

- Becoming an Employer of Choice
- Employee Engagement

# Strategic Talent Management Conference

16th-17th December 2008

Crowne Plaza Hotel, Abu Dhabi, UAE

## Conference Overview

Talent management and succession planning are increasingly regarded as a growing influence in determining the success of an organization. If taken effectively, ensures organization growth with a line up of competent successors to continue superior performance. Whether you are responsible for Human Resources in a corporate organization, government agency or a non-profit organization, you are faced with the imminent need to identify, assess and develop talent to ensure continuity of leadership at all levels in your organisation.

Not having the right talent in place is often a limiting factor in achieving business growth.

"It's not just succession to the top - it's getting the right person in place for every position you have!"

Our panel of distinguished speakers which consist of HR practitioners, authors and consultants from leading organizations will share with you:-

- **INNOVATIVE** talent management **STRATEGIES**
- how to **LINK TALENT ACQUISITION** and **RETENTION** to **ORGANIZATIONAL GOALS**
- effective ways to **IDENTIFY TALENT** and **MEASURE POTENTIAL**
- **LATEST UPDATES** on **HR** tools used to **RECRUIT** and **RETAIN TALENTS**, from **PSYCHOMETRIC ASSESSMENT** to **SUCCESSION PLANNING COMPETENCIES**, to using **TECHNOLOGY** to track and appraise talented individuals

## Panel of Distinguished Speakers Include



**Andrew Finch**  
HR Director, Talent Development  
*Alghanim*



**Hussain Ismail**  
Deputy Director  
*Bahrain Institute of Banking and Finance*

**President**  
*Bahrain Society for Human Resources Development*




**Maram Zawaideh**  
Strategy and Corporate Performance  
Excellence Advisor  
*Al Ain Municipality*



**Paul Lalovich**  
Senior Manager Recruitment –  
Technology  
*du*




**Joanne Simpson**  
Managing Director  
*Coaching and Mentoring Middle East LLC*




**Nanette Fairley**  
Managing Director  
*Innovative Human Resource Solutions*



**Reg Athwal**  
Founder  
*RAW GROUP (RAW LTD and RAW LLC)*



**Dr. Mahmoud Khan**  
HR & OD Consultant  
*KSA*




**Joyce Gioia**  
President & CEO, The Herman Group  
*CEO, Employer of Choice, Inc.*



**Ronald Villejo**  
Management Trainer  
Learning & Development Centre  
*Emirates National Oil Limited*



**Marcia Xenitelis**  
Managing Director  
*Communication At Work*



**Declan Ball**  
Head, Corporate Human Resources  
*EFG - Hermes, HLD SAE*

## Related Event



### HR Metrics

17th to 20th November  
2008,  
Dubai, UAE

#### What you will cover in this program

- How to use HR metrics
- How to avoid the **common problems** in using metrics
- How to **make decisions** about HR programs (i.e. making a business case for HR).
- **Why financial regulators** in Europe & Japan are asking companies to publish more HR metrics—and what that means to your HR department.
- How to address **challenge of change**.

Link to download brochure  
[www.kavaq.com/08/01](http://www.kavaq.com/08/01)



### Measuring Employee Satisfaction

23rd to 26th November  
2008,  
Dubai, UAE

#### Benefits of attending

- Why do you conduct a survey and what are its main objectives?
- What do you do before, during and after the survey? How do you do it?
- How do you get the most from your employees in a survey?
- Who do you need to survey?
- What do you communicate with your employees?
- How do you calculate your employee satisfaction and commitment index?
- What results do you report after the survey?
- How do you benchmark internally and externally?

Link to download brochure  
[www.kavaq.com/08/03](http://www.kavaq.com/08/03)

## Conference Agenda

### DAY 1

- 0800 Registration and Welcome Coffee  
0900 Chairman's Opening Remark
- Reg Athwal**  
**Founder**  
**RAW GROUP (RAW LTD and RAW LLC)**
- 0910 Keynote 1  
**Redefining Talent Management – Current and Emerging Practices**
- Intersections between economy and workforce: The challenges for talent management (TM)
  - “Things are tied together”: A dynamic, integrated view of TM
  - Retention as the strategic foundation of TM
  - The “rectangle/triangle” model of investment and intervention in TM
  - “‘Smile sheets’ are not enough!”: Satisfaction versus effectiveness
  - “Facts versus fiction”: Maximizing ROI for TM initiatives
- Ronald Villejo**  
**Management Trainer**  
**Learning & Development Centre**  
**Emirates National Oil Limited**
- 1000 Keynote 2  
**Creating High Impact Talent Management Process**
- Andrew Finch**  
**HR Director, Talent Development**  
**Alghanim**
- 1050 Morning Coffee Break  
1115 Keynote 3  
**Employer Branding: Using It To Increase Employee Loyalty**
- Definition of Employer of Choice®
  - Elements of the Employer of Choice® Brand and Recognition Strategy
  - Employment Branding
  - Best Practices of Outstanding Employers
- Joyce Gioia**  
**President & CEO, The Herman Group**  
**CEO, Employer of Choice, Inc.**
- 1210 Keynote 4  
**Building a Sustainable Talent Pipeline**
- What are the most successful recruiting strategies used by top companies
  - Identify, develop, and promote “high-potential” talent
  - Measure it and know if it's making a difference. How do you benchmark your recruitment goals?
  - Recognise talent management as a core business process with impact on overall business and financial success for the enterprise
- Paul Lalovich**  
**Senior Manager Recruitment – Technology**  
**du**
- 1300 Lunch  
1400 Keynote 5  
**Human Capital Development – Cultivating the Next Generation of Talent**
- Understanding the current workforce and identifying the needs and direction for your organisation
  - Customising a human capital development framework that is in line with your business goals
  - Implementation of your human capital development programme
  - Measuring process effectiveness and results
- Hussain Ismail**  
**Deputy Director**  
**Bahrain Institute of Banking and Finance**  
**President**  
**Bahrain Society for Human Resources Development**
- 1450 Keynote 6  
**Strategic Workforce Planning & Forecasting Your Human Capital Needs**
- Understanding HR & its role in the implementation of the company strategy
  - The stages of workforce planning
  - Utilization of the internal & external human capital
  - Attracting & developing a quality workforce
- Dr. Mahmoud Khan**  
**HR & OD Consultant**  
**KSA**
- 1540 Afternoon Tea Break

## Conference Agenda

### DAY 1

- 1600 Keynote 7  
**Road Mapping Talent Management Framework for B Players in your Organization**
- Defining "B Players"
  - Setting up a Talent Inventory
  - Role of key stakeholders (including executive management)
  - Role of B Players within a Localization strategy
  - A roadmap framework based on:
    - ◆ Compensation (fixed and variable)
    - ◆ Career growth
    - ◆ Succession planning
- Declan Ball**  
**Head, Corporate Human Resources**  
**EFG - Hermes, HLD SAE**
- 1650 Chairman's Closing Remark
- 1700 End of Day 1

## Conference Agenda

### DAY 2

0830 Welcome Coffee  
0900 Chairman's Opening Remark  
0910 Keynote 8

#### Linking Performance Measurement with Corporate Performance Excellence

- Talents' Performance Management
- Corporate Performance Management
- Linking Talents' Performance with Corporate Performance
- Organizational Success Design
- Critical Success Factors
- The Role of Leadership in Talent Management

#### Maram Zawaideh

#### Strategy and Corporate Performance Excellence Advisor

#### Al Ain Municipality - Government of Abu Dhabi

1000 Keynote 9

#### Talent Identification and Development

An environment where businesses are growing and changing at high speed throws up interesting challenges for initially identifying and then developing leaders. Initially we will look at organizational processes for identifying an organizations talent and then consider how to develop skills more effectively on the job through:

- Action learning – what is it and why is it so effective?
- Reflective learning – making on-the-job learning more powerful
- Coaching – internal vs external and does it really work!
- Learning Centres – simulating work situations in a learning environment
- Developing our current and future leaders is key to business success. Has your organisation taken a good look at what is in place to enhance those all important leadership behaviours?

#### Nanette Fairley

#### Managing Director

#### Innovative Human Resource Solutions

1050 Morning Coffee Break

1115 Keynote 10

#### Effective Communication Strategies to Instill Loyalty Among Key Talents

- Case study examples of excellent communication strategies that have resulted in the retention of key talent
- How to ensure both the employee and their manager have a clear shared understanding of the organisation's direction and opportunities for key talents
- How to identify the business opportunities that will engage your key employees and how to engage them
- How to identify the connection between employee satisfaction and loyalty among key employees
- Practical suggestions that will assist you in creating immediate action plans

#### Marcia Xenitelis

#### Managing Director

#### Communication At Work

1215 Networking Lunch

1400 Keynote 11

#### Effective Coaching & Mentoring Programmes to Grow and Retain Talent

- The True Essence of Coaching and Mentoring Defined
- Why Coaching and Mentoring and Why Now?
- Implementing a Coaching and Mentoring Culture – The 5 Key Components of A Successful Coaching and Mentoring Programme
- Return on Investment – The Impact on the Bottom Line

#### Joanne Simpson

#### Managing Director

#### Coaching and Mentoring Middle East LLC

1515 Afternoon Tea Break

1545 Keynote 12

#### Reaching High ROI From Your Human Capital

- Discover the TxE2 Formula to attract top talent
- Discover how to hire A Player talent on a limited budget
- Discover how to build a world-class dream team

#### Reg Athwal

#### Founder

#### RAW GROUP (RAW LTD and RAW LLC)

1700 End of Day 2

## Benefits of Attending

- UPDATE** yourself with current and emerging practices in talent management
- GAIN** valuable insights on best practices and key strategies of leading organisations today
- GRASP** ways to communicate organizational objectives and employee expectations
- IDENTIFY** winning strategies to attract, recruit and retain top performers in your organisation
- LEARN** how to formulate an essential talent management framework
- UNDERSTAND** employee needs and reward strategies
- ALIGN** your talent management strategies with business goals and long-term vision
- HEAR** how to develop and implement an effective succession plan to motivate and retain key talents
- ACQUIRE** creative and innovative ideas to promote high performance within your organisation
- OBTAIN** professional advice from leading experts comprising of practitioners and top consultants in the field
- NETWORK**, exchange views and share experiences with HR professionals from across the industries

## Who Should Attend

Directors, Vice Presidents, General Managers, Heads and senior managers responsible for the following functions:

- Talent Management
- Succession Planning
- Human Capital Development
- Human Resource Development
- Recruitment
- Training and Development
- Organizational Development
- Workforce Planning

## Industries

Across Industries, including

- Banking
- Finance
- Telecommunications
- Transportation
- Technology
- Services
- Energy & Utilities
- Oil & Gas
- Retail
- Manufacturing
- Healthcare
- Consumer Goods
- Construction

## Sponsorship Opportunities

Reach your desired and potential clients. Help your company to market to a targeted audience and reach out directly to senior decision makers within the region. You can avail of custom special packages to suit your requirement. To find out how you can benefit by sponsoring this event, kindly contact: [ruth@kavaq.com](mailto:ruth@kavaq.com)

## In-House / In Company Training

For any other Training need, please contact our in house training department at:

**Email:**  
[inhouse@kavaq.com](mailto:inhouse@kavaq.com)

**Download In-House Training Catalogue:**  
<http://www.kavaq.com/training/>

## Speakers Profile

### Joanne Simpson Managing Director

#### Coaching and Mentoring Middle East LLC

An inspirational Executive Coach, Mentor, Professional Speaker and Facilitator, Joanne is the Managing Director for Coaching and Mentoring Middle East LLC, based in the U.A.E. Joanne has over 20 year's corporate experience gained in the Banking & Financial sectors, and a proven track record in managing training teams, facilitating, designing, developing and delivering education programs in Europe, US, UAE and Asia Pacific.

With career values of Integrity, quality, excellence, focus, personal growth, fun and making a difference, as well as a passion for people and their development, working with Joanne means individuals and organisations are guaranteed a unique, energetic and personalised experience, focused on results, discovering balance and releasing individual's and organisations potential.

Joanne has worked with many large organisations during her career including Halifax Plc, Credit Suisse First Boston, Hewlett Packard and Rolls-Royce Plc. Her clients in the Middle East include: Gasco, ENOC, KPMG, Microsoft, L'Oreal, Tatweer, Barclays Bank and Lloyds TSB to name a few.

Joanne's personal philosophy is that an organisation is as good as the sum of its individuals, each of whom need focused attention to enable them to grow and improve their performance. This led her to focus on coaching and mentoring. She now practises coaching and mentoring within organisations to enable individuals at all levels to overcome obstacles and raise their own awareness of their capabilities to achieve their goals, for maximum business performance.

Joanne is an accredited Coach and Mentor (International Coaching Federation – ACC and OCN, UK) She holds a Diploma in Coaching Practice for which she achieved a distinction for her work. Joanne specialises in the area of Work-Life Balance and is also a founder member of the Professional Speakers Association - Middle East.

#### Speaking Topics

- Effective Coaching & Mentoring Programmes to Grow and Retain
- Talent
- How Coaching and Mentoring Can Benefit You and Your Organisation
- Making Work-Life Balance Happen
- Creating a Winning Mindset
- The Unstoppable Combination to Goal-Achievement

### Dr. Mahmoud Khan HR & OD Consultant KSA

Prime Areas: Strategic Management, Personality Development, Leadership, Project Management, Saudization, Job evaluation, Consultancy, Negotiations, Team Building, etc

Dr. Mahmoud Khan (Saudi National) is one of the leading Human Resources Consultants in Saudi Arabia and the Gulf States. He is a licensed evaluator and assessor by different International Associations such as the SHL (Occupational Personality Questionnaires, Ability tests, Critical Test Batteries and other Job Related Tests), The Profiles International (PI), The Oxford Psychological Press (MBTI), The Thomas International (DISC), The Competency Based Assessment and Evaluations (PILAT Ltd), The competency Based interviewing for senior Managers (GBS Cannon Berry Academy, UK). He has conducted different seminars and workshops in several academic and management training sessions and conferences in places such as: Houston, Washington, Birmingham, Dubai, Bahrain, Beirut, Jeddah and Dhahran. He has a good knowledge and understanding of the academic

and industrial experiences through various assignments and his responsibilities as the general manager of Manufacturing of the Savola Company (Jeddah and Bahrain 1990-1995).

He is a member of the Jeddah Center for Manpower Development and an advisor for the Human Resources Development Funds. He is also a member of different associations such CIPD, ASTD, World at Work, SHRM, ASHRM, Saudi Engineering Council, Saudi Management Corp., MCE and AMA.

He is a holder of Ph.D. from the University of Oklahoma, USA and a Master of Science from the University of California.

He has been working as a Human Resources & Organizational Consultant for the past several years in various organizations including the Savola Group, Xenel, National Commercial Bank, Saudi Arabian Glass Company (SAGCO), Jeddah Chamber of Commerce & Industries, ALJ, Gabel C., The International Consulting Group, Nashar, mbc TV & Radio, Bugshan, Shaker, The Human Angle, Profiles International, Souks, Morgan & Banks and Friesland.

He has been ranked as an excellent facilitator not only by various multicultural audiences but also by "Saudization" audience, where he is considered as one of the pioneers of the movement.

### Nanette Fairley Managing Director

#### Innovative Human Resource Solutions

Nanette Fairley began her career as an organisational change specialist with Andersen Consulting (now Accenture), working in the USA, the Asia Pacific region and Australia. She then moved into the aviation industry taking up an HR management role with the Emirates Group in Dubai.

She specialises in developing leadership behaviours through non traditional, arguably more effective, strategies such as development centres, executive coaching and action learning. Her key area of interest is in the area of behavioural change in the work place enabling greater success for individuals and organisations.

Nanette is qualified with a degree in Organisational Psychology and an MBA, and is licenced to use a wide range of psychometric tools. She is also qualified to train others in the use of psychometric and other assessment tools and is an international member of both the Society for Industrial and Organisational Psychology and the International Positive Psychology Association. She is also a founder member of the Professional Speakers Association (Middle East). While currently based in Dubai, Nanette works across the MENA region as Managing Director of *Innovative HR Solutions* who are well known as specialists in assessment and behavioural skills development.

### Maram Zawaideh Strategy and Corporate Performance Excellence Advisor

#### Al Ain Municipality

Maram has more than 20 years of extensive working experience where she has built a great deal of knowledge of variety of posts in different management areas as; Strategy & Corporate Performance & Excellence Management, Business Development Advisory & HR Senior Consultancy, Corporate HR Regional Management, HRMS, IT & MIS Management. Maram's expertise include professional & technical areas as; Policies & Procedures Analysis, Business & Process Performance Analysis, Strategic Planning, Business Planning & Business Process Reengineering, Systems Development and Programming.

## Speakers Profile

### Ronald Villejo

Management Trainer  
Learning & Development Centre  
Emirates National Oil Limited

Dr. Ron Villejo is a “shrink” by training, having received his Ph.D. in clinical psychology from Northwestern University Medical School in Chicago. He has 27 years of experience in consulting, coaching and counseling thousands of clients in the Middle East, US, and Europe:

- He worked as a clinical director, assistant professor, and training director for different organizations focused on psychology,
- But in 1999, he parlayed these into a career in business psychology and management consulting – with a specialty in leadership assessment and development, doing so for several years for such major multinational companies as: Saudi Aramco, SABIC, McDonald’s, Wal-Mart, AstraZeneca and Royal Dutch/Shell.
- Now he’s the management trainer at Emirates National Oil Co. (ENOC) Group in Dubai, working on major initiatives on talent management, for example: (a) assessment of leadership potential, (b) multi-level leadership development, and (c) leadership competency framework.
- Finally, he’s presented at several conferences in Dubai, Chicago and London, for example, on Arab leadership personality and on leadership coaching.

On a personal note, Dr. Villejo was born in Manila, but grew up, went to school, and began his career in Chicago. He lived in the US for nearly 40 years, before landing in the UAE two years ago:

- Here, he’s active in the business, professional and social communities – from the American Business Council and Philippine Business Council; to the Dubai Roadsters (cycling) and Dubai Drama; to Linked-In and Facebook!
- From a philanthropic standpoint, he’s participated in charity sports challenges (Gulf for Good and Foresight) and he’s done community service for Filipinos (workshops and articles on jobs and career).
- Finally, he’s keen to draw on his expertise and experience to speak, advise and debate on a range of human interest subjects – from cultural relations, to driving behavior, to nationalization efforts.

### Paul Lalovich

Senior Manager Recruitment – Technology  
*du*

Personnel recruiting professional with a demonstrated ability to develop and implement recruiting strategies that support business objectives. Expertise includes creative sourcing strategies, full end-to-end recruitment metrics, client management, succession planning, and the development of recruitment solutions software. Primary focus is to support client’s efforts to build great organizations by hiring the very best employees and to teach others how to do the same. All this is complimented with strong understanding of the key recruitment success factors needed to hire top talent in highly competitive industries. Specialties:

- Coordination and management of full cycle of recruitment process.
- Coordination and management of teams for personnel recruiting research, candidate sourcing and name generation.
- Implementation of personnel recruiting IT solutions.
- HR functions outsourcing project management.
- Business development.

### Joyce Gioia

President & CEO, The Herman Group  
CEO, Employer of Choice, Inc.

Joyce Gioia is a Strategic Business Futurist concentrating on workforce and workplace trends. Joyce is President and CEO of The Herman Group, a firm serving a wide range corporate, trade association and governmental clients on an international basis. Through consulting, speaking and training, Joyce helps clients position themselves for success in the future. Joyce has served clients in 24 countries on six continents and in 46 of the United States. Joyce’s most recent successes have been in Singapore and Malaysia, where she has received outstanding reviews for her workshops and keynotes.

Focusing on what will be valuable for her clients and audiences, Joyce tailors her messages to what is most needed with an emphasis on take-home value, practical tactics and strategies that can be put to work right away. To reach an even wider audience, Joyce has authored five books. These books are focused on what employers *must do* to attract, optimize, and hold onto their best employees. Joyce approaches Human Resources from an *Internal Marketing* perspective, taking external marketing concepts and strategies and applying them *within* the organization.

### Declan Ball

Head, Corporate Human Resources  
EFG - Hermes, HLD SAE

Declan Ball is Head, Human Resources, EFG-Hermes, the leading investment bank in the Middle East. A lawyer by training, he has studied Classical and Colloquial Arabic, holds postgraduate degree in both training and HR and has specialised in the GCC financial services sector. Prior to joining EFG-Hermes, he was HR Head, Dubai bank. Previous roles include HR Division Head, Banque Saudi Fransi, Regional HR Director, Ernst & Young and HR Advisor to the National Commercial Bank. Declan is a leading expert on balanced scorecards, executive compensation and talent management. He has also been closely involved in nationalisation. From 1995-1999, he headed The National Commercial Bank’s Saudisation project which results in 750 Saudi nationals joining the bank and increasing the Saudisation rate from 48% to 73% in less than 4 years. When with Ernst & Young, Declan led a project for the Ministry of Labour and Social Affairs, Bahrain, to create job opportunities for 4,000 Bahraini nationals. Declan works in both English and Arabic.

## Speakers Profile

### Reg Athwal

#### Founder

#### **RAW GROUP (RAW LTD and RAW LLC)**

Reg Athwal is a world-renowned expert keynote speaker, link presenter, moderator and a master of ceremonies for prominent international gatherings to include: Awards Ceremonies, Executive Conferences, International Congresses, Product Launches, Government Forums, Royal Family Addresses and Celebrity Functions. He has addressed millions of people with his inspirational business speeches and worked with over 15,000 CEOs in 37 countries. He is the Founding Chairman of the Professional Speakers Association of the Middle East, Past President and Fellow Member of the Professional Speakers Association of the United Kingdom. Reg Athwal is the Chairman of 'RAW Group LLC', which provides professional human capital forums to CEOs and business owners, and conference speaker services. He is the creator of the non-profit 'Unleash Your DNA' Seminars in UAE. He is also the co-founder of 'OneTVO', a pioneering online television platform, and the host of a new business show in the Middle East called 'Talking Tycoons'.

## Course Outline

### Objectives

- Explore what is behind the global skilled labor shortage
- Survey what is working for others—proven ideas that will work for you
- Discover what it takes to establish this kind of employee-centered culture
- Find out how sought-after companies give their employees opportunities to make a difference, while serving their local and global communities
- Hear about the differences between the Employee Value Proposition and Employer Branding, so that you may work with both in your hiring
- Practice writing employment advertising that will multiply your response
- Learn how you can be an enlightened, visionary leader
- Determine you can engage your employees through meaningful work
- . . . and what's most important—what employees are looking for in the companies they choose to join, support, and stay with.

### Overview of Employment Market

- Current Employment Marketplace
  - ◆ (Local and Global)
- Serious Implications=>
  - ◆ Employer of Choice® Imperative

### EXERCISE

- **Definition of Employer of Choice®**
- **Benefits**
- **Elements of the Employer of Choice® Brand and Recognition Strategy**
  - ◆ Company
  - ◆ Culture
  - ◆ Enlightened Leadership
  - ◆ Care of People
  - ◆ Meaningful Work
  - ◆ Growth and Opportunity
  - ◆ Compensation and Benefits
  - ◆ Making a Difference (including videos on the value of CSR)

### EXERCISE

- **Business Case and Metrics**
  - ◆ Employer of Choice® Company Results

### BREAK

- **Best Practices of Outstanding Employers**
  - ◆ BP Amoco
  - ◆ Procter and Gamble
  - ◆ Commercial National Bank (Saudi Arabia)
  - ◆ Case Studies from my (including helpdesk and oil/gas)

### EXERCISE

- **Employment Branding**
  - ◆ Definition
  - ◆ Why is Branding Important?
  - ◆ Developing your Employment Brand
  - ◆ Communicating your Brand
- **Writing Employment Advertising that Gets Response**
  - ◆ Human Psychology
  - ◆ WII-FM
  - ◆ Put on the Persona
  - ◆ Communicating the EVP
  - ◆ Attracting the Right Employees

### EXERCISE

### Wrap-Up

## Testimonials

*"Extremely passionate and knowledgeable on the topic."*

**HR Director, Pfizer Malaysia Sdn Bhd**

*"Excellent presentation. Highly recommended for HR Practitioners & Head of Department in organisation."*

**Assistant Manager, Human Resource, Guinness Anchor Bhd**

*"Very informative, practical and interesting."*

**Group HR Manager, Nestle Products Sdn Bhd**

*"The insights provided by Joyce on the topic has been outstanding. Practical & easy to implement to the organisation."*

**Vice President, Human Resource, Bluescope Steel (M) Sdn Bhd**

*"Joyce shows great enthusiasm & passion delivering her valuable experience. She inspired me greatly in order for me to further develop and implement retention program."*

**Group HR, Sony (M) Sdn Bhd**

*"Fantastic program-not only confirm some of the things that work well in our company but most importantly, new ideas and practices we could use that make so much sense."*

**HR Director, Reckitt Benckiser**

*"Joyce is a great facilitator. I highly recommend this course to be attended by all HR practitioners."*

**Human Resources Manager, TM Berhad**

*"Very good speaker. Has lots of insights and things that we can implement."*

**HR Relationship Manager, HR Division, RHB Bank Bhd**

*"Informative, helpful, & practical ideas shared."*

**Head Talent Development Management, Business Banking, Maybank**

*"Very passionate. Case studies were good."*

**People Strategy, Human Resource Management, Petronas Holdings**

## Trainer's Profile

### Joyce Gioia

**President & CEO, The Herman Group  
CEO, Employer of Choice, Inc.**

Joyce Gioia is a Strategic Business Futurist concentrating on workforce and workplace trends. Joyce is President and CEO of The Herman Group, a firm serving a wide range corporate, trade association and governmental clients on an international basis. Through consulting, speaking and training, Joyce helps clients position themselves for success in the future. Joyce has served clients in 24 countries on six continents and in 46 of the United States. Joyce's most recent successes have been in Singapore and Malaysia, where she has received outstanding reviews for her workshops and keynotes.

Focusing on what will be valuable for her clients and audiences, Joyce tailors her messages to what is most needed with an emphasis on take-home value, practical tactics and strategies that can be put to work right away. To reach an even wider audience, Joyce has authored five books. These books are focused on what employers *must do* to attract, optimize, and hold onto their best employees. Joyce approaches Human Resources from an *Internal Marketing* perspective, taking external marketing concepts and strategies and applying them *within* the organization.

### Trainer's Client List Include:

- Procter and Gamble
- American Honda
- BP Amoco
- Caterpillar University
- Ford Motor Co.
- Center for Creative Leadership
- Avaya
- Singapore Workforce Development Authority
- AT&T
- US Dept. of Defense
- AREVA
- Adecco Staffing Services
- US Navy
- US Government Printing Office
- US Environmental Protection Agency

## Course Outline

### Employee Engagement – the secrets of successful employee loyalty strategies

Learn how to engage (not just inform) your employees of your organisation's direction and instill greater loyalty and retain key employees. Use this workshop to develop your own strategic employee engagement plan based on current talent management needs.

One of the main challenges today is helping employees understand how they contribute to your organisations' success and how to build on that to create greater loyalty. This workshop will utilise key tools, examine case studies and ideas to enable immediate application back at the workplace. It is for anyone involved in employee retention and talent management who wants to take it to the next level in developing strategies that will impact retention rates and business outcomes.

You will also have the opportunity to focus on a current talent management issue that you are working on and develop a plan to create alignment with your organisations objectives. And you will be able to link your engagement strategies to the business strategy and measure it by business outcomes.

#### You will cover:

- How to ensure a clear, shared understanding of talent management issues and how all levels of management can be part of your strategy
- Strategies to improve workplace engagement and understanding of business opportunities thereby creating increased loyalty
- How to identify business opportunities to link with your talent management strategies (and those you can't)
- Beyond tactics, how to align your talent management approach with business strategy
- Practical suggestions that will assist you in creating immediate action plans
- How to identify the business measures to link with your talent management strategies
- How to influence management and employees about their role in talent management solutions

#### Key learning points

- How to identify the relationships between employee satisfaction, employee loyalty and talent management
- Understanding business strategies and issues
- How to identify the strategic business directions your talent management strategies should focus on, not just the performance management tactics
- Identifying measures that link employee loyalty with employee satisfaction measures

#### Workshop design

This one day workshop is highly practical and interactive to enable participants to commence developing their own strategic employee engagement plan based on current organisational needs.

There will also be some small group and large group discussion. It is designed for quick learning of new approaches to apply to your current talent management strategy.

#### Facilitator and workshop designer

Marcia Xenitelis is the Director of Communication at Work, a specialist communication business in the area of strategic employee communication. Marcia has 20 years' experience in this field, with organisations such as Medibank Private, Exxon Mobil, Telstra MobileNet and Esanda Finance. She has spoken at conferences in the USA,

Canada, China, New Zealand and Australia.

Her manuals on the topic of employee communication, change management and strategic employee communication have been sold worldwide to Fortune 500 companies, universities and over 1000 companies in Australia alone.

She is a past president of the International Association of Business Communicators (IABC) Victorian chapter, and a former IABC Asia/Pacific Board member.

#### What others have said

- "Excellent Case based experience"
- "Very valuable expose on the "Aha!" moment and also some excellent ideas to assist in change management communication"
- "Good engaging speaker"
- "Liked the examples of the "Aha!" factor"
- "I got the most benefit from this on "engaging emphasis"

#### Workshop components

##### Core Workshop

Introduce skills, individual and group work, and action planning to develop a framework for individual employee engagement plans.

#### Details

Course level: Intermediate and Senior

Course length: Full day

## Trainer's Profile

### Marcia Xenitelis Managing Director Communication At Work

Marcia is the Managing Director of Communication at Work, a specialist communication business in the area of employee communication. Marcia has extensive experience in this field including clients such as Medibank Private, Esanda Finance, Telstra MobileNet and Exxon Mobil.

Marcia is an author of manuals on the topic of employee communication, including employee engagement, internal communication research, and strategic employee communication. The texts Marcia has written have been sold worldwide to Fortune 500 companies, universities and over a thousand companies in Australia alone. Her employee communication strategy implemented at Esanda Finance has been published as a case study in the global journal, *Strategic Communication Measurement*.

She is a past president (IABC) Victorian chapter, and former IABC Asia/Pacific board member. An international public speaker on the topic of internal communication, Marcia has spoken at conferences in the USA, Canada, New Zealand, Australia and China. Marcia's experience in the field of internal communication spans 20 years.

#### Trainer's client list include:

- Land Transport New Zealand
- ANZ National
- Meridian Energy
- Office of the Auditor-General
- Victoria University of Wellington
- Wellington City Council
- Ministry of Health
- Environmental Protection Authority
- Office for Recreation & Sport
- Department of Trade & Economic Development
- Optus telecommunications
- Safework SA

## Course Outline

### DAY 1:

#### Foundations

- **Why do we need metrics?**
  - ◆ Video
  - ◆ Exercise: the push for metrics in the Gulf region
- **Key Principle: The “Q” Framework**
  - ◆ Getting and staying on track
  - ◆ Role play of “Q” Framework
- **Setting Metrics Priorities**
  - ◆ Group Exercise
- **Special Tool: Speed Networking**
- **The Dilemmas of Metrics**
  - ◆ Why metrics go wrong
  - ◆ How to avoid the pitfalls
- **Key Principle: Metrics + Assessment**
  - ◆ The suite of tools HR needs for making decisions and justifying programs
- **Exploring Real Issues: Recruitment Metrics**
  - ◆ Time to fill
  - ◆ Refining Time to fill metrics
  - ◆ Operational issues
  - ◆ Exercise: Cost per hire metrics
- **Raising the bar on recruitment**
  - ◆ Quality of hire metrics

### DAY 2:

#### Metrics & Making a Business Case for HR

- **Special Exercise: Power Networking**
- Review of Day 1
- **What are we doing well**
  - ◆ Exercise: Identifying practices that work in this region
  - ◆ Reports: Sharing best practices
- **Dr. McElfresh’s PARO model**
  - ◆ Understanding the model
  - ◆ Applying the model in your company
- **The New Decision Science of Talentship**
  - ◆ The theory in a nutshell
  - ◆ Applying the theory
  - ◆ Ensuring CEO buy-in to HR’s top priorities
  - ◆ Dr. Boudreau’s LAMP model

### DAY 3:

#### Specific Operational Issues

- Review of Day 2
- Special Exercise: Open Space
- **Specific Operational Issues**
  - ◆ Recruitment metrics
  - ◆ Training metrics
  - ◆ Performance Management metrics
  - ◆ Compensation metrics
  - ◆ Culture & OD metrics
  - ◆ Succession Planning & Leadership Development Metrics
  - ◆ Metrics for specific HR initiatives
- **Group exercises**
  - ◆ Resolving any local issues with metrics we haven’t covered

### DAY 4:

#### HR Metrics for the Board & Investors

- **Why the CFO Cares about HR Metrics**
  - ◆ The rise of intangibles
  - ◆ Legislation in Europe
  - ◆ Legislation in Japan
  - ◆ Social Responsibility Reporting
  - ◆ Discussion on regional issues
- **What the Fortune 100 Reports about Human Capital**
  - ◆ Typical Reporting
  - ◆ Best-in-class reporting
  - ◆ Lessons learned
- **Key Principle: What matters most**
  - ◆ Workforce vs. HR metrics
- **How to create your own human capital report**
  - ◆ What to do about limited HR resources
  - ◆ A simple reporting model
- **Exercise: creating your own human capital report**
  - ◆ What is practical
  - ◆ How to implement
- **Group Exercise: linking imagination to action**
  - ◆ Powerful ideas
  - ◆ Specific improvements
  - ◆ Preventing paralysis
  - ◆ Action plans
- **Closing Review**

#### Trainer’s Client List Include:

- Royal Bank of Canada
- Malayan Banking Finance
- Nissan Japan
- Chevron USA
- Human Capital Institute
- HR Dergi (Turkey)
- Etisalat Academy (Dubai)
- Caltex Thailand
- Petronas

## Trainer’s Profile



David Creelman is CEO of Creelman Research. David does writing, research and speaking on the most critical issues in human capital management. His clients include think tanks, consultants, academics and organizations in Japan, the US, Canada and the EU. He has a particular interest in helping HR leaders and CFOs better measure and report on human capital to the CEO, Board and financial markets.

He has sat on many thought leader panels with the Human Capital Institute including Global Talent Management, Learning Strategies, and the ROI of Talent Management. Mr. Creelman's work on what HR should report to the investors is helping to change the profession. His major studies like Reporting on Human Capital: What the Fortune 100 tells Wall Street about Human Capital Management (2nd Edition), Reporting on Employee Surveys (1st Edition) played a pivotal role in influencing many decision makers. He also has major contribution made to Ed Lawler and Chris Worley with *Built to Change*; David Maister with *First Among Equals*, and Michael Gurian and Barbara Annis with *Leadership And The Sexes Using Gender Science To Create Success In Business*.

Link to download brochure : [www.kavaq.com/08/01](http://www.kavaq.com/08/01)

## Course Outline

### I. BEFORE THE SURVEY

#### 1. Objectives and Issues in a Survey

##### (a) Defining the objectives

- Many organizations fail to clearly identify the objectives of an employee survey. Clarifying the objectives for different survey types.
- Should you be measuring satisfaction, loyalty, morale, motivation and commitment? When and why?

##### (b) Deciding which issues to include

- The case of sensitive issues unique to the business
- Exploring specific issues
- Generic surveys
- Company specific surveys

#### 2. How to get the involvement of employees from the beginning

- Boosting the credibility of the exercise in the eyes of employees.
- Demonstrating that management is prepared to listen to employees' views.
- Increasing the response rate for the main survey

#### 3. Exploratory Research, Interviews & Focus Groups

##### (a) Exploratory Research

- Asking the right questions in the right way to the right people.
- Focusing on those issues, which make the greatest contribution to employee satisfaction, loyalty, motivation and commitment
- Exploring and identifying the most important requirements to employees to develop a suitable questionnaire(s) that can clearly identify performance and perception gaps and differentiators especially on climate and culture.

##### (b) Qualitative Interviews

- When, why and who to interview?
- The qualitative interview process and how to conduct one

##### (c) Focus Groups

- When, why and who to include?
- The focus group process and how to facilitate one?

#### 4. Communication with employees

##### (a) Communicating and assuring anonymity

Employees are likely to be candid and revealing if they are told and assured that anything they say will not place them in a disadvantageous position. How to communicate this effectively and ensuring that anonymity is kept.

##### (b) Communicating the commitment to act on the findings.

Many organizations conduct employee surveys but fail to communicate results or act on the findings

- The dangers of not communicating the results
- The dangers of failing to commit to acting on the findings

#### 5. Using a third party

Some organizations do not believe they have the resources or expertise to conduct their own employee surveys or believe they need to have someone impartial.

- When to outsource
- What to look for
- Evaluating proposals

### II. UNDERTAKING THE SURVEY

#### 1. The survey process

##### (a) Timelines and stages in the process

Every survey needs a critical time path and a clear process. Many organizations let the survey process linger on and conduct different divisions over different time frames which can bias the results

##### (b) How and when to introduce the survey to employees

One of the most important processes of maximizing response is the method and timing of introducing the survey to employees.

##### (c) Involving employee representatives

Aside from management and the survey leadership team, who else should be involved from the start? By involving everyone necessary from the beginning, potential conflicts and suspicion are avoided.

##### (d) The do's and don'ts of designing the questionnaire

Questionnaire design is critical to the accuracy of the survey. Many mistakes have been made and here are the ones to avoid

##### (e) How to maximize the response rates of the questionnaire?

Obviously you need an accurate survey which is representative of most employees' views. You need a high response rate and to

encourage this there are many different successful ways to maximize response

#### 2. Measuring, alignment, attachment and employee commitment

##### (a) Measuring Alignment and attachment.

Are employees heading in the same direction as the organization or are they unclear about the future direction of the business? Are you all rowing in the same direction? Do employees feel involved in the decision making process and is it important? Do they feel empowered?

- When to measure alignment and attachment
- Including specific questions in the questionnaire

##### (b) Measuring Employee Commitment

Employee commitment is the ultimate measure of the organization's ability to obtain the best from its people. What does employee commitment mean and what are the drivers?

- Employee satisfaction, motivation, loyalty & good company

### III. AFTER THE SURVEY

#### 1. Analysis

Paralysis by analysis is a common theme with all the data available. If management is to act on the findings the information must be easy to understand and useable.

- The importance of useable outcomes
- Analysis alternatives

#### 2. Calculating an employee satisfaction index

If you are to establish if your organization is doing best what matters most to employees, you must have a measure, overall and for relevant departments and segments.

- Step by step example

#### 3. Calculating an employee commitment index

The ultimate measure and how you calculate it using the attributes and drivers.

- Step by step example

#### 4. Reporting results to managers

If the results of an employee survey are to be understood, they must be simple and precise. Management needs to easily identify how the organization is performing and what needs to be addressed.

- What & How to report

#### 5. Benchmarking

How do you compare to other organizations? How are departments performing relative to each other overall and for each requirement? Who can learn from whom?

- Overall results & Individual requirements
- Internally & Externally

#### 6. Feedback to employees

Communication to employees is critical for morale, improving perception of the organization and the success of future surveys.

- What & How to feedback

#### 7. Taking action

Most organizations struggle once they get the results of the survey trying to determine what to do in what order and who should be responsible.

- Business impact modeling
- Action mapping

## Trainer's Profile



Rob MacDougall is the Chief Executive Officer in the Asia Pacific Region for The Leadership Factor and he has been involved in employee satisfaction, loyalty and commitment measurement for over eight years.

Rob's previous experience has included senior management roles in major Australian companies in Australia and internationally, and consulting to some of Australia's largest companies across many business sectors.

Rob conducts seminars on employee satisfaction and loyalty measurement which have been attended by over one thousand prominent companies in the northern and southern hemispheres including Malaysia, Indonesia and Australia. He is the author of 'How to Measure Customer satisfaction', published by Gower.

Link to download brochure : [www.kavaq.com/08/03](http://www.kavaq.com/08/03)



# Strategic Talent Management Conference

16th-17th December 2008

Crowne Plaza Hotel, Abu Dhabi, UAE

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| Packages   | Regular Fee / Per Delegate | Book & Pay Before 10 November 2008 |
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### Cancellations/Substitutions

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### Event Venue & Accommodation

Hotel Name : Crowne Plaza Abu Dhabi  
Hotel Address : Sheikh Hamdan St. Abu Dhabi United Arab Emirates

Tel No. : +00971 2 621 0000

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*For hotel reservations please contact the hotel directly. Please note that hotel rooms are available on a first come first serve basis.*