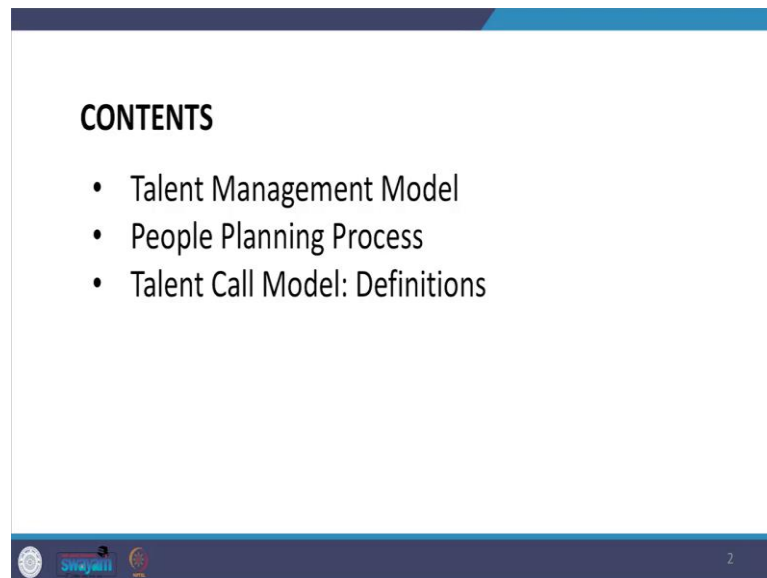


Talent Acquisition and Management
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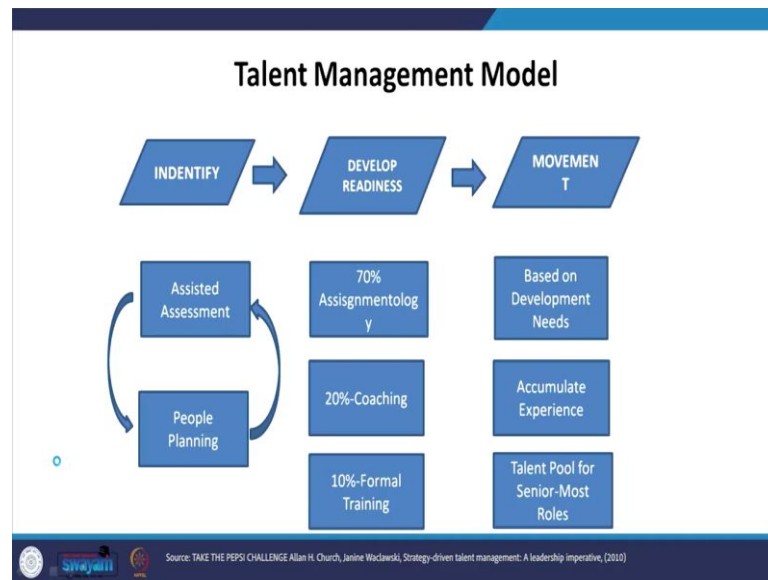
Lecture - 50
Talent Management at PEPSI CO. - II

Now, we will see the different case studies in which we talk about the how the Talent Management practices are going on and today. In this session, we will start with the talent management model people planning process, and talent call model definitions are there. Here we will see that is the; what is the talent management model is there.

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In the case of the talent management model, first is the identity and they how we are making identifying the talent. We will also talk about automated screening in the case of identifying talented the potential employees because whenever we are talking about the recruitment process or the manpower planning process.

Now, the role of technology is also increasing, and therefore, identifying that is the how the right candidates. Right means that is those who can be fitted into the organization culture and as result of which we will getting this the identify the right candidates and develop the readiness for that acquisition and development.

Readiness for the jobs required by the organization readiness will be for the whatever the contents which are required to deliver that they are enough in a potential employee and the current employee both. And as a result of which there will be the movement of these talented employees, it will there.

Now, whenever we are talking about this particular process in identifying assisted assessment is there and the people planning or the manpower planning is there. So, in my acquisition of these potential manpower employees the how do you identify the people in context to the manpower planning?

And therefore, in manpower planning or whenever a human resource planning HRP is there, it becomes very, very important that is your requisitions demand and supply every

factor you are taking into consideration. So, that you can filter them, you can screen out them and take the right candidates at the right places that are the assisted assessment will be there.

In the case of developing the readiness, then it will be the 10 percent will be the formal training which will be required for by the organization and onboarding or the orientation program that is also becoming a part of that.

So, first and foremost will be the formal training will be there where they will getting the training for their skills especially. And naturally, the knowledge will be enhanced, and skills will be developed as a result of which they will be able to match their attitude with the organization is there.

So, that developing that attitude with the organization culture and the knowledge level with the job descriptions and skills which is required the performing a job so that will be the 10 percent formal training will be there. But as he grows, then definitely the most important part is the coaching; that is how coaching is done for the talented employees.

If the 20 percent coaching is done, then definitely, in that case, they will be able to perform and cope up with the organization, and 70 percent is the assignment to these. So, therefore, in that too (Refer Time: 03:59) is if we are giving them these assignments, then definitely, in that case, they will be able to deliver.

So, therefore, developing the readiness by giving them the assignment 70 percent is the assignment is there 10 percent 20 percent is the coaching, and 10 percent is the formal training will be there. And like this, when we perform this particular procedure, then we are developing the readiness of our talented employees or the potential employees.

Now, that the third dimension is that is a movement is there. So, the talent pool for the senior-most roles are there, so you have to identify that is where are the senior-most positions that the talent pool is available and where is there is a scope for replacing this strand of talent right so to occupy the seniors' position is there.

So, developing the talent pool normally for the succession planning, whenever we are having the succession planning then you will find that is this is becoming a very, very

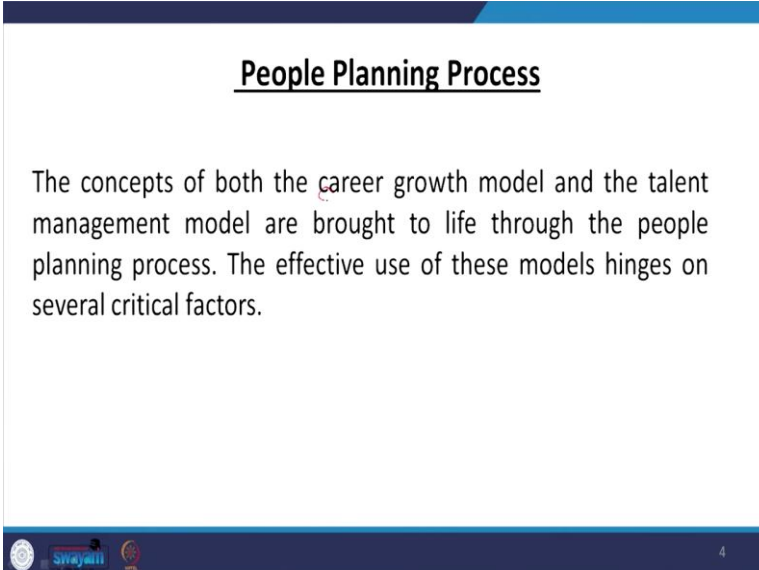
important aspect that is your designing the talent pool and then slowly and slowly this talent pool the employees are taken and replacing at this senior-most positions.

Accumulate experience; yes, one can be talented, but unless and until he is not having that experience, to exercise that talent because whenever you exercise your talent, you get the challenges. Because it is not one to one it is not the mathematical equation, and therefore, it is 1 and 1 11.

So, in accumulate the experience and then you understand when it becomes 1 and 1 2 1 minus 1 0 1 and 1 11. So, therefore, that accumulation of that experience will be making these the drive for the movement of the talented employees, then the based on the development needs.

So, naturally, organization, whenever there is an organizational need, is there, and accordingly, they will be making the movements are there. So, whenever we are talking about the talent management model, it is the identifying development and movement is there which we are going to develop.

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People Planning Process

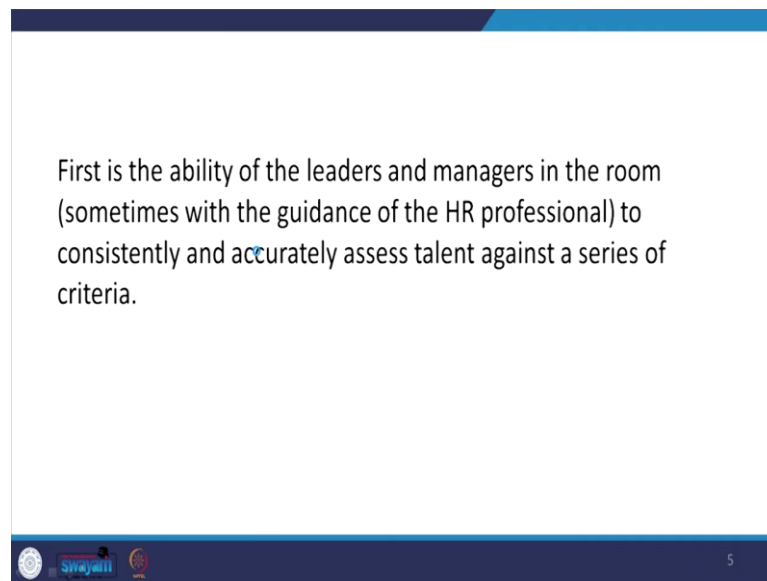
The concepts of both the career growth model and the talent management model are brought to life through the people planning process. The effective use of these models hinges on several critical factors.

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Now, here in this HR planning in identifying it becomes very important to understand both the career growth model and the talent management model is there right. And when we are able to balance this career growth model and the talent management model, then only the organization will be successful.

To live through the people planning process, the effective use of these models hinges on the several critical factors that are there, that we will see one by one what are those factors are there, but ultimately what is the objective? The objective is to match between the career growth model, and the talent management model is there. So, that is the objective.

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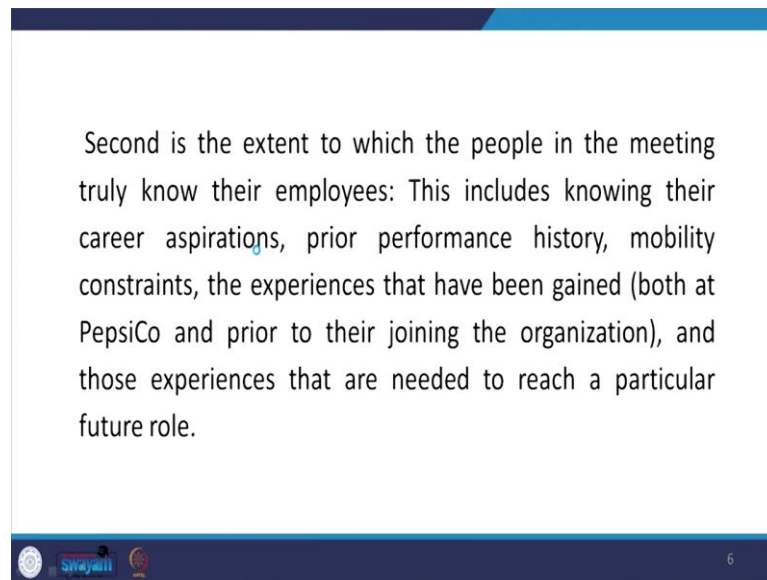


First is the ability of the leaders and managers in the room, sometimes with the guidance of the HR professional, to consistently and accurately assist talent against a series of criteria. Now, this is the what is a most important point is that is the who is the coach, who is a leader, who is a manager, and then they are giving that HR dimension.

So, it is not necessarily that is it is only by the HR professional sometimes with the guidance of the HR professionals, but every time it cannot be there, the boss has to demonstrate the HR aspects.

And therefore, in that case, it becomes important that is there are the HR professionals are there to consistently and accurately assist talent against a series of criteria. So, there will be the different series of criteria, and against that, these particular aspect has to be assessment is to be done. So, first was the ability of the leader.

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Second is the extent to which the people in the meeting truly know their employees. Now, what is the truly knows? Now, you see there are the n number of employees are there and the boss's focus is on himself and then if he is not able to understand the strengths weaknesses opportunity and threats for his colleagues or subordinates then definitely there will be less impact on these talent management aspects.

So, what is required knowing their career aspirations that is the whoever is your these talented employees what are their aspirations? So, their aspirations may be very strong, and they want to reach to new heights in the sharp radar time, but again he should not be in the contradicts to the organization culture and practices.

So, therefore, that career aspiration but one should know what should know the career aspirations of his subordinates' prior performance history. So, therefore, whether he is performed earlier or not, in that case, if the when we see that is he is not performing well in the past so naturally in the future also there are very how much he will improve by training and development. So, it will be 10 percent.

So, whatever the tendency and mindset are there of the employees and the potential also. So, therefore, in that case, that will be increasing only when there is a prior performance history. So, if the employees performed earlier, then definitely he can be developed. Then the mobility constraints are their mobility constraints are those constraints because

of them that is they are shifted from one place to one position to another position is there, and many times it is the management; management is responsible for this.

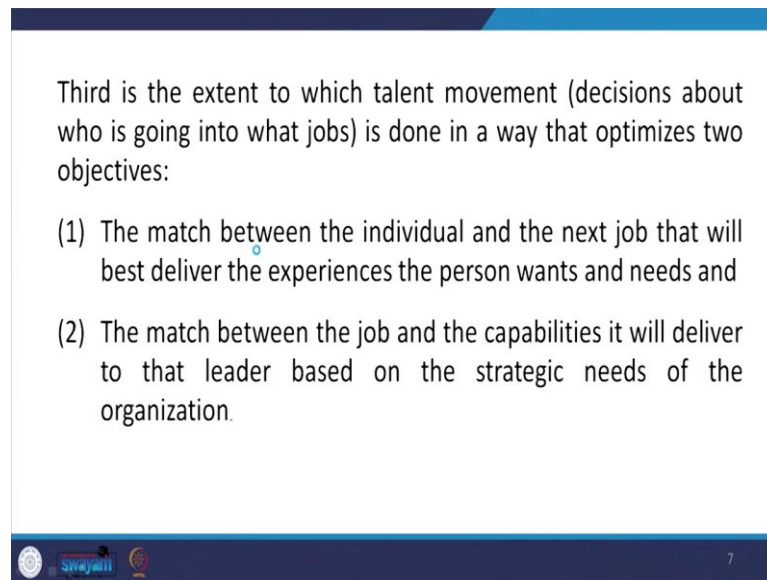
What they do they select certain employees and make their mobility a movement too much and therefore, they that is becoming the restriction for the successor. Because the successor wants to do something, but if the predecessor is not available, then it becomes very difficult for him the experiences that have been gained both at PepsiCo and prior to their joining the organization.

So, therefore, this is the important point is mentioned, which I was talking about earlier; that is, it is important that is the there are having they have been given the PepsiCo and prior to their joining the organization. So, that their position they have gained, but if they are not able to stick to their values their systems then they will definitely they will not be able to convert that opportunity.

And those experiences that are needed to reach a particular future role and here it will be found it is needed to reach only in the case when these people when they know their career aspirations, their past history prior performance history mobility constants whether they want to move or not. The experiences they have gained and these experiences that are needed to reach a particular future role is there.

The third is the extent to which talent movement decisions about who is going into what job is done in a way that optimizes the two objectives. How that it manpower planning are that manpower allocation is important. The match between the individual and the next job will best deliver the experiences the person wants and deeds.

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Third is the extent to which talent movement (decisions about who is going into what jobs) is done in a way that optimizes two objectives:

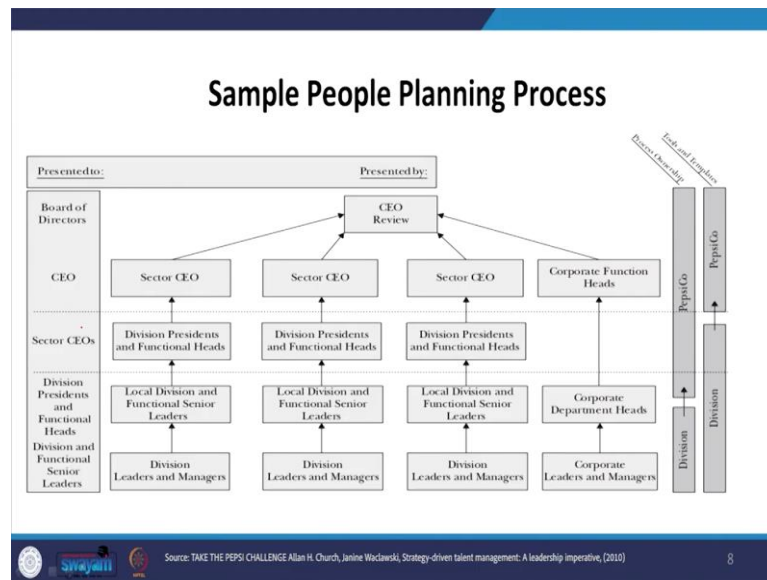
- (1) The match between the individual and the next job that will best deliver the experiences the person wants and needs and
- (2) The match between the job and the capabilities it will deliver to that leader based on the strategic needs of the organization.

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So, this is a very, very important condition that is the many times it is the with the individual who is doing the next job many people are not having the good connects. So, therefore, that will allow the best delivery it the experience the person wants and needs so that you ensure. Second is the match between the job and the capabilities it will deliver to that leader based on the strategic needs of the organization.

So, whatever the strategic needs of the organization are there, and accordingly, there will be the delivery of the leaders' performance right between the job, and the capabilities are there. Now, here we will see one example of PepsiCo that sample people planning process how it has been done.

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Now, here you will find that is the board of directors, then the sector CEO, then the division president, and the functional heads. So, these are the organizational structure where the division is there, then the presidents are there, and the formal head is there, then the functional head is their division, and the functional senior is there, and they are the leaders.

So, we can use these people's support and guidance for our potential identification of talented employees and for their job performance. Now, this is about this board of directors, and all CEO's right and functional senior leaders are there. Who and who are the CEO reviews sector CEO and in sector CEO it is becoming the division leaders and managers right. So, therefore, in that case, who are at the lower managerial front manager level, I will say front manager level, and their division is to be present.

For example, it is of the finance, and then financial division market is the marketing division. Similarly same will be there in the case of the division leaders in the different functions; for example, here it is the operations and IT, and all these are there. Sectors you may be applicable for the HR and, therefore, the division presidents and the functional heads are there. The local divisions are there, and division leaders and managers are there.

So, you will find that is a uniformity right, and in uniformity, you will find that is a procedure is the same. So, corporate leaders and managers are there, and these corporate

leaders and managers they are having these departmental heads, which will be reporting the corporate and functional head are there.

So, here we will talk about that is how this division is converting into PepsiCo this here we will talk about that is the different divisions are there. At a division level, it will be going to the higher level, and therefore, that will go for the process ownership, and when there is process ownership from the division to PepsiCo, then there will be the tools, and the templates are there.

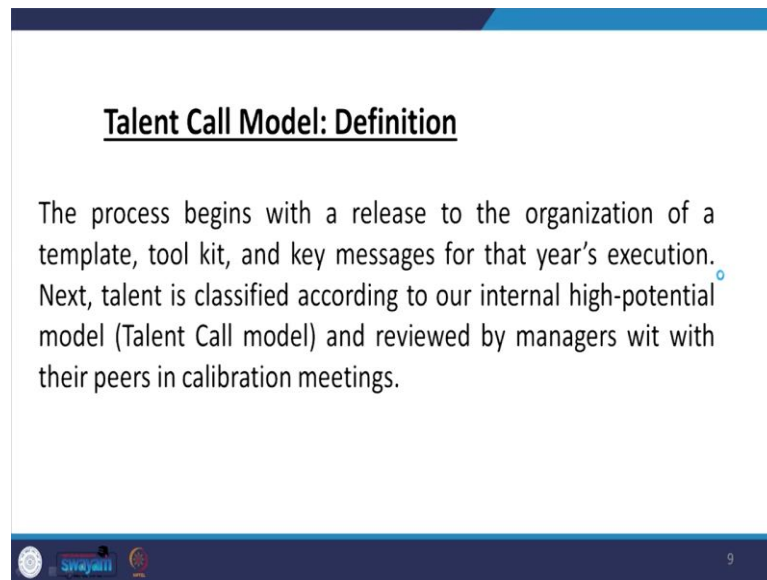
So, this is all sample people planning process will be there. So, in the people planning process, there will be these present presented to these different top-level executives, functional head division heads, senior leaders, and CEO's. And there will be this organizational structure, and in the organization structure, there is a division local division precedence, and the functional heads and the CEO is there.

So, this is becoming very, very important, they how you are making your people planning process which was the first step which we have seen. If your people running process is done for what this is a dimension impact. What is the dimension impact, that is this will be for the division; this will be the people for these higher positions which will be creating the process ownership? The process ownership will be taken by these persons on the basis of that is how they are going to develop that particular planning process.

If the planning process is there, then these people will have the ownership responsibilities. Similarly, now for doing this definitely what is required tools are required, and in the tools and techniques it is the division heads again, and the division heads are giving to the companies higher positions level people CEO's and corporate functional heads and as a result of tools and techniques will be developed.

If we are able to develop the tools and techniques with the help of this Pepsi PepsiCo ownership, then definitely we will be able to create successful talent management processes for PepsiCo.

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Talent Call Model: Definition

The process begins with a release to the organization of a template, tool kit, and key messages for that year's execution. Next, talent is classified according to our internal high-potential model (Talent Call model) and reviewed by managers with their peers in calibration meetings.

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Now, there is a talent call model what is that the process begins with a release to the organization of a template tool kit and the key messages for that year's execution. So, there will be a particular template will be there, and there will be the tool kit, and in the tool kit, we will find that it is becoming very, very important.

That is the type of types of equipment that are there and the key messages for that year's execution. There that is the whether we are having that those you know key messages are not with these top leaders so that what is the outcome is that that is we will be able to create the talent pool.

Next, talent is classified according to our internal high potential model talent call model. So, therefore, then this is another important aspect. So, though in the other results important aspects, it is becoming the classification right that is for what by the internal high potential models are there and reviewed by the managers with their peers in calibration meetings are there.

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Talent Call	Definition
High potential	A highly valuable contributor with a great deal of stretch capability within the organization. Such individuals are typically promoted to higher levels beyond their current role, and a select few can be seen as leading the organization at the senior levels.
Key contributor	A valuable contributor to the organization with stretch capability. Such individuals may advance beyond their current role or can be considered for other roles at the same level. Capable of growing within the organization over time.

So, now, we will see that is how the talent call model works. So, high potential employees right. So, in the case of the who are high potential employees a highly valuable contributors with a great deal of stretch capabilities within the organization. Now, this is becoming very, very important that is the these are stretch capabilities are the higher potential employees are there.

So, every individual is having certain the performances right and therefore it is for a leader it will be easy to identify who is having the talent and who is not having the talent and then that this talented pool which you identified so what they do they are having the stretching the capability.

So, every talented employee if he is able to perform 70 percent, as we have seen in the first slide also if he is able to perform 70 percent, but when he gets the opportunity, he stretch himself up to what up to maybe the 99 100.

So, a highly valuable contributor with a great deal of stretch capability stretching himself within the organization, such intruders are typically promoted to higher levels beyond their current role. Naturally, when they are having this type of these requirements where they are pushing themselves.

By the organizations' demand is there and to meet the demands they are pushing themselves and then in that case that will be a great deal of stretch capabilities is there.

So, what is required to identify these people and promote to them their higher-level positions? The higher level beyond their current roles and select few can be seen as leading the organization at the senior levels.

So, therefore, you will find those who are at the leader's positions, so all are from the higher-level positions are there. So, here it becomes very, very important that is how your talent is able to stretch. Dear friend, there is these messages also that is they learn to stretch your capabilities, how to stretch your capabilities by getting the different training programs and understanding.

So, your IQ plus EQ plus SQ emotional quotient spiritual quotient and intelligence quotient right that that should help you to enhance your high potential. And if you are able to enhance your high potential, then definitely you will be able to lead the organizations.

The key contributors' available contributors through the organization valuable. Who is a key contributor? Who is having a valuable contribution to the organization with a stretch capability, again here also he is able to stretch such individuals may run beyond their current role or can be considered for other roles at the same level.

So, therefore, they have definitely been considered that is the whatever the control is there so they will be considered for the future positions because they are the key contributors. Capable of growing within the organization over time and definitely when with their employees wherever employees who are working into these organizations and they have been identified by these managers and their leaders that is a these are the key contributors they take them and there they what they get they get the other roles in the same organization within the organizations over time.

So, naturally, so they will be able to develop themselves, and that is true within the organization over time, so with the period of time, they will be getting the developed. So, these are the high potential and key contributors. So, whenever we are talking about the high potential and key contributors so those key contributors right, and they that actually they can be common also. So, those who are the key contributors they can have high potential also.

A highly valuable and experience subject matter expert, right so? Therefore, in that case, these are the key contributors what they are having a very high contribution, and experienced subject experts are there. Their career path has typically been in specialized areas or functions, and they provide a critical role in leveraging their specialized skills.

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	A highly valuable and experienced subject matter expert. Their career path has typically been in a specialized area or function, and they provide a critical role in leveraging their specialized skills. They are sought out by others, both inside and outside the organization, for their knowledge and advice.
Concern	Someone who meets one of several criteria requiring discussion, for example, performance issues, values issues, people management—or might be blocking key development roles needed for others.

So, therefore, here is the important point that we have to learn; what is happening is that is whenever there is talented people are there, they have a typical career path. And then, in the specialized area, they provide a critical role in leveraging their specialized skill.

So, naturally, what is expected when you are selected on the basis of the specialized skills you have to get developed for your specialized they are sort out by the others they will be sorted out by the others. Those who are overly taken and they are not performing both inside and outside the organization they are sort, or by the others naturally, the others will try to find out this type of the people and both inside and outside the organization for their knowledge and advice.

So, that they can share their knowledge and advice with the rest of the employees in the organization, so, that is the having the high potential of these employees and they now the if the organization should show the concern. So, what will be the concern of someone who meets one of the several criteria requiring discussion?

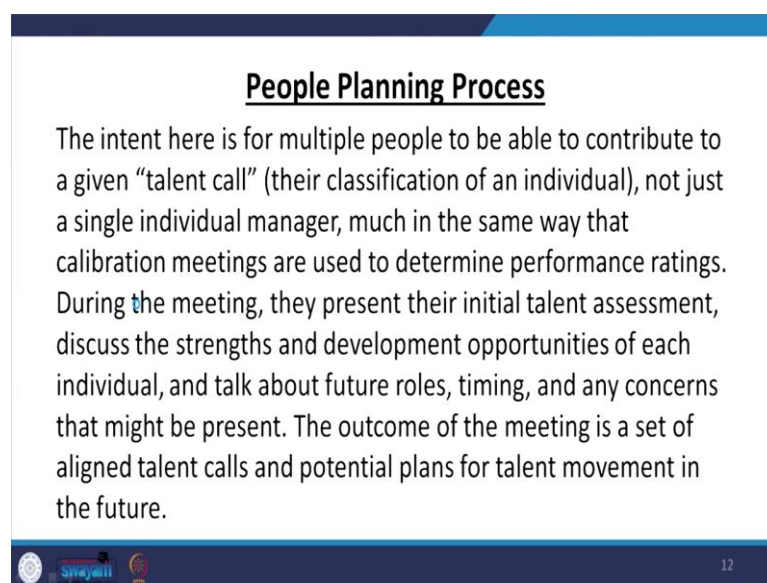
For example, performance issues, values issues people management are might be blocking key development roles needed for others. So, here it will be that there will be certain criteria's are there like for example, is the teaching is teaching training research consultancy advertisement administration. So, therefore, several criteria requiring discussion that will be based on your findings from your data collected.

So, for example, performance issues, values issues, people management, whatever the data you are collected are then you have done the research of your employees, and then you will find that these are the certain issues are there. Values issues are there; you have you want to work on a particular value, and they want to shift into another value.

So, that is making a lot of changes and differences. So, here it will resolve the issues people management or might be blocking key development roles needed for others. So, in case if you are giving them the opportunity so they will grow and performance issues values issues people management will understand, but if they do not they scare and then, in that case, they will not show the concern talented employees will not show the concern.




And as a result of which there might be the blocking key development that is the whatever the development is required, and then the key positions that will be blocked and roles needed for the others are there.

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People Planning Process

The intent here is for multiple people to be able to contribute to a given "talent call" (their classification of an individual), not just a single individual manager, much in the same way that calibration meetings are used to determine performance ratings. During the meeting, they present their initial talent assessment, discuss the strengths and development opportunities of each individual, and talk about future roles, timing, and any concerns that might be present. The outcome of the meeting is a set of aligned talent calls and potential plans for talent movement in the future.

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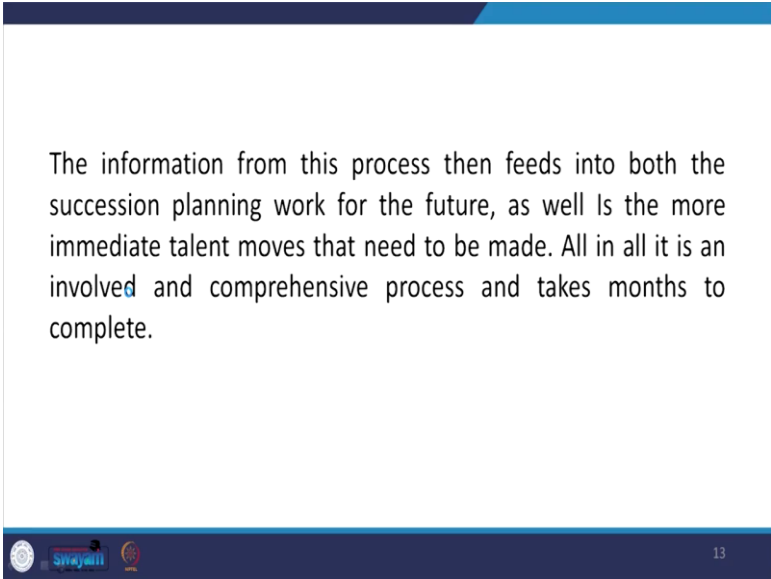
So, in the people planning process, the intent here is for multiple people to be able to contribute to a given talent call like a project team their classification of an individual, but there is in the head who is given this particular task let us go ahead take your team make your team and go fast. Not just a single individual manager, much in the same way that calibration meetings are used to determine a performance rating.

But there is a limitation; the limitation is that this talent call will not be only for a particular person in that particular person will not be waiting for your whatever the conditions are there. So, what is required? That is, he will be doing the meeting the present their initial talent assessment.

So, at the beginning itself, they present their beginning in the initial talent assessment discuss the strengths and development opportunities of each individual, so for each and every individual, they will discuss the opportunities. And talk about the future roles to the assignment is there because you are talking about a succession planning and if you are going for the succession planning then definitely you are to see that is what in the future what they can play the role.

Timing and any concerns that might be present, the outcome of the meeting is the set of aligned talent calls and the potential plans for talent movement in the future. Naturally, what will be the outcome that will be a set of aligned talent calls are there, and the potential plans are thereby the this particular by talent development in the future.

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The information from this process then feeds into both the succession planning work for the future, as well as the more immediate talent moves that need to be made. All in all it is an involved and comprehensive process and takes months to complete.

The information from this process then fits into both the succession planning work for the future as well as this is the more immediate talent moves that need to be made. So, therefore, either it is succession planning, somebody senior is retired, and he is taking his place, or there is it is a movement process; all in all, it is an involved and comprehensive process and takes movements to complete. So, naturally, this is becoming a complex process, and then it takes time.

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PepsiCo People Planning Process Sample

<ul style="list-style-type: none"> Name (PMP Ratings) Title Band Time in Role Talent Call Mobility 	Key Development Question	Target Long-Term Role (estimated timing)	Next Move (timing)	Person Accountable
<ul style="list-style-type: none"> 1 Pepsi (1/1) Senior Manager Sales Band 1 2 years High Potential No restrictions 	<ul style="list-style-type: none"> Demonstrate ability to add value to strategic agenda across broader range of customers Be more open to others' ideas/perspectives and actively incorporate into win/win solutions 	VP Sales (3-4 yrs)	Director Sales (Jan 2009)	His Manager His HRD
Critical Experiences		Senior Leadership Competencies		
<div>Profile Summary</div> <div>Key Dev. Actions</div>	Gained <ul style="list-style-type: none"> Developed high-growth market experience Sales experience with Snacks and CSDs Cross-functional experience in Operations Gap <ul style="list-style-type: none"> Experience outside of Plano Foods International 	Strengths <ul style="list-style-type: none"> Passionate sales leader, driven for results, good negotiator, strong motivator, great execution Knowledge of carbonated soft drinks and operations 	Opportunities <ul style="list-style-type: none"> Be more flexible, reflective when coping with pushback Build new alliances outside of Plano Work to better understand others' point-of-view Continue to broaden perspective regarding PepsiCo overall 	
	<ul style="list-style-type: none"> Demonstrate ability to build new alliances, impact strategic direction, and influence alignment Deliver sales results for key customers Complete Hogan and 360 assessment/Read <i>Why CEOs Fail</i> Demonstrate ability to learn from and act on the feedback 			
	Note: CSDs are carbonated soft drinks.			

Note: CSDs are carbonated soft drinks.

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Source: TAKE THE PEPSI CHALLENGE Allan H. Church, Janine Wacziarg, Strategy-driven talent management: A leadership imperative, (2010)

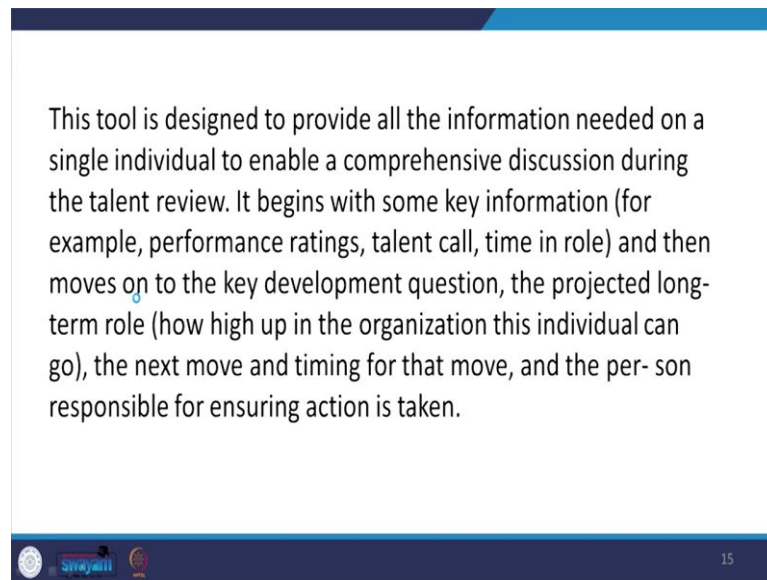
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So, in that particular model, which we have discussed earlier, this is an example which you can see about this particular person then critical experiences are there what the person has the critical expenses then there are the certain stands, and then opportunities are there, and nowhere you will find a development action is there profile summary is their name title band time in role talent call, and the mobility is already mentioned.

And the PepsiCo people planning in the key development questions what are their ability to add value to the strategic agenda and broader the range of customers. And do more open to other's ideas and perspectives and actually incorporate them into a win-win situation.

The long-term target role estimated the timings are that is why present 3 to 4years nu next move is from January 2009, and then the person accountable is his reporting and his HRD is responsible.

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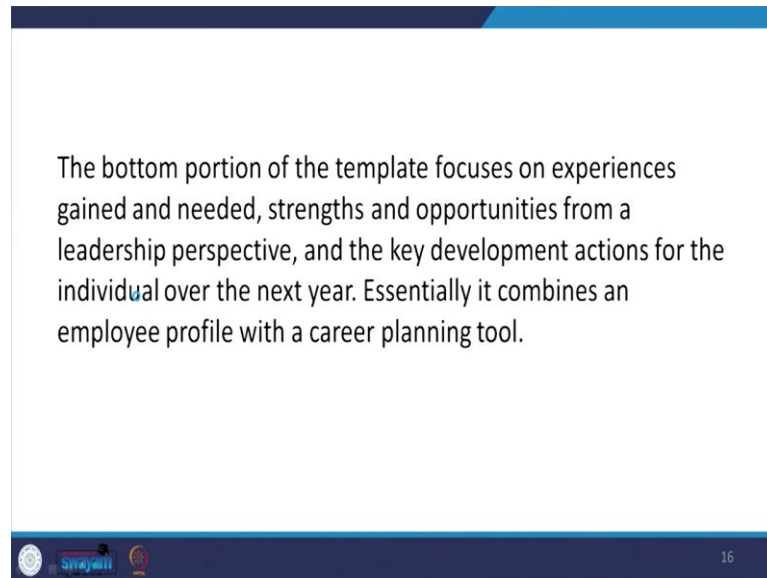


So, this tool is designed for all the information needed on a single individual to enable comprehensive discussion during the talent review. It begins with some key information at the beginning itself, for example, performance ratings, talent call, time in a role that will be identified, and then moves on to the key development question.

The projected long-term role, role high up in the organization, is this individual can go the next move and timing for that move and the person responsible for ensuring action is taken. So, therefore, this is the particular person who will be responsible for ensuring the action is taken, and here that move will be done projected long-term role will be done. The bottom portion of the template focused on experiences gain and needed naturally.

So, ultimately what is that that is as we were talking about in the beginning the what is required experience is required experiences gained and needed—strengths and opportunities from a leadership perspective that is what you are doing to perform.

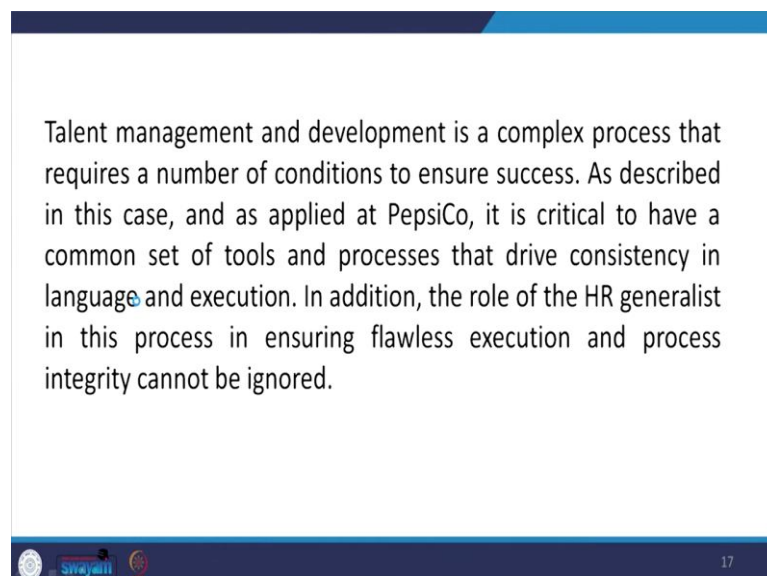
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And the key development actions for the individual over the next year, so naturally, when you are identifying the strengths and opportunities from leadership perspectives, you see the focus is also.

So, that your that leaders they will talk individuals over these different process in the next year is there. Essentially it combines an employee profile with a career planning pool. Is there naturally what is the employees' profile is there and what is his career planning pool is there.

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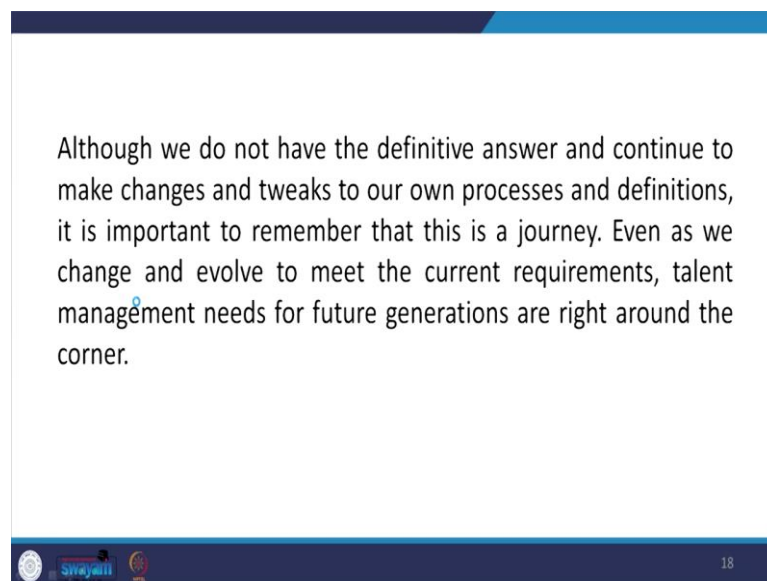


So, finally, we can say that talent management and development is a complex process that requires a number of conditions to ensure success right; as described in this case, it is applied at PepsiCo, it is critical to have a common set of tools and processes they drive consistently in language and execution.

Naturally, there are so many multiple dimensions are there, and therefore, and job nature of jobs are so different so, therefore, it is not easy to make the one for all. So, it will be customized one and then as a result of which to that common set of goals is there, but it is customized then drive in language and execution the role of the HR generalists in this process is ensuring flawless execution.

So, whatever the execution is there that is becoming flawless, and process integrity can be ignored. So, we do not have the definitive answer, so the conclusion is that is we do not have the definitive answer and continue to make changes and tweaks to our own processes and definitions.

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It is important to remember that this is a journey right, so definitely we should not limit ourselves it is the once the change has been made that will be forever no, that after some period of time then definitely the there will be different change and the this is an ongoing process or the continuous process is there, and it will go on like a journey.

Even as we change and evolve to meet the current requirements that the talent management needs for future generations are right around the corner. So, whenever we go by these PepsiCo models making the changes in leadership capabilities, the concerns the potential appraisals and all.

And they are then developing the manpower and supplying the manpower; ultimately, these changes in evolving to meet the current requirements because the talent management needs for future generations are right around the corner, and they are having totally different types of needs.

So, therefore, this is all about that is how you are going to manage the talent in the companies like Pepsi, and these are the two models that are there and on the basis of these two models so we can acquire and develop the talented employees.

Thank you.