



TALENT INTELLIGENCE: HOW TO ADVANCE YOUR WORKPLACE PLANNING STRATEGY

Jelena Sutic – Group Director Global Talent Management
23/05/2018

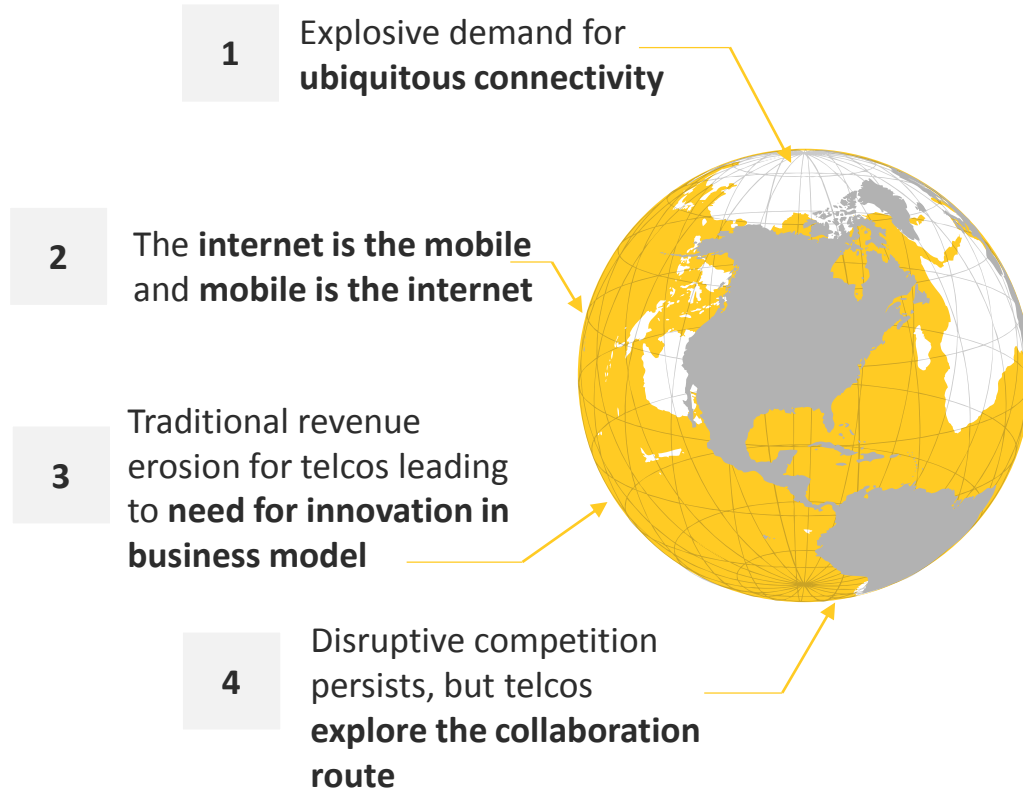
©VEON Ltd 2016



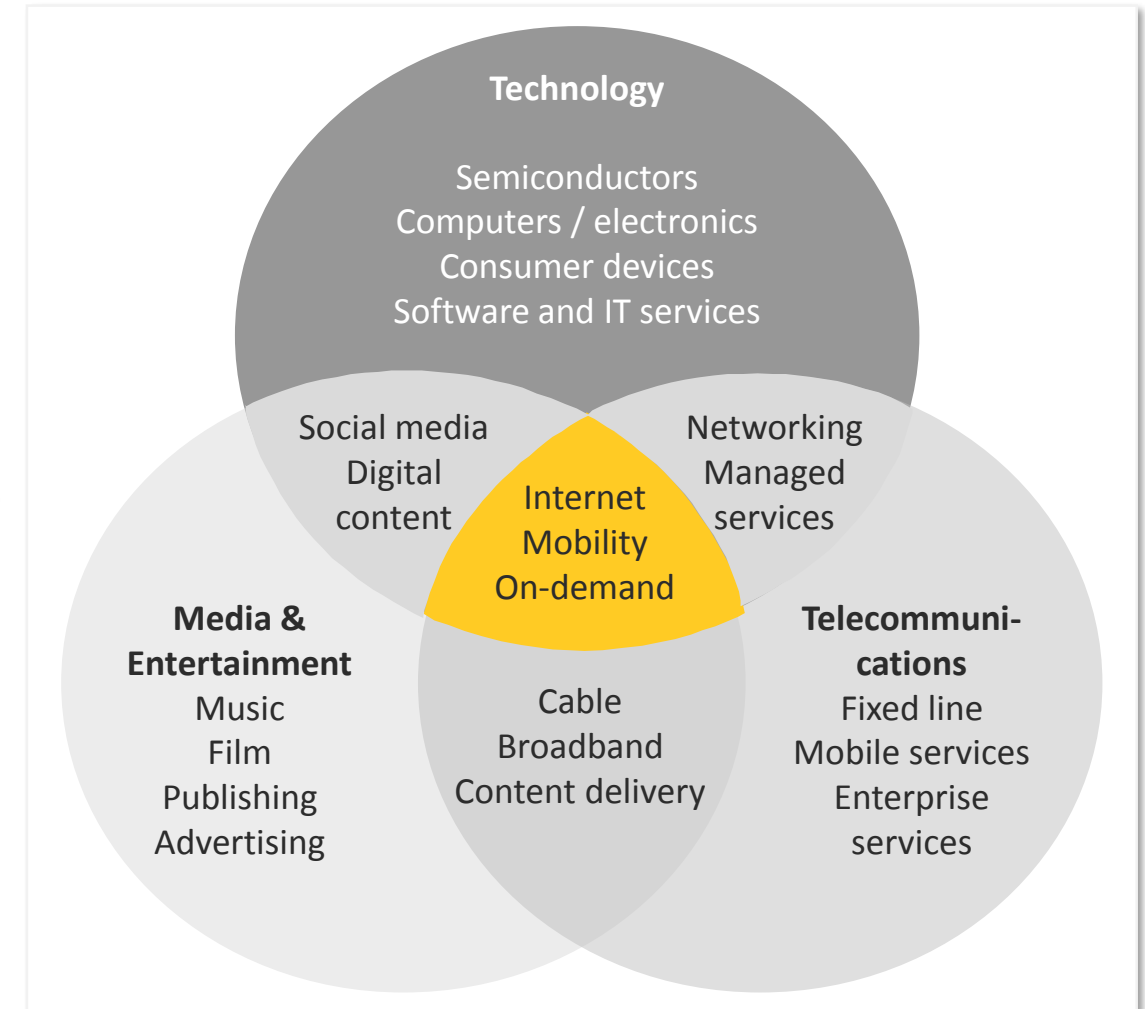
TELCO INDUSTRY TRANSFORMATION

FAST PACED CHANGES - THE TELCO INDUSTRY NEEDS TO PLAN FOR DISRUPTION

The global telco industry is undergoing rapid transformation...

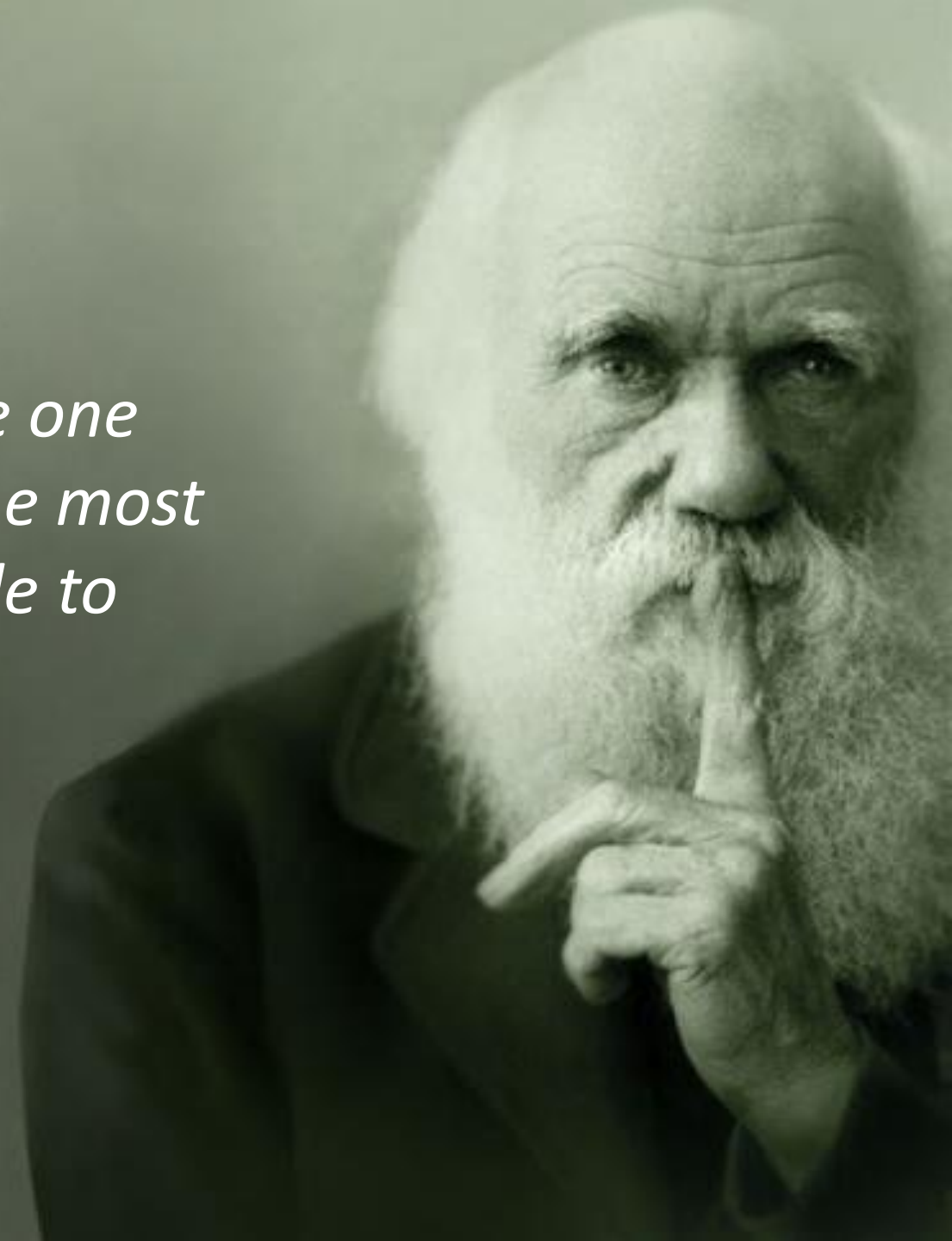


...and is converging into an integrated TMT* industry



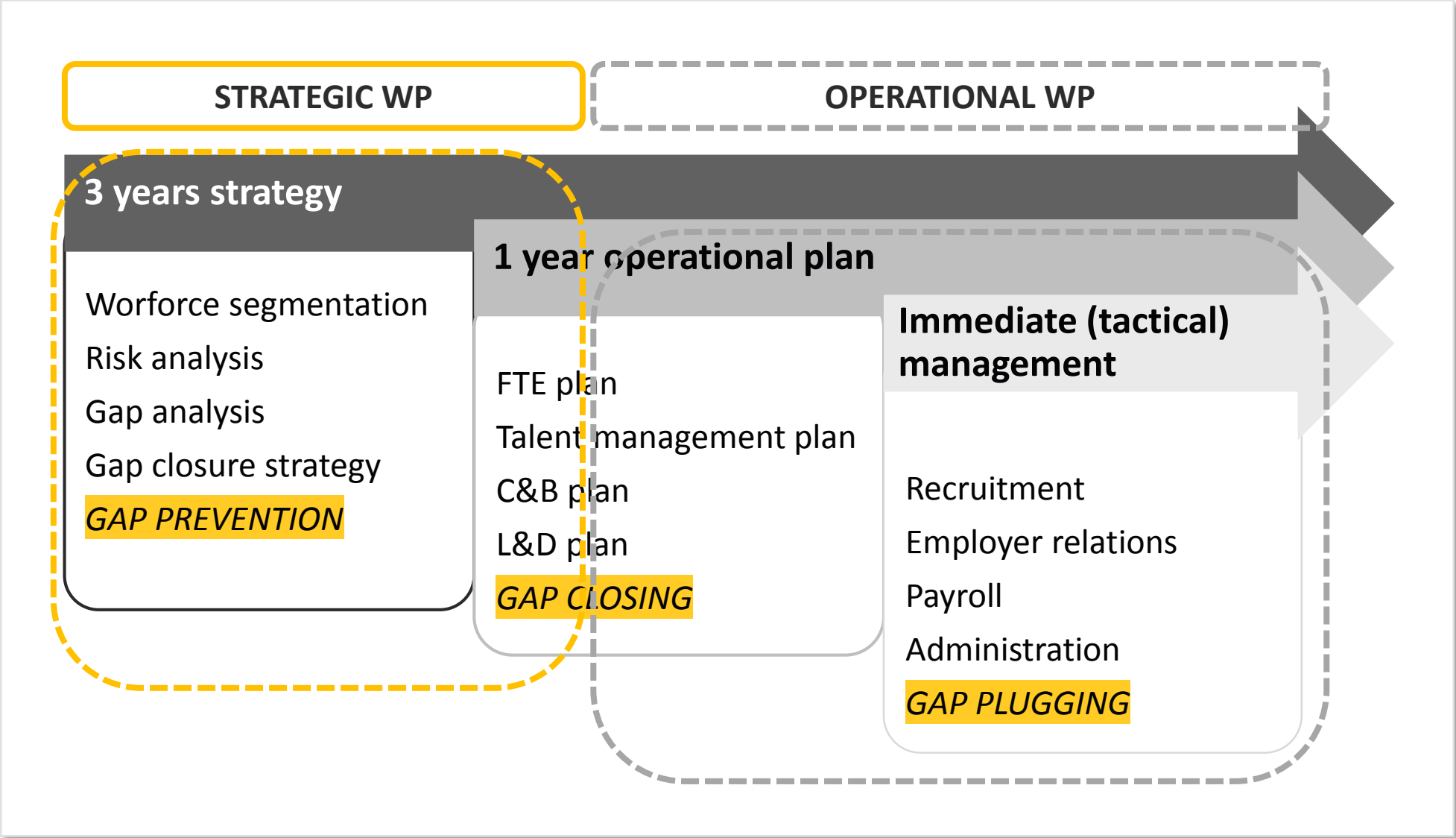
*„It is not the
strongest of the
species that
survives, nor the
most intelligent,...*

*...it is the one
that is the most
adaptable to
change”*



*OUR TRANSITION AGENDA REQUIRES A
CHANGE IN THE WAY WE WORK WITH
COMPETENCE*

EFFECTIVE COMPETENCE MANAGEMENT REQUIRES PLANNING IN SEVERAL TIME HORIZONS

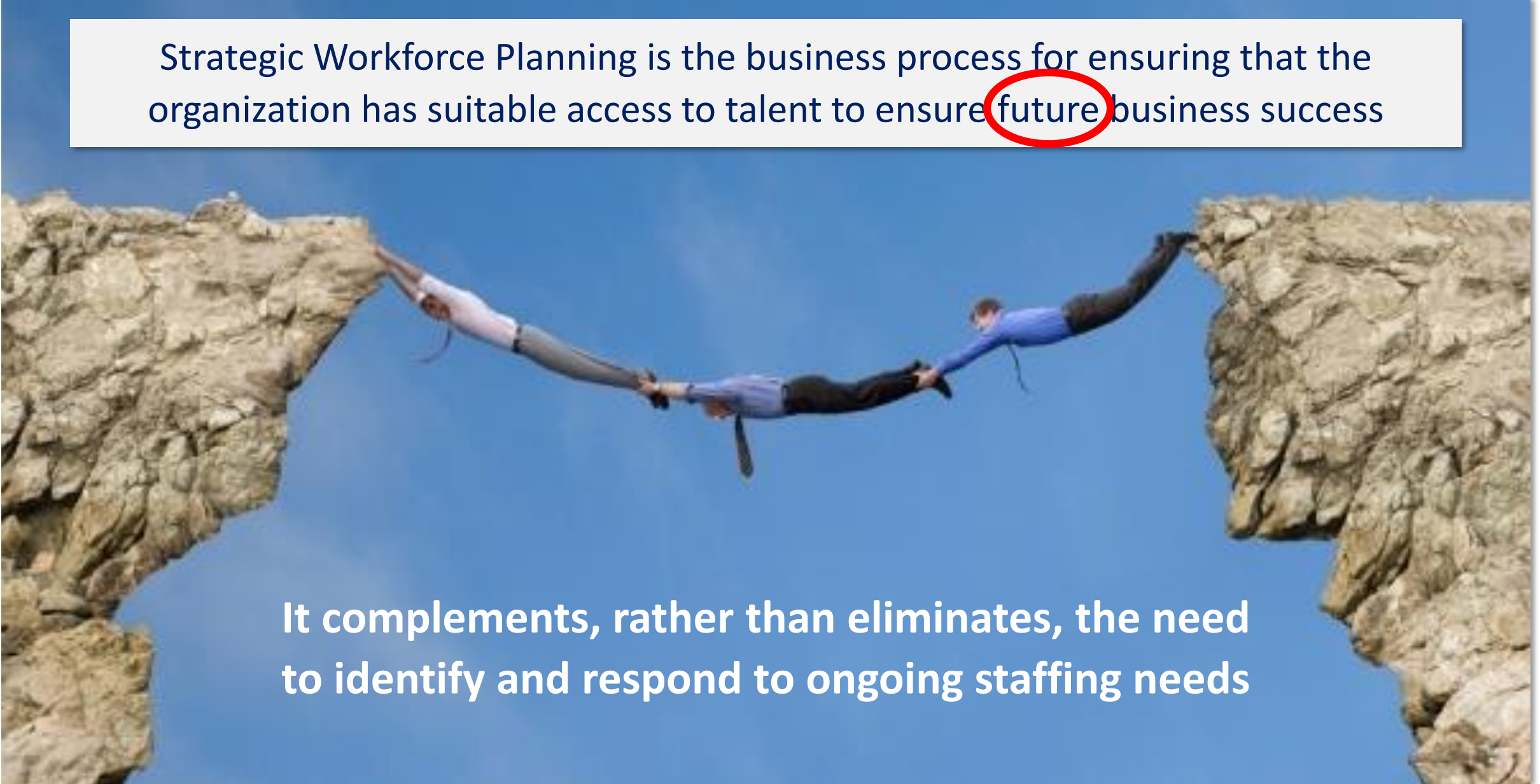


STRATEGIC WORKFORCE PLANNING



Strategic Workforce Planning is the business process for ensuring that the organization has suitable access to talent to ensure **future** business success

It complements, rather than eliminates, the need to identify and respond to ongoing staffing needs



FIRST APPROACH TO STRATEGIC WORKFORCE PLANNING - *LOCAL PILOTS WITH CENTRAL SUPPORT*

Bottom-up approach
Several pilots executed with HQ support
Total workforce base in scope
Working with mid-level management
Focus on capacity (vs competence)

Strategy
analysis



Demand
forecasting



Supply
forecasting



Capability
strategy

LESSONS LEARNED



You have to create uncertainty and doubt

Don't boil the ocean

Speak the same language

Reliable data or no data

Tell a story

Have courage to be simple



Have courage to be simple

Tell a story

SECOND APPROACH TO STRATEGIC WORKFORCE PLANNING - *CENTRALLY MANAGED GLOBAL PROJECT*

- Top-down approach, with a strong ownership from senior leaders
- One central initiative involving local support
- Focus on critical workforce segments (vs total workforce)
- Strong focus on competence (vs capacity vs cost modeling)
- Strong cross-functional collaboration
- Strong workforce analytics base
- Integrated into business planning cycle (anchored with business strategy planning)

Workforce
segmentation



Capability
assessment
and Gap
analysis



Gap closure
strategy



Implementa-
tion and
continuous
follow-up

CRITERIA FOR WORKFORCE SEGMENTATION



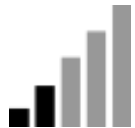
Critical for the business strategy



Needed all across the Group



Difficult for individual business entities to develop locally/ more efficient to drive from Group

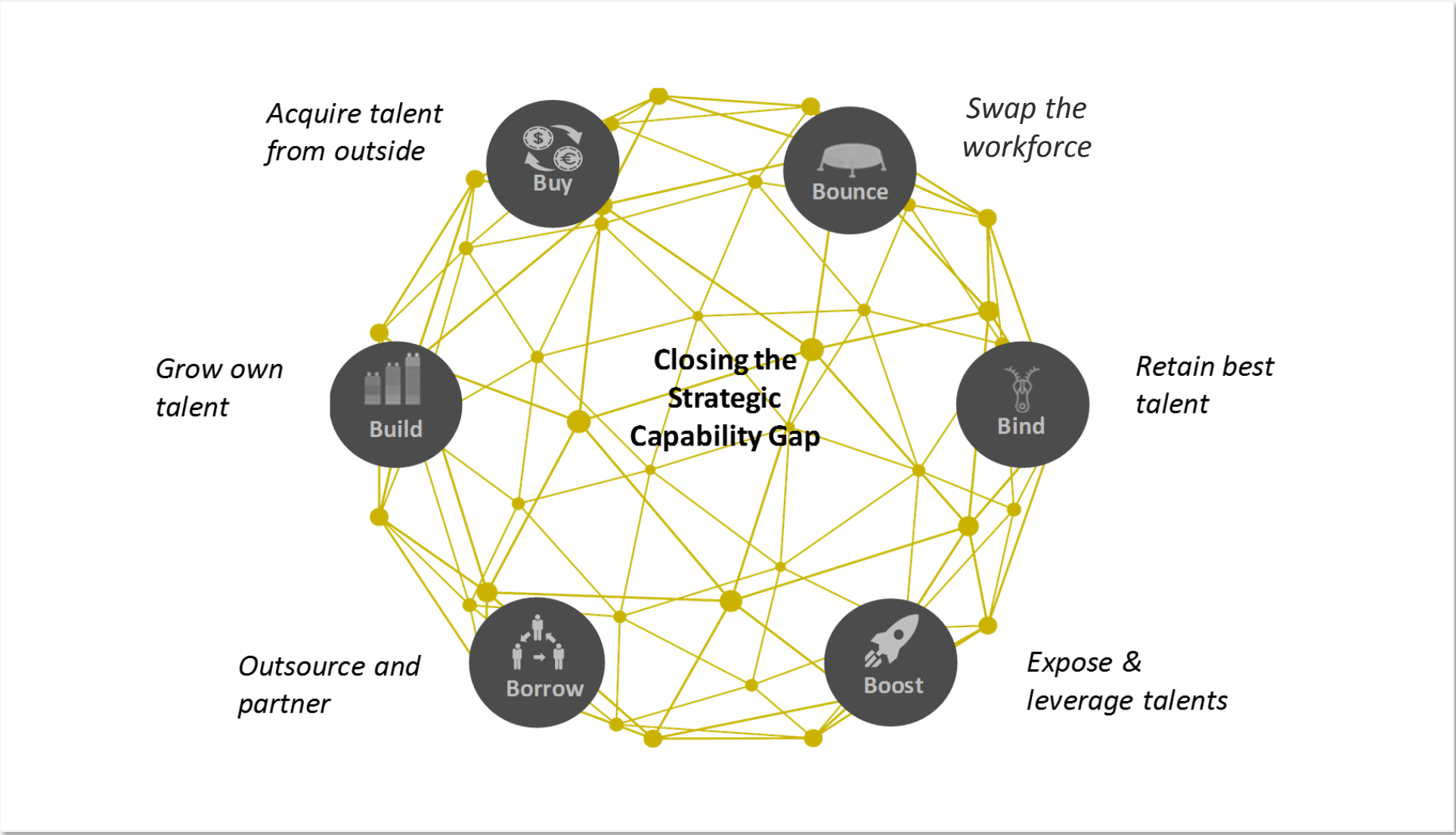


Needs focused attention (new or not yet scaled)

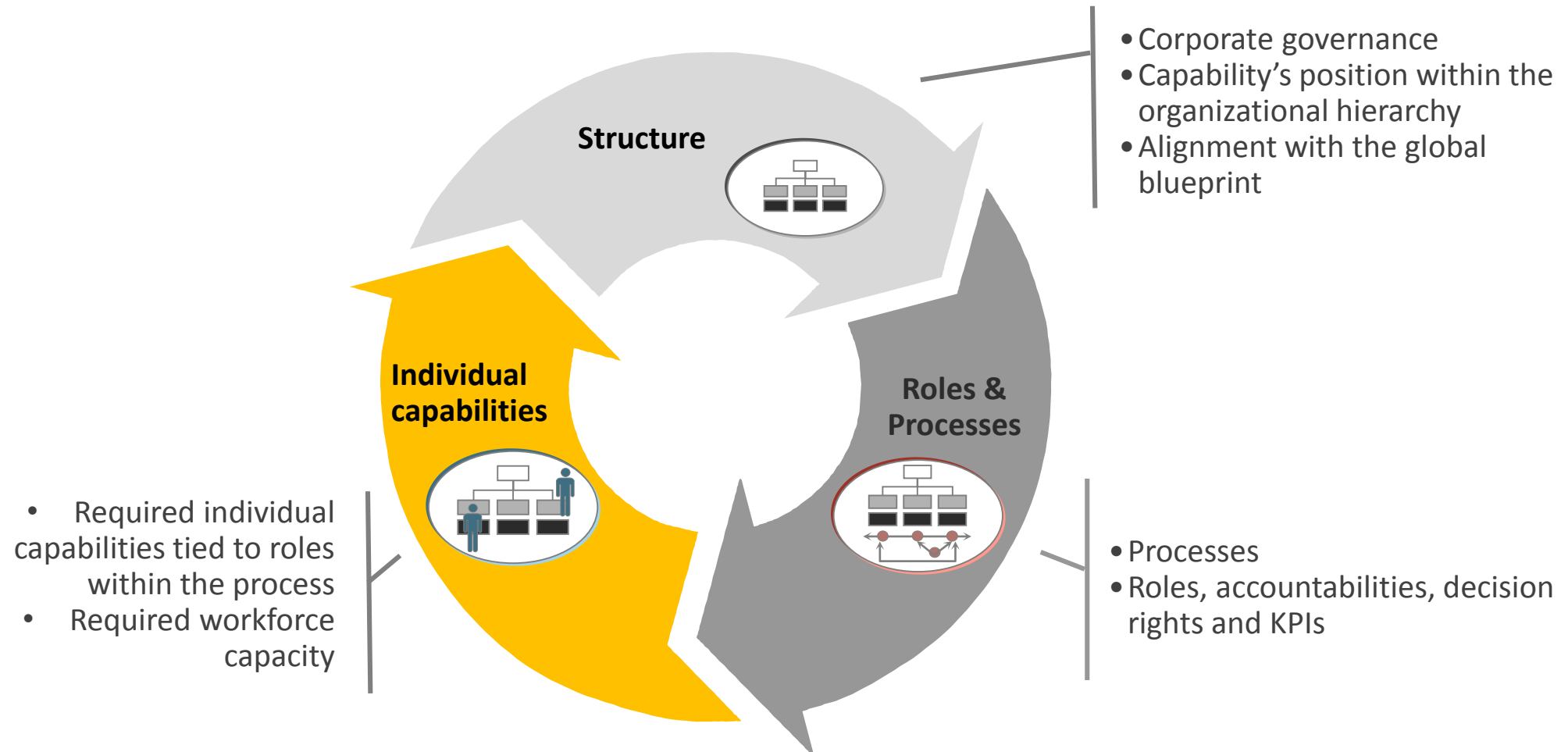


Have important interdependencies with other capabilities, require holistic approach

CLOSING STRATEGIC CAPABILITY GAPS ALONG THE 6B'S MODEL



DEVELOPING ORGANIZATIONAL CAPABILITIES WITH A FOCUS ON ALL THREE ELEMENTS OF ORG. DESIGN



JELENA SUTIC
Group Director Global Talent
jelena.sutic@veon.com

THANK YOU

CLAUDE DEBUSSYLAAN 88
1082 MD AMSTERDAM
THE NETHERLANDS
Tel +31 (0)20 79 77 200
Tax +31 (0)20 79 77 201

[TWITTER.COM/VEON](https://twitter.com/VEON)
[FACEBOOK.COM/VEON](https://facebook.com/VEON)

©VEON Ltd 2016