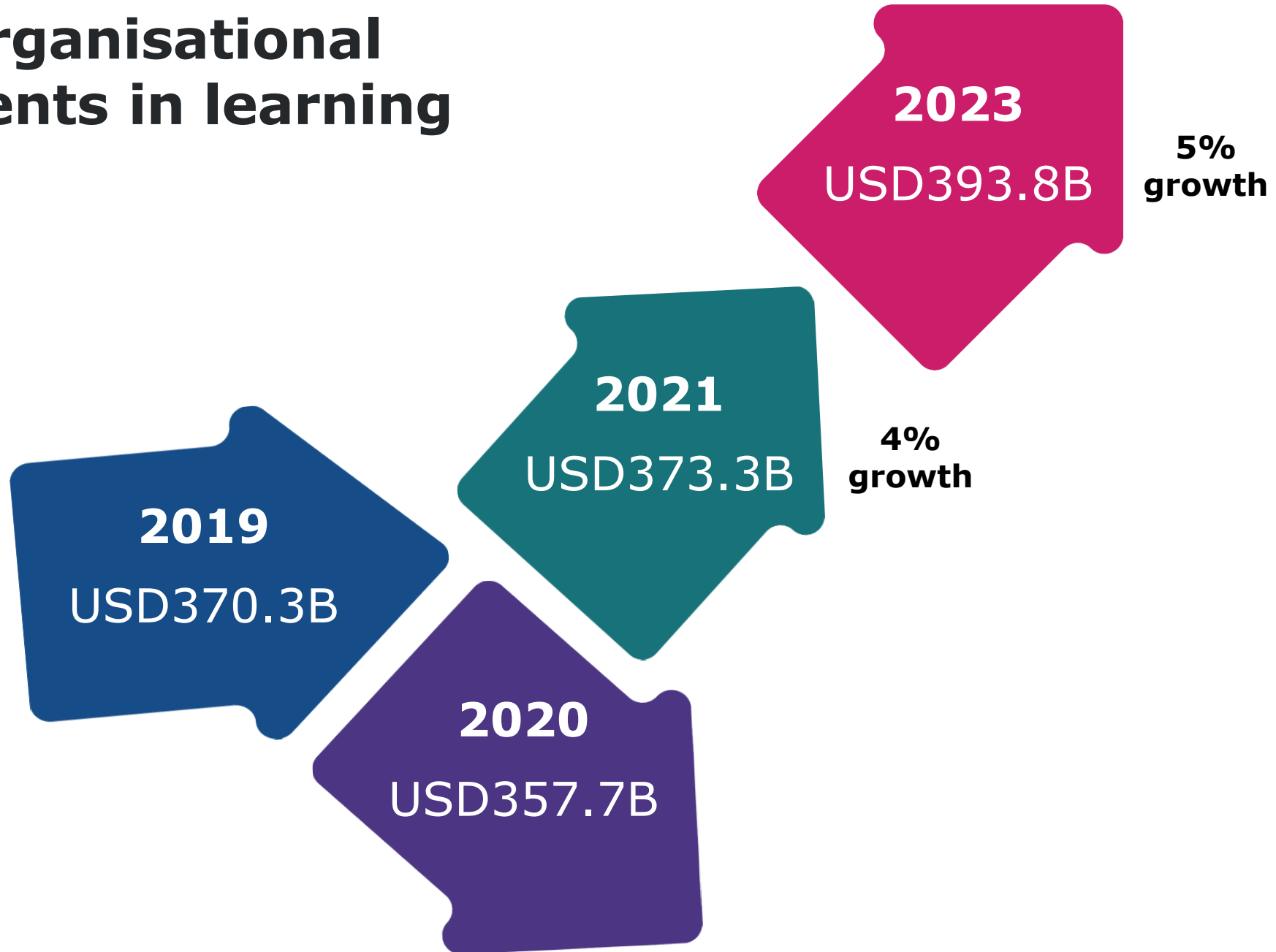
Larisa Balleani
Head of Assessment
Practice Europe





Global and local uncertainties

Global organisational investments in learning



Discover and learn

**What talent leaders in
leading enterprises are
doing to thrive in 2023**

Understand and act

**Priorities, key trends
and opportunities**

What are leading enterprises focusing on to thrive in 2023

1

Making Bold Investments in Core Leadership



2

Accelerating the Talent System to Deliver More with Less



3

Scaling the Learning Culture to Help People Adapt



Priority 1

Making Bold Investments
in Core Leadership



1

Making Bold Investments in Core Leadership



Critical Moves

Unlocking front-line leader capabilities

Create change-ready mid-level leaders

Business continuity through proactive and systemic C-level succession planning, and onboarding

1

Making Bold Investments in Core Leadership



Critical Moves

Unlocking front-line leader capabilities

Create change-ready mid-level leaders

Business continuity through proactive and systemic C-level succession planning, and onboarding

What's not working

- **Massive deficits** in leaders' capabilities due to Covid remain unmet
- **Change capability** *and* capacity with mid-level leaders is weak
- **Quick hit** learning events 'trained-in' during the pandemic
- **Antique** approaches to **succession**

Client Story: France

Global insurance company creates a new process for C-suite selection



Elie Ruderman

Director at BTS



1

Making Bold Investments in Core Leadership



Critical Moves

Unlocking front-line leader capabilities

Create change-ready mid-level leaders

Business continuity through proactive and systemic C-level succession planning, and onboarding

What great looks like

- **Reimagining** the role of leader and how they develop based on modern expectations
- Paying close attention to **unlocking the flow** of decisions, responsibilities and giving leaders a better **systemic view**
- **Align to future and strategy. See people in action** at the C-level.

Priority 2

Accelerating the Talent System to Deliver More with Less



2

**Accelerating
the Talent
System to
Deliver
More with
Less**



Critical Moves

**Embed employee-focused
leadership framework
and language**

**Implement adaptive and
dynamic HiPo selection and
development approach**

**Scale effective external
candidate acquisition process
to win the war for talent**

2

**Accelerating
the Talent
System to
Deliver
More with
Less**



Critical Moves

**Embed employee-focused
leadership framework
and language**

**Implement adaptive and
dynamic HiPo selection and
development approach**

**Scale effective external
candidate acquisition process
to win the war for talent**

What isn't working

- **Leadership frameworks** that feel divorced from the strategy
- Focus on what the **framework says** rather than how it will **enable leaders to act differently**
- **Poor perspective** on what high potential is. Over indexing performance.
- **Generic talent assessments**
- Favouring **efficient process** over **candidate experience**

Live Client Story

High Potential Story



Larissa

Head of Assessment
Practice Europe

Chat

What is 1 thing you are prioritizing in your talent strategy to help you deliver 'more with less' in 2023?

2

**Accelerating
the Talent
System to
Deliver
More with
Less**



Critical Moves

**Embed employee-focused
leadership framework
and language**

**Implement adaptive and
dynamic HiPo selection and
development approach**

**Scale effective external
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What great looks like

- **Authorship is ownership**
- Describe the leadership expectations at the level of the **job** and **everyday actions**
- Align **potential** to **strategy**
- **Consider both people** and **business acumen**
- Teach candidates the **realities of the role**
- Witness the **job fit**
- **Scale** with **intimacy**

Priority 3

Scaling the Learning Culture
to Help People Adapt



3

Scaling the Learning Culture to Help People Adapt



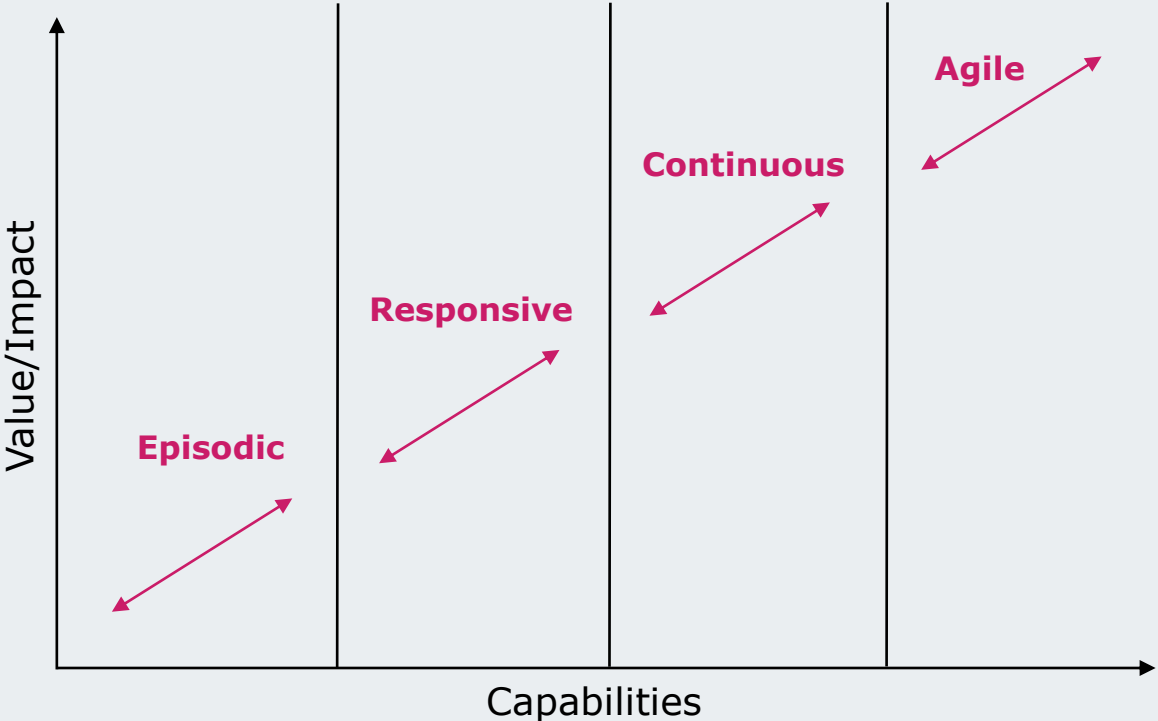
Critical Moves

Ramp up culture through meaningful development for persistent impact

Create learning ecosystem that is adaptive and agile by democratising and personalising learning at scale

The world's best organisations are adopting an agile learning culture in response to rapidly changing expectations

Learning Culture Continuum



Episodic: Learning opportunities are focused on specific programs or solutions design to improve productivity.

Responsive: Learning is delivered through a mix of targeted programs and open access content.

Continuous: Learning is focused on improving organisational performance and is valued as a core competency.

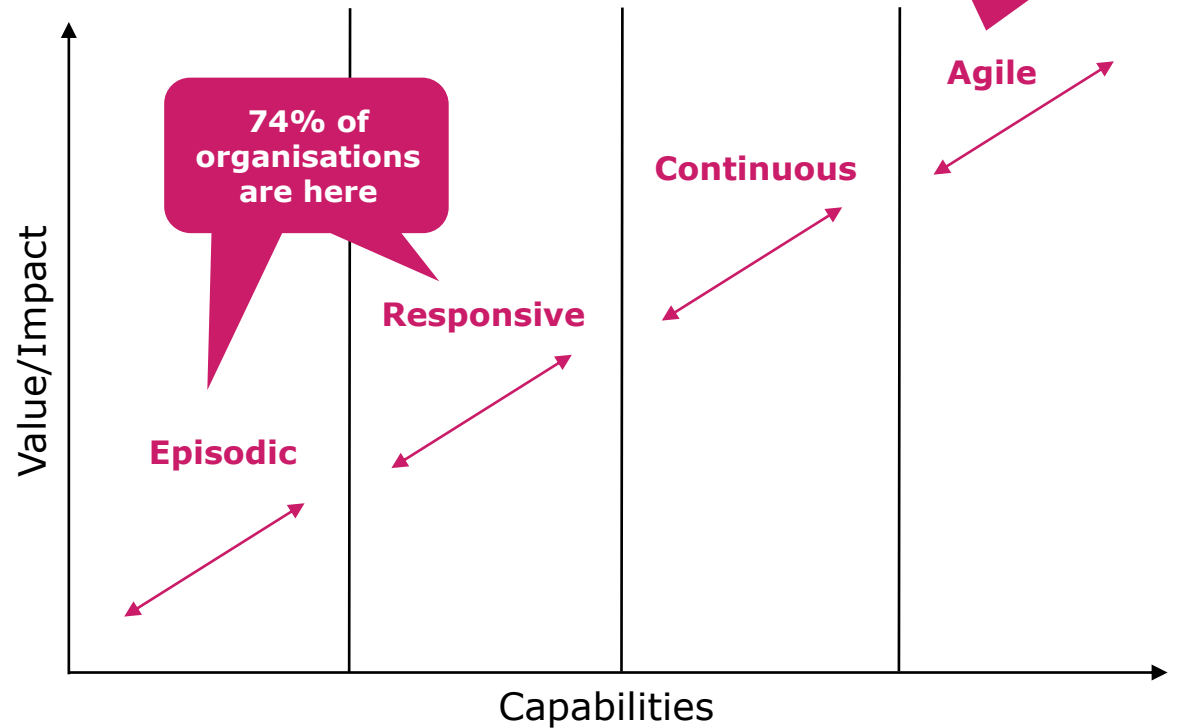
Agile: Learning is proactive, organisationally aligned, and absorbed in the flow of work.

Explore

What stage of maturity is your organisation's learning culture today?

Virtual Activity

Learning Culture Continuum



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Continuous: Learning is focused on improving organisational performance and is valued as a core competency.

Agile: Learning is proactive, organisationally aligned, and absorbed in the flow of work.

BTS Client Story – Spain

International bank scales new behaviors across the organization



Sergio Dosdá

Senior Director at BTS



3

Scaling the Learning Culture to Help People Adapt



Critical Moves

Ramp up culture through meaningful people development for persistent impact

Create learning ecosystem that is adaptive and agile by democratising and personalising learning at scale

What great looks like

- **Thinking big** about people
- Executives aligning to few **behaviours** to change
- Shift at the level of **mindset**
- A fully **adaptive** and **agile** approach to learning when and where it's needed most

What are leading enterprises focusing on to thrive in 2023

1

Making Bold Investments in Core Leadership



May 23rd

2

Accelerating the Talent System to Deliver More with Less



July 17th

3

Scaling the Learning Culture to Help People Adapt



September 18th

Take aways from today...



**Invitation to
Deep Dive
Sessions**



Leadership *Deep Dive*
May 23rd at 12:00 pm CET

Talent *Deep Dive*
July 17th at 10:00 am CET

Learning *Deep Dive*
September 18th at 12:00 pm CET



**Resources from
BTS**



White Paper



Case Studies



Podcast



Connections

Strategy made

personal

