



## A message from Andrew Mayo...

Whenever we see surveys of HR Directors about what is top of their agenda, it always seems to be "talent management". It must also be the most popular topic of conferences. Of course it is a concern that is shared between HR and business managers, and perhaps that is one reason for its ubiquity - there is some pressure on HR to be better at it. Sadly organisations often take a narrow view of what talent is. If we define the objective as "having the right people in the right place at the right time with the right skills" - then there are many different kinds of people we need with many different kinds of skills. This means having processes that are truly inclusive, and based on common principles for all. Whether it is selection, career progression, development planning, or potential assessment - they should cater for all our people.

True, we may invest in certain outcomes more than others, but the processes are commonly available. It is amazing how organisations - especially it seems in the public sector - constantly fill their people needs by looking for people from outside their organisation. Research shows that internal talent management is much more correlated with creating stakeholder value than constant changes of people. Of course a lot of consultants will try and convince you otherwise!

Not us: at MLI we believe in getting those processes right.

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*"Your attitude, not your aptitude, will determine your altitude."*  
Zig Ziglar

## International Leadership Framework



Kingfisher plc has changed out of all recognition in the last few years, from a "conglomerate of retailers" to an international Group focused on the retail home improvement market in many areas of the world. It is now the leading home improvement retail group in Europe and Asia.

With a leading presence in the UK, France, Poland, Italy, China and Taiwan, strong and consistent leadership is vital. Anna Herko, Group OD Manager asked MLI to work with Kingfisher to build a framework of leadership attributes which could be used at the core of the Group's future people processes. These initially include talent identification, recruitment into their top team and personal development.

It was a particular part of the brief that the process for developing the attributes should itself act as a positive development exercise for the leadership group of 200 people.

The framework was therefore built using extensive 1:1 and group input in all the major geographical areas of the Kingfisher world. It was also developed and tested to be effective in both languages of the Group - French and English.

Feedback on the process and the resulting framework has been extremely positive. Anna Herko, Group OD Manager, said:

*"We have been very impressed by MLI's ability to build and tailor a framework specifically to match our needs, and to get to grips with the complexities of working in our multi cultural leadership environment. The framework will be invaluable in helping us to get the very best from our international talent going forward".*

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## Post Acquisition Integration



Earlier this year Smith & Nephew successfully acquired Plus Orthopedics, a Swiss orthopaedic company with operations across Europe and Asia. Daney Wilkinson, VP HR Orthopaedics, Europe at Smith & Nephew asked MLI to produce a guidance “workbook” for Country General Managers and their teams to enable the timely and effective integration of the two organisations. MLI provided a very pragmatic and usable workbook for use by the country units including ‘First things First’ hints and tips, ‘Must do’s’, ‘Possible Pitfalls’ and ‘Success Measures’ across subject areas such as Employee Communication & Consultation, Integration of Organisation Cultures, Resourcing & Retention, Organisation design and Compensation plus formats to support necessary Project Management of the integration.

MLI also helped to design a workshop to bring the respective organisation’s HR teams together to progress the necessary integration planning and actions.

Daney Wilkinson commented:

*“MLI quickly understood the situation and shaped a really practical workbook which our Country managers have found very useful. Their experience and responsiveness to our needs has helped us make good progress in the vital early days of the integration.”*

Smith & Nephew is a global leader in advanced medical devices that help healthcare professionals treat patients more effectively. It operates in over 31 countries with an annual turnover of nearly \$3 billion and workforce of 9,000.

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*“Change is the law of life. And those who look only to the past or present are certain to miss the future.”*

**John F. Kennedy**

## MLI News and Events

Andrew Mayo will be addressing the following conferences:

24th October

Human Capital Forum ‘Human Capital Measurement’

6th November

CIPD Wessex, Southampton ‘A Framework for People Related Measures’

6th December

Institute of Training & Occupational Learning Christmas Convention

‘Measurement for a Learning Organisation’

The next **People as Assets workshop** for organisation-based practitioners in HR, OD and Training will take place on Wednesday 14th November at the National Liberal Club.

**Marc Auckland**, Head of Leadership and Development at **Network Rail** will talk about 'Setting the Benchmark and raising the Benchstrength' and **Paula Graham**, Director of People Development at **Fujitsu Services** will be speaking on 'Creating a Coaching Culture at Fujitsu Services'.

We would love to see you there so please put the date in your diary and contact us to book your place.

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*“Live as if you were to die tomorrow. Learn as if you were to live forever.”*

**Mahatma Gandhi**