



TALENT SUSTAINABILITY

A special issue from ITD Vietnam



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Letter from the Editors

Dear our valued readers!

As we approach the end of the year, we are delighted to present this month's newsletter edition, focusing on the critical and forward-looking topic of **Talent Sustainability**.

In today's dynamic business environment, the ability to attract, retain, and develop talent isn't just about immediate needs; it's about building a workforce that can thrive and drive success well into the future. This edition is dedicated to exploring how you can cultivate an organizational approach that ensures long-term talent resilience.

Our first section, **Talent Philosophy: The Foundation of Long-Term Sustainability**, delves into the core principles that underpin a sustainable talent strategy. We will explore what Talent Philosophy is, why it is so important, its key components, illustrate with an example, and discuss what makes a truly impactful philosophy for your organization.

Following this foundation, we feature insightful perspectives from Mark Mortensen and Amy C. Edmondson, originally published in the Harvard Business Review, in a section titled **Rethink Your Employee Value Proposition**. This piece challenges conventional thinking about what attracts and retains talent, suggesting that beyond material benefits, companies must focus on fostering growth, connection, community, and a sense of meaning and purpose to build a truly enduring employee value proposition.

We trust that this edition will provide you with practical insights and actionable strategies to build a robust talent management approach within your company, ensuring your most valuable asset—your people—are poised for long-term success.

Warm regards,

ITD World Vietnam

Talent Philosophy

The Foundation of Long-Term Sustainability



(Original source: <https://itdworld.com/blog/human-resources/talent-philosophy/>)

Talent Philosophy

The Foundation of Long-Term Sustainability

What is Talent Philosophy?

A talent philosophy is a set of guiding principles that a company uses to manage its employees, both now and in the future. It outlines the organization's beliefs about how to attract, develop, and retain talented people in order to achieve its overall business goals. Within the realm of HR management, its role is to provide a roadmap for the HR department and managers to follow when making talent decisions.

Here are some key areas a talent philosophy typically addresses:

- **Values & ideology:** What are the company's core values, and how do they translate into how they treat team members?
- **Recruitment:** What kind of people is the company looking for? How will it find and recruit the right people that blend in with its culture?
- **Developing talent:** How will the company invest in employee growth and development?
- **Retention:** What strategies may be used to keep team

members engaged and satisfied?

- **Decision-making:** How will the company make choices about things like performance evaluation, compensation, and promotions?
- **Strategies for DEIA** (Diversity, Equity, Inclusion, and Accessibility): How to create a fair and inclusive workplace?
- etc.

Example:

Let's say a company's mission is to be a leader in sustainable technology. Their talent philosophy might emphasize attracting and retaining individuals who are passionate about sustainability and innovation. As such, they might offer professional development opportunities in green tech and place a strong focus on work-life balance to keep team members happy and engaged.

"A talent philosophy is your executive team's preferences for managing talent to best achieve the business strategy.philosophy."

Marc Efron

Talent Philosophy

The Foundation of Long-Term Sustainability

The Importance of Talent Philosophy in HRM

A well-defined talent philosophy isn't just a nice idea – it's a strategic driver of success in today's business landscape. Here's a look at some of its tangible benefits:

- **Increased productivity and performance**

Studies by McKinsey & Company show that top talent can be up to 8 times more productive than average performers, especially in crucial roles like management and software development. Their research also links effective talent management programs to a higher likelihood of outperforming competitors and improved shareholder returns.

- **Sustainable growth**

A study published in Harvard Business Review (HBR) points to companies like BlackRock, whose game-changing talent strategies have fueled their consistent growth in revenue, profits, and stock price – even during economic downturns. Indeed, a strong talent strategy is crucial to

fostering a collaborative culture and empowering high-potential employees, ultimately contributing to the organization's overall success.

- **Resilience during challenges**

As highlighted by the Society for Human Resource Management (SHRM), organizations with effective talent management practices are observed to have fared better than others during the pandemic. Specifically, they were better equipped to handle challenges like labor shortages and compliance issues. Another study reveals the importance of L&D initiatives, citing Sam's Club as an example of how extensive employee development programs contribute to full employment.

- **Improved employer branding**

Having a clear philosophy that showcases commitment to people development makes a company become much more attractive to potential recruits – thereby contributing to the effectiveness of talent acquisition.

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- **Adapting to evolving needs**

LinkedIn's Global Talent Trends report has highlighted the ongoing shift in workplace culture, with a growing emphasis on human-centered practices and redefining the employer-employee relationship. The report also points to the increasing demand for skills related to artificial intelligence – which underscores the need for a talent philosophy that prioritizes staying current with evolving talent needs.

- **Boosting employee engagement**

A study conducted by BambooHR reveals that a well-defined talent strategy creates a win-win situation for both businesses and employees – thereby driving key metrics like employee engagement, productivity, and reduced turnover.

- **Reduced costs**

Lowering turnover saves money on recruitment and onboarding new employees. On the other hand, investing in development improves employee skills, thereby reducing the need for external expertise.

- **Providing a compass for the management**

Everyone has their own unconscious biases, which are preferences we hold without realizing them. These can influence how we perceive people's skills and potential. For instance, a manager might favor someone with a similar background to themselves, overlooking a talented candidate from a different path. Without a set of guiding principles, managers are likely to utilize different criteria to evaluate and develop their team members – which translates to inconsistent and unfair treatment.

“Without a talent philosophy, managers will rely on their personal biases to guide how they grow and manage their teams.”

Marc Efron

Talent Philosophy

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Components of a Talent Philosophy

A talent philosophy isn't a single, monolithic concept;

it's an umbrella term encompassing various sub-philosophies that address different aspects of talent management. Here are some of its core components:

Performance:

- This focuses on how the organization defines and rewards high performance. It outlines how leaders will respond to low performance, addressing aspects like feedback, development opportunities, and potential consequences.

Behaviors:

- The types of behaviors a company values in its team members – including things like collaboration, communication, and work ethic.

Differentiation:

- This area deals with how resources and rewards are distributed amongst employees. It considers factors like performance levels, potential for growth, and the value different roles bring to the organization.

Transparency:

- Transparency refers to the level of openness the company demonstrates to its people – regarding how feedback is provided, career paths are discussed, and advancement opportunities are communicated.

Accountability:

- Accountability is about the management's responsibility in building and developing their teams. It defines expectations for coaching, providing growth opportunities, and fostering a positive work environment.

Additionally, some organizations might have sub-philosophies that delve deeper into specific areas of talent management, such as:

Talent Philosophy

The Foundation of Long-Term Sustainability

- **Talent acquisition:** How to attract the right talent pool that aligns with the company culture and values.
- **Talent development:** Strategies for investing in employee growth through training and mentorship initiatives.
- Valued Behaviors: Open communication, active listening, and a willingness to share credit for success.
- Discouraged Behaviors: Working in silos, withholding information, and taking sole credit for team achievements.

Example of a Talent Philosophy in Action

Let's consider a company named ABC that designs and manufactures sustainable energy solutions. Here's how their talent philosophy might play out in specific scenarios:

Performance: ABC values innovation and exceeding customer expectations.

- High Performance: Recognized through bonuses, public praise, and opportunities to lead new projects.
- Low Performance: Provided with clear coaching plans, targeted training, and potential performance improvement plans (PIPs) if necessary.

Behaviors: Collaboration is key at ABC, fostering a "team over ego" mentality.

Differentiation: ABC rewards both individual contributions and the overall team's success.

- Compensation: Base salary with performance-based bonuses tied to individual and team goals.
- Promotions: Given based on a combination of performance, potential for growth, and the value the individual brings to a new role.

Transparency: ABC believes in open communication and career development discussions.

- Regular Feedback: Both formal performance reviews and informal check-ins to ensure employees understand expectations and progress.
- Career Path Discussions: Encouragement for employees to express career aspirations and receive guidance on how to achieve them within the company.

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Accountability: ABC managers are expected to coach and invest in their teams.

- Providing growth opportunities: Offering opportunities for skill development through training and mentorship programs.
- Fostering a positive work environment: Creating a collaborative and supportive atmosphere where employees feel valued and empowered.

Sub-philosophies:

- Talent Acquisition: ABC seeks candidates who are passionate about sustainability and demonstrate strong teamwork skills.
- Talent Development: The company invests in training programs on new technologies and leadership skills, along with mentorship programs to connect experienced employees with newcomers.

What Makes a Good Talent Philosophy?

Alignment with business strategy

Your talent guidelines shouldn't exist in a silo. Rather, they should directly connect to your overall

business strategy. In other words, organizations need to identify the skills and capabilities necessary to achieve their goals – and ensure their talent practices reflect those needs.

Example: A growing e-commerce company aiming to become a leader in sustainable and ethically sourced clothing.

Business strategy:

- *Expand product lines to include a wider range of eco-friendly materials.*
- *Develop strong partnerships with sustainable farms and manufacturers.*
- *Create a brand image that emphasizes transparency and ethical practices.*

Talent philosophy:

- *Recruitment: Focus on attracting candidates with experience in sustainable sourcing, ethical manufacturing practices, and knowledge of eco-friendly materials.*
- *Development: Provide training programs on sustainability initiatives, supply chain management, and ethical sourcing practices. Encourage employees to develop strong communication skills to build trust and transparency with customers.*

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– *Performance management: Evaluate employees based on their contribution to the company's sustainability goals, alongside traditional performance metrics.*

Focus on people

At its core, a good philosophy should recognize the value of the team members – by outlining strategies that contribute to their well-being, growth, and career aspirations. These may address areas such as work-life balance (e.g. flexible work arrangements, remote work options, or generous vacation policies), mental health support (e.g. access to Employee Assistance Programs – EAPs), physical health (e.g. on-site fitness facilities, healthy food options in the cafeteria, wellness programs), training and development programs, stretch assignments, internal job postings, and so on!

Clear and actionable

Many companies' guidelines are made up of vague statements like "We value creativity" or "We empower our employees." This lack of clarity makes it difficult for HR and managers to know how to

actually implement these values. As such, you need to break it down into actionable steps. Here's an example:

Talent Philosophy: *We believe in continuous learning and development for all employees.*

Vague Statement: *"We offer a variety of training programs."*

Actionable Steps:

- *Recruitment: During interviews, assess a candidate's learning agility and desire for growth.*
- *Development:*
 - *Create a personalized learning plan for each employee based on their skills and career goals.*
 - *Allocate a specific budget for professional development opportunities (e.g., conferences, online courses).*
- *Performance Evaluation: Integrate "growth mindset" into performance reviews. Evaluate how employees approach challenges, seek feedback, and adapt their strategies.*



Talent Philosophy

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Flexibility and adaptability

The business landscape and workforce expectations are constantly evolving. Hence, organizations need to be flexible enough to adapt to changing needs. Regularly review and update your set of core principles to stay relevant and competitive.

Communication and transparency

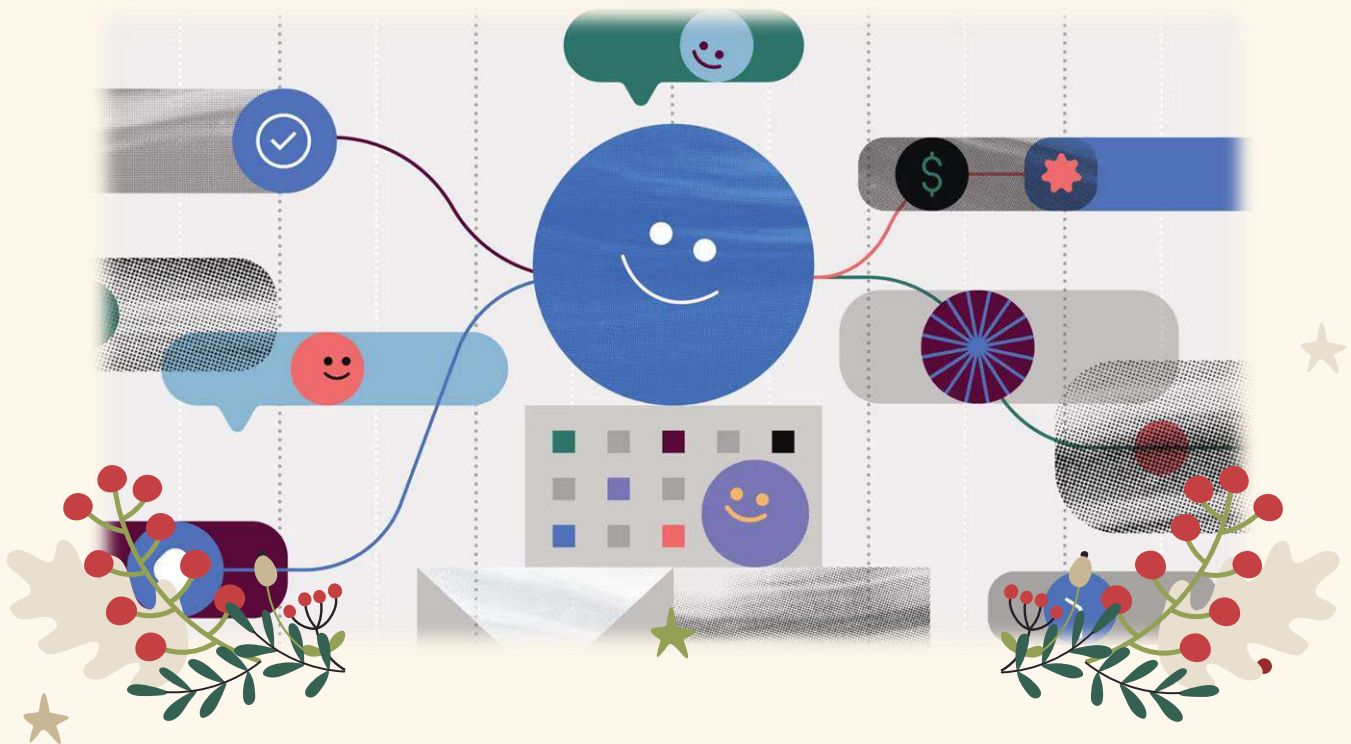
A strong talent philosophy thrives on open communication. Hence, team members at all levels

should be aware of and understand the organization's approach to talent management. Transparency about career paths, performance expectations, and growth opportunities should be ensured under all circumstances.

Metrics and measurement

You need to measure its effectiveness by tracking key metrics like employee engagement, turnover rates, and skill development to assess if it is delivering the desired results.

Rethink Your Employee Value Proposition



(Credit: Mark Mortensen and Amy C. Edmondson)
Source: <https://hbr.org/2023/01/rethink-your-employee-value-proposition>

Rethink Your Employee Value Proposition

The Great Resignation and a highly competitive labor market have made attracting and retaining talent a major challenge for employers. To meet it, many are following a basic strategy: Ask people what they want and try to give it to them.

Temporarily simple as this response is, it can be a trap. It tends to focus discussions on the material aspects of jobs that are uppermost in employees' and recruits' minds at the moment. In the past the foremost issue was often pay, but most recently it has been flexibility—notably, remote and hybrid work. And while material offerings are the easiest levers to pull (you can decide to give a bonus tomorrow) and are immediately appreciated, they're easy for competitors to imitate, and their impact on employee retention is the least enduring. An overreliance on them can set up a race to the bottom as employers strive to outbid one another for talent.

There's a much better approach—one that improves hiring and retention and shifts the focus of

leaders and workers alike from what they want in the moment to what they need to build a thriving and sustainable future for the organization and for themselves. It's designing and implementing an **employee value proposition**—a system composed of four interrelated factors.

- **Material offerings** include compensation, physical office space, location, commuting subsidies, computer equipment, flexibility, schedules, and perks.
- **Opportunities to develop and grow** comprise all the ways an organization helps employees acquire new skills and become more valuable in the labor market—for instance, by assigning them new roles, putting them through job rotations, offering them training, and promoting them.
- **Connection and community** are the benefits that come from being part of a larger group. They include being appreciated and valued for who you are, a sense of mutual accountability, and social relationships.

Rethink Your Employee Value Proposition

- Their foundation is an energizing culture that allows people to express themselves candidly and engenders a sense of belonging.
- **Meaning and purpose** are the organization's aspirational reasons for existing. They align with employees' desire to improve local and global society. They're the answer to the core question of why employees do the work they do.

These factors vary with respect to how employees experience them. First, they're either short-term or long-term. Material offerings and connection and community are experienced in the short term. (While connection and community obviously take a long time to build, they're experienced in the present—employees are motivated by the relationships and culture they encounter today.) Growth and development and meaning and purpose are experienced in the long term.

Studies have highlighted the perils of focusing too much on material offerings.

Second, the factors are either individual or collective. Material offerings and growth and development opportunities are given to people on an individual basis, while connection and community and meaning and purpose are experienced on a collective level.

Leaders need to address the factors holistically to ensure that a focus on one doesn't undermine another. Take one of employees' most significant current demands: to be allowed to work remotely. While junior employees may be thrilled to be able to do their jobs from home, they realize that doing so has a cost. When 544 U.S. college students and recent graduates were recently asked by the Generation Lab what they would miss if they worked remotely, 74% cited the office community, and 41% said mentoring. In our consulting work and research with companies in industries ranging from financial services to software

Rethink Your Employee Value Proposition

to consumer goods, we have encountered a handful of executives who are thinking about how the four factors affect interactions with workers. Realizing how fragile the bond between an employee and a company can be, they've stepped back to try to identify all the things their people need over time to thrive and produce high-quality work. One such HR executive told us, "Worried about losing people, senior leadership keeps telling us to throw retention dollars at them.' But they need to be asking, □?What are we doing to develop them? What are we doing to give them purpose?" Several studies support this point of view. For example, research by the University of Toronto's Jing Hu and Jacob B. Hirsh found that people will accept lower salaries for doing meaningful work.

Other studies, including our own ongoing work, have highlighted the perils of focusing too much on material offerings. Researchers at Microsoft and the University of California, Berkeley, who analyzed the emails, calendars, instant messages, video and audio calls,

and working hours of 61,182 U.S. Microsoft employees during the first half of 2020 found that remote work made their relationships more siloed and reduced collaboration. And work relationships matter enormously to lots of employees. We spoke with one young computer scientist who recently left a coveted position at a large financial services company expressly because its work-from-home policy meant no one was in the office; she took a job at a tech firm that required employees to be in the office at least four days a week. As a recent graduate of a vibrant computer science program at a top university where students learned from one another and enjoyed socializing together, she valued the energy, camaraderie, and idea sharing that came naturally with physically working alongside her colleagues.

Another body of research shows that people tend to prioritize satisfying their short-term individual desires.

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A recent discussion with a head of a department in a private financial group offers a case in point. The executive told one of us (Mark) that he disagreed with the CEO's "out of touch" push to get his team to return to the office, arguing that he enjoyed working from home and that the high level of productivity of team members was evidence that they should be allowed to stay fully remote. Mark said he believed that the executive probably was more productive individually but wondered how well he thought his junior people were being mentored and whether his group still felt strongly connected. The executive's face fell, and he nodded and said, "You're right, I hadn't thought about that." Overcoming the automatic biases that prioritize the present over the future and one's own needs over those of others requires thoughtful, skilled communication from leaders.

Why a Systemic Approach Is Necessary

At many companies the four factors are managed separately. HR handles growth and development, for instance, while the C-suite owns purpose. Companies also tend to address the factors in sequence: They focus on offering competitive pay to hook recruits and then highlight their development opportunities to retain existing workers. That approach ignores how changes in one factor affect others.

Consider what happened at one software firm that serves companies in engineering, construction, and manufacturing. After Covid-19 cases subsided, the CEO and other top executives wanted everyone back in the office. But employee surveys indicated that people didn't want to come back. The executives relented, only to have employee engagement scores suffer over the next few months. Interviews with staff members revealed a "loss of connection," with many saying that they missed seeing their colleagues or that their

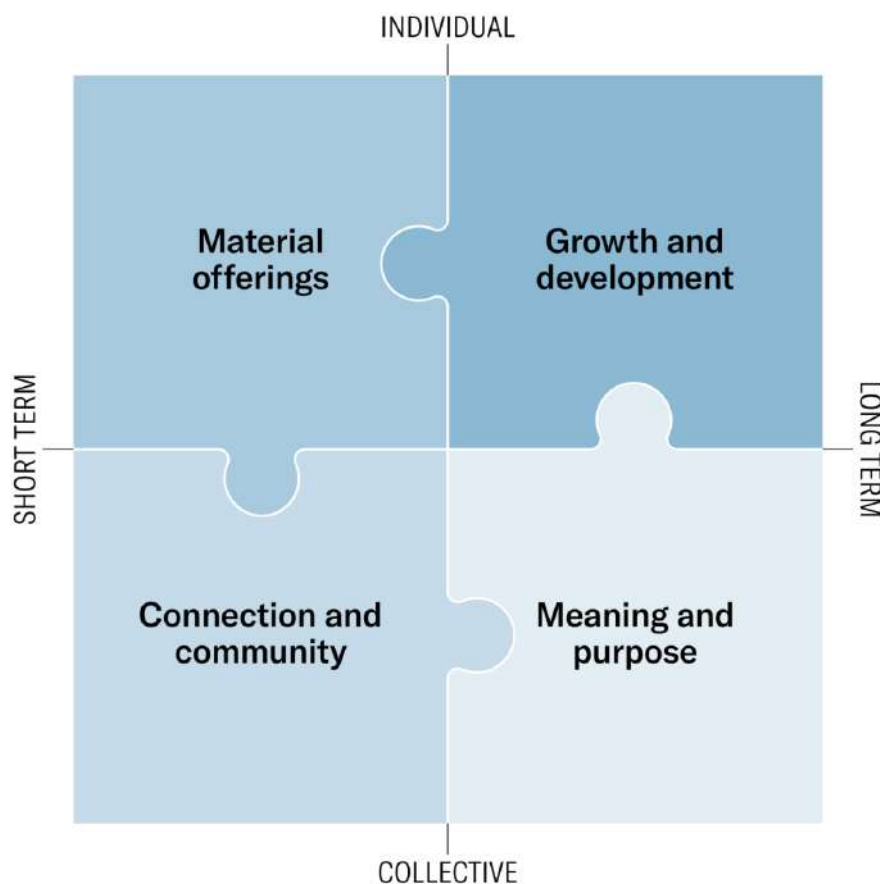
Rethink Your Employee Value Proposition

“experience of belonging” was diminished. As the engagement scores continued to fall, executives discovered that people were less happy despite being given what they ostensibly wanted.

The executives realized that they had failed to consider how remote work might affect employees’ sense of community over time.

How to Win the Talent War

To improve recruiting and retention, companies need to create an attractive employee value proposition. Its four components differ in how they’re experienced by workers and should be managed holistically to ensure that a focus on one doesn’t undermine another.



Rethink Your Employee Value Proposition

While such systemic effects are intuitively easy to appreciate, most companies ignore them in practice. For instance, companies invest untold hours and consulting fees in compensation benchmarking but rarely measure what their own employees think of their compensation, particularly in the context of purpose, advancement opportunities, and community.

Though problems occur most frequently when a firm's singular focus is on material offerings, they also arise when it's on other factors—something UNICEF recently discovered. When it comes to attracting talent, UNICEF arguably has one of the most compelling and motivating purposes anywhere: to protect the world's children. Not surprisingly, that mission has long been a primary asset in recruiting and retaining talent. But investigations conducted in 2018 and 2019 revealed that the organization's mission-related "results at all costs" culture had encouraged bullying and harassment and triggered many departures. In our

discussions with them, senior UNICEF officials recognized that by promoting its incredibly powerful purpose in isolation, the organization had inadvertently created a toxic culture. That recognition led them to launch initiatives to balance purpose with employee development and connection and community.

As both examples illustrate, an effective and enduring employee value proposition requires treating the four factors as interdependent parts of an integrated system. That makes synergies possible. The experience of the CEO of another software company reveals how. In early 2021 he recognized the need for a multidimensional approach to engaging employees. His new hybrid work policy, postponed twice in response to new variants of Covid, was unusually comprehensive. It began with a renewed emphasis on the company's purpose: solving problems together to create a better world.

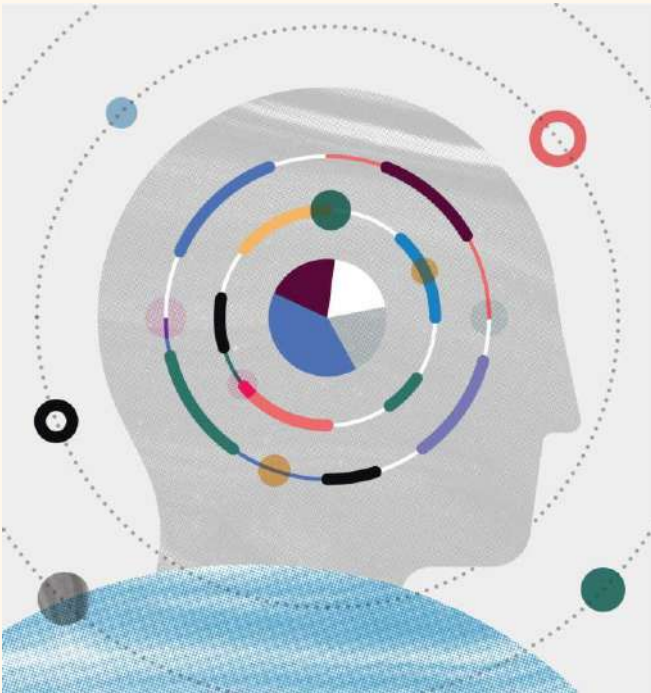
Rethink Your Employee Value Proposition

Senior leaders spoke often about why the work the company did mattered and how employees in diverse roles contributed. The company also rolled out a leadership development program to support a culture of learning, psychological safety, and collaboration and offered a set of growth and development opportunities that clarified how people throughout the workforce could move up in the organization. Critically, the CEO recognized that the elements of the program worked in combination—for example, that while the culture of learning obviously supported individual growth and development, a focus on collaboration promoted peer-to-peer mentoring, the sharing of best practices, and other forms of connection. Renewing the purpose energized the culture, according to employee surveys. With those factors addressed, the company turned to its material offerings regarding remote work. The new policy asked employees to spend two or three days at the office a week; each team was allowed to figure out the best days and rhythm for its members' work, and

the company doubled down on making its offices around the world attractive to employees.

Another example of the effectiveness of an integrated employee value proposition can be seen in the turnaround that Hubert Joly led at Best Buy after becoming its CEO, in 2012. He deliberately put purpose—“enriching customers’ lives through technology”—first. In a 2021 Forbes article, he recalled, “We achieved this turnaround by pursuing a noble purpose and treating profit as an outcome, not a goal.” He emphasized how a noble purpose aligns with employees’ own thirst for meaning, creating a virtuous cycle of “human magic” that gives rise to an energized community focused on delighting customers. Yes, Joly also gave workers better perks and reorganized store floor plans. But critically, he didn’t cut staff or wages—the conventional approach to turning around a company—and instead invested not only in purpose but in culture and training.

Rethink Your Employee Value Proposition



When senior executives think systemically, they naturally consider the relationships among the factors in the employee value proposition. They wonder, “How might this change impact other things that employees care about?” Garry Ridge, who retired as WD-40’s CEO last year, did just that when his employees expressed a desire to continue remote work as the pandemic waned. He told us, “We came out with a philosophy called Work from Where, in which we said, “We don’t care where you work from, but we do ask that you use our corporate values to make your decision.” One of those values is “creating positive, lasting

memories in all relationships,” which encouraged employees to explicitly weigh whether they were contributing to the WD-40 community (another corporate value) against a preference for working from home—and to figure out when remote work was effective and when it wasn’t. According to Ridge, most employees chose to work in the office. He added that an integrative approach is self-reinforcing: “We think about it holistically, we act consistently, and the snowball of benefits gets bigger.” There is evidence to support that: In a recent survey, 90% of WD-40 employees said that the company’s culture had improved in the previous year—a period when employee disenchantment at many organizations had grown. It’s notable that WD-40’s engagement scores have been over 90% for the past 22 years. During that time its total shareholder return has grown at a compounded annual rate of 15% and its revenues have tripled. Its market cap also grew from \$300 million to \$2.4 billion.

Rethink Your Employee Value Proposition

What Should Leaders Do?

A systemic approach to attracting and retaining employees entails three steps:

1. Assess what your company has and what your employees need.

Start by understanding both the supply and the demand sides of the equation. That requires collecting information on what your organization is currently providing with respect to each of the four factors, how employees experience them, and what your employees want. Data collected using traditional survey and interview methods will suffice. But don't skim the surface. When you examine employee engagement, don't focus just on scores; also investigate the causes of changes. A rise in intent-to-leave scores, for instance, may be driven by either a perceived lack of growth opportunities or a feeling of being disconnected from colleagues. Each cause has different implications for action.

2. Change the conversation. Once you have data on what your organization is providing and what

your employees need, make sure managers and their reports are discussing the employee value proposition in an integrated way. If you're explicit about how the factors are related, it will reduce disagreements and misunderstandings around the "why" underlying key decisions. Don't just announce the policy; explain why it's necessary for the company and how it will benefit employees over the short and long term.

As with any attempt to change mindsets and behaviors, repetition and consistency are critical. So make sure that you have thoughtful, structured conversations about the relationships among the factors when:

Recruiting and onboarding (including reonboarding of pandemic hires). During interviews you should not only ask candidates about what they're looking for from the company but also clearly lay out the system of offerings that your organization provides over time.

Rethink Your Employee Value Proposition

By determining whether the needs of potential employees are aligned with those of the company, you can reduce costly hiring mistakes. In addition, explicitly discussing the rationale underlying your employee value proposition can help you craft an offer that's more compelling than your competitors'. In onboarding new hires, avoid "Rah, rah, let us tell you about our culture" sessions; instead show how your culture supports individual development and the organizational mission.

Managing performance. Your system for this should measure all four factors. Consider building your assessments—whether for teams, business units, or the entire company—around questions that encourage employees to think broadly about their work: How does my work contribute to the organizational purpose? What am I doing to build relationships, create community, and maintain a positive, strong attitude and energy on my team? What learning and development

opportunities am I pursuing, and how do I support others on our team and their learning? What am I doing to ensure the delivery of excellent results wherever and whenever I work? Hold ongoing conversations about those issues to reinforce a holistic employee value proposition.

Setting and adjusting policies. At the introduction of any new or updated policy be sure to explicitly note how the policy affects the four factors. That will help employees think about its broader effects and recognize trade-offs they might overlook. It will avoid the kind of backlash that Apple experienced in the spring of 2022, when it was forced to pull back its mandate that employees work in the office three days a week. According to National Public Radio, "the company decided to postpone its plan after more than 1,000 current and former employees signed an open letter [that] called the plan inefficient, inflexible, and a waste of time."

Rethink Your Employee Value Proposition

3. Continually update. Employees' needs are dynamic and should be reassessed on a regular basis. Collecting data annually will suffice for most companies, but those experiencing a significant event such as a major merger or acquisition may want to do it more frequently. Ongoing measurement is vital to evaluating how relationships among factors in the system may shift as reinforcing loops or tensions strengthen over time.

Approaching employee attraction and retention as a system helps

avoid a race to the bottom, makes a company's employee value proposition harder to imitate, and helps create a clear narrative that reduces us-versus-them tensions between managers and their reports. It allows your organization to move from reacting to the demands of the moment—whether they're for signing bonuses or remote work—to creating an environment that enables people to reach their full potential. And that is the key to building an organization that thrives over the long haul.

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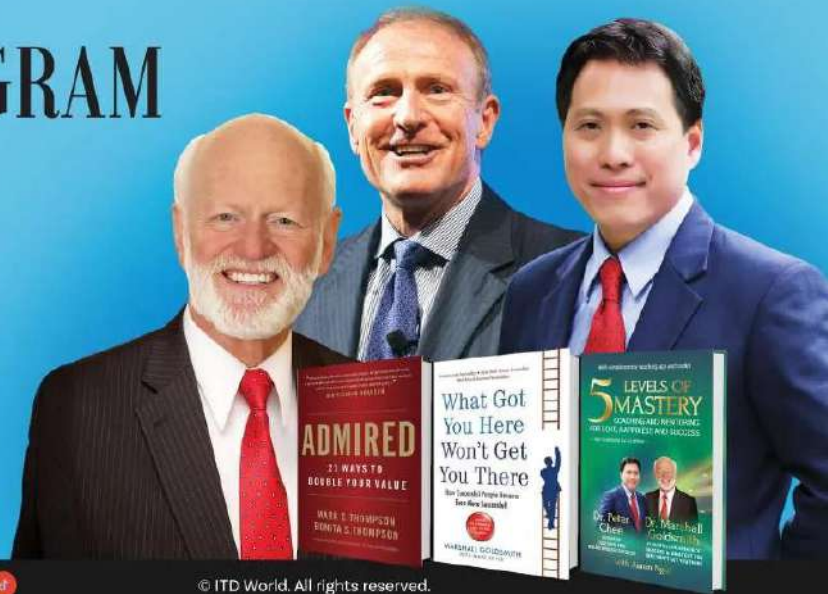
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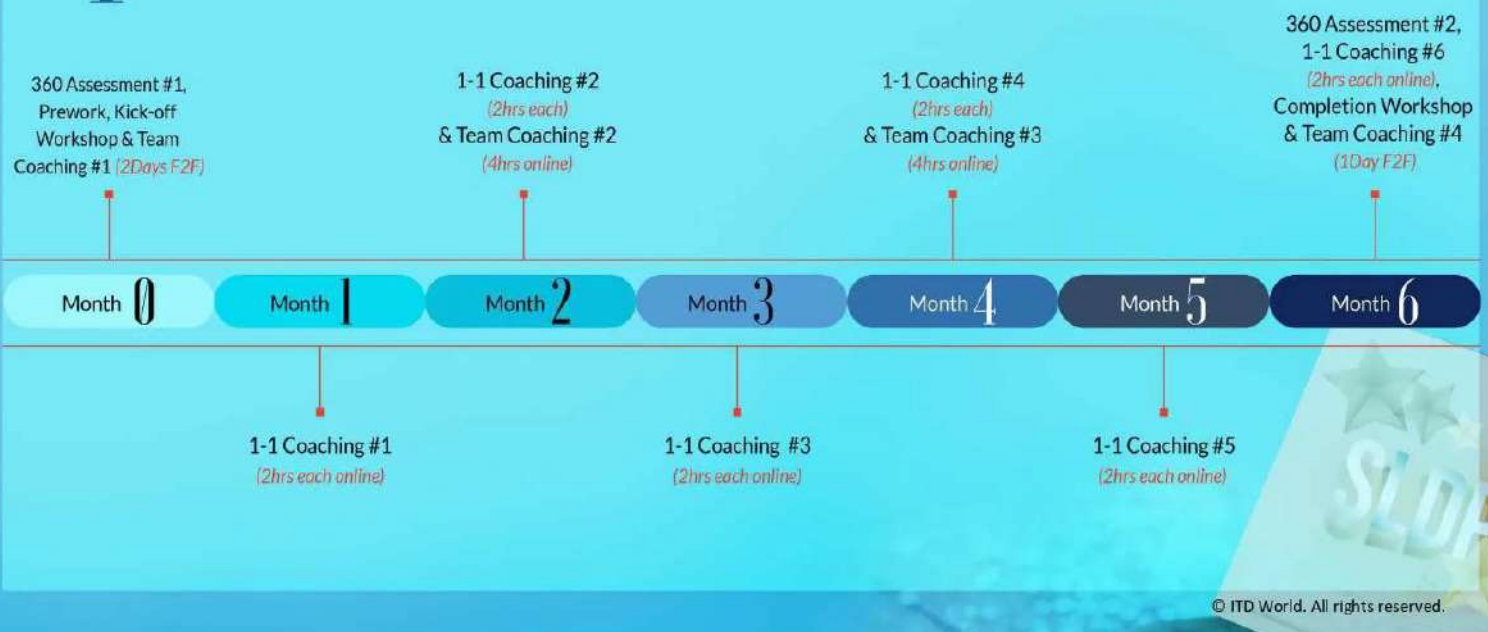
The Global Elite Senior Leadership Development Program (SLDP) is a customized mega-guru signature solution designed for senior top level executives who are committed to differentiate their leadership impact to enable sustainable growth in their organizations and community.

The SLDP is masterfully created to vitalize CEOs, C-Suite Executives, Business & Department Heads for exponentially multiplying their contributions, influence, and profound impact in work and life for a better world.

What Makes Global Elite SLDP Outstanding?

- 360 feedback diagnosis & discovery
- Transformative 1-1 executive coaching
- Elite team coaching with top gurus
- Cutting-edge learning, app, & senior leaders alliance
- Multiply growth by becoming a master coach
- All of these are delivered within 2 separate phases as outlined below.

PHASE 1 SLDP



360 Feedback Diagnosis & Discovery

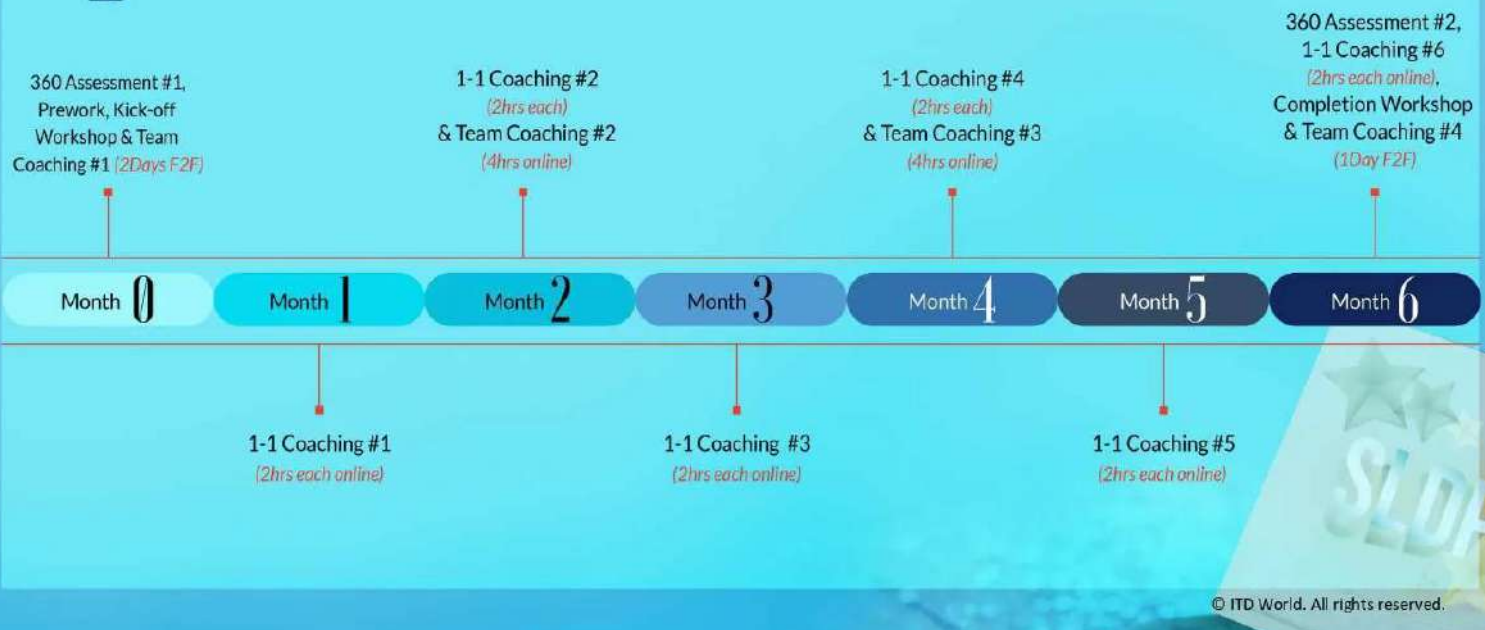
- Tested and proven diagnostic tool to evaluate global leadership excellence capabilities
- Gain insights on strengths to multiply and crucial areas for development
- Discover solutions for effective collaboration and influence with key stakeholders
- Identify areas to focus on during 1-1 and team coaching
- Demonstrate leadership growth, and transformation through the pre-and-post assessment.

Transformative 1-1 Executive Coaching

- Unlock Leadership Excellence ~ Transform leaders through personalized coaching with the world's top coaching gurus.
- Achieve Breakthrough Results ~ Drive positive transformation by instilling behaviors and habits that benefit both leaders and their organizations.
- Amplify Organizational Impact ~ Equip leaders to inspire and empower their teams, achieving ambitious goals and remarkable outcomes.
- Lead by Example ~ Transformed leaders become role models, inspiring others to pursue growth and excellence.
- Sustain a Legacy of Success ~ Foster sustainable leadership excellence that drives organizational transformation and long-term sustainable growth.

roadmap

PHASE SLDP



Elite Team Coaching with Top Gurus

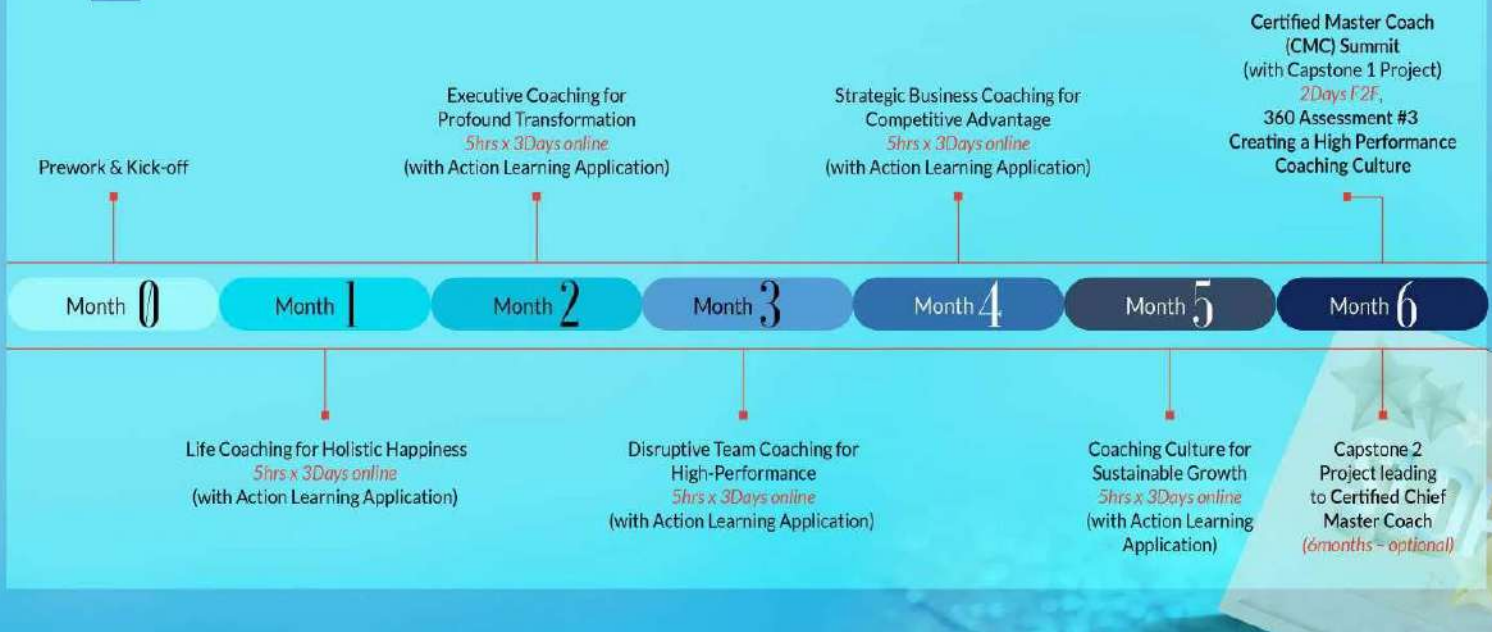
- Build High-Performing Teams ~ Foster trust and collaboration to create cohesive, results-driven teams.
- Align and Execute with Excellence ~ Integrate team goals with organizational priorities to achieve maximum impact and execution.
- Navigate Team Dynamics ~ Overcome challenges effectively with strategies to maximize unity and productivity.
- Inspire Peak Performance ~ Equip leaders with actionable tools to drive accountability, innovation, and exceptional team results.
- Learn from Thought Leaders ~ Gain exclusive insights and strategies from global experts to empower team transformation.

Cutting-edge Learning, App & Senior Leaders Alliance

- Innovative Learning Methods ~ Gain from a customized blend of in-person, team, and online methodologies.
- Access Valuable Resources ~ Utilize cutting-edge mobile app, toolkit and materials for outstanding results.
- Practical Application Focus ~ Engage in workshops, virtual sessions, and hands-on projects for real-world impact.
- Global Network Alliance ~ Collaborate with senior leaders from other leading organizations during Phase 2 of the SLDP journey.
- Leverage on Global Gurus ~ Tap the wisdom of mega-guru mentor-coaches throughout the SLDP journey.

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



1. Life Coaching

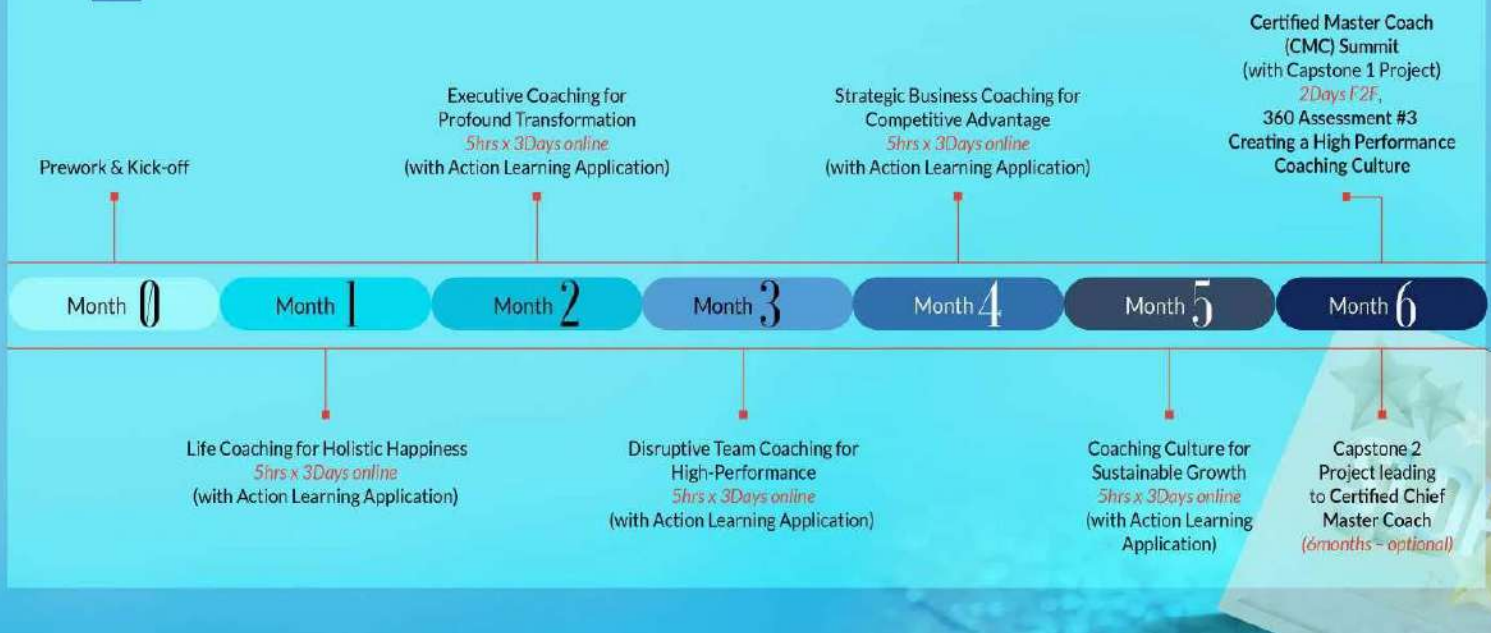
- Gain deep insight into the psychology of coaching and the different approaches to powerful coaching
- Understand the Coaching Mastery Model (CMM) and the Situational Coaching Model (SCM)
- Apply the 9 best practices of master coaches to deliver outstanding results
- Deploy 5 Levels of Mastery assessment advantage to identify priorities, competencies gaps in work & life
- Embrace coaching techniques and tools to enable the Disciplines of Love, Happiness and Success
- Use the 5 Phases of Purpose Alignment to enable a most fulfilling purpose-driven life
- Master the 8 Elements of Life Synergy, KASH, PFIR Model, and the 7 Patterns of Joy and Love
- Utilize the 5 Levels of Mastery System and toolkit to coach people to reach World Influence Mastery

2. Executive Coaching

- Understand the executive coaching process and the secrets of enabling lasting behavior and habit change

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



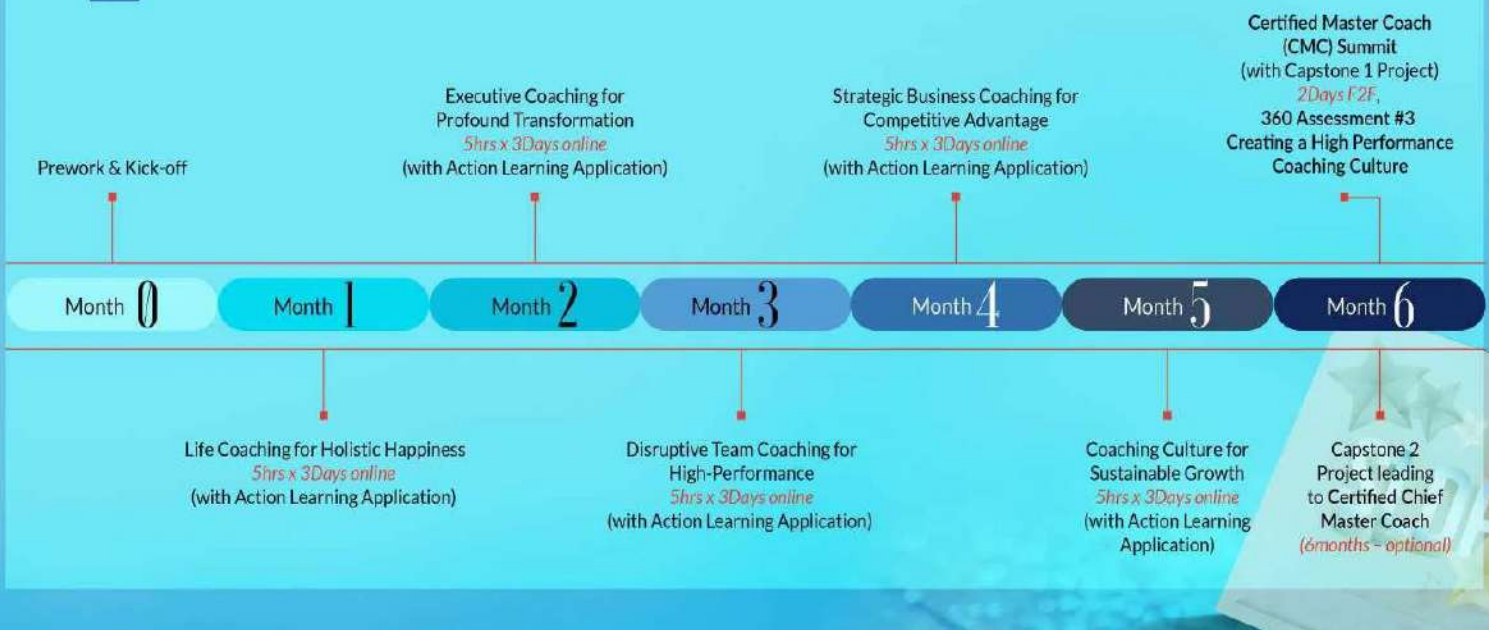
- Apply the 360 Feedback interview and surveys to enable awareness, acceptance and transformation
- Align executive coaching with life purpose, passion, values and vision for sustainable growth
- Deploy tools and techniques for executive career coaching for high performance
- Enable coaching for different groups of top executives, key talents, successors, average-performers
- Gain insights into coaching executives in times of great need (e.g. radical changes, crisis, big vision)
- Learn how to overcome resistance to coaching and coach the uncoachable
- Create coaching tools for specialized areas (e.g. leadership authenticity, leadership presence, stakeholder influence)

3. Disruptive Team Coaching

- Understand the value of team coaching and the creation of high-performance teams
- Apply effective assessments and best practices of disruptive coaching and high-performance teams
- Know when and how to select the suitable team coaching solution and design options

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



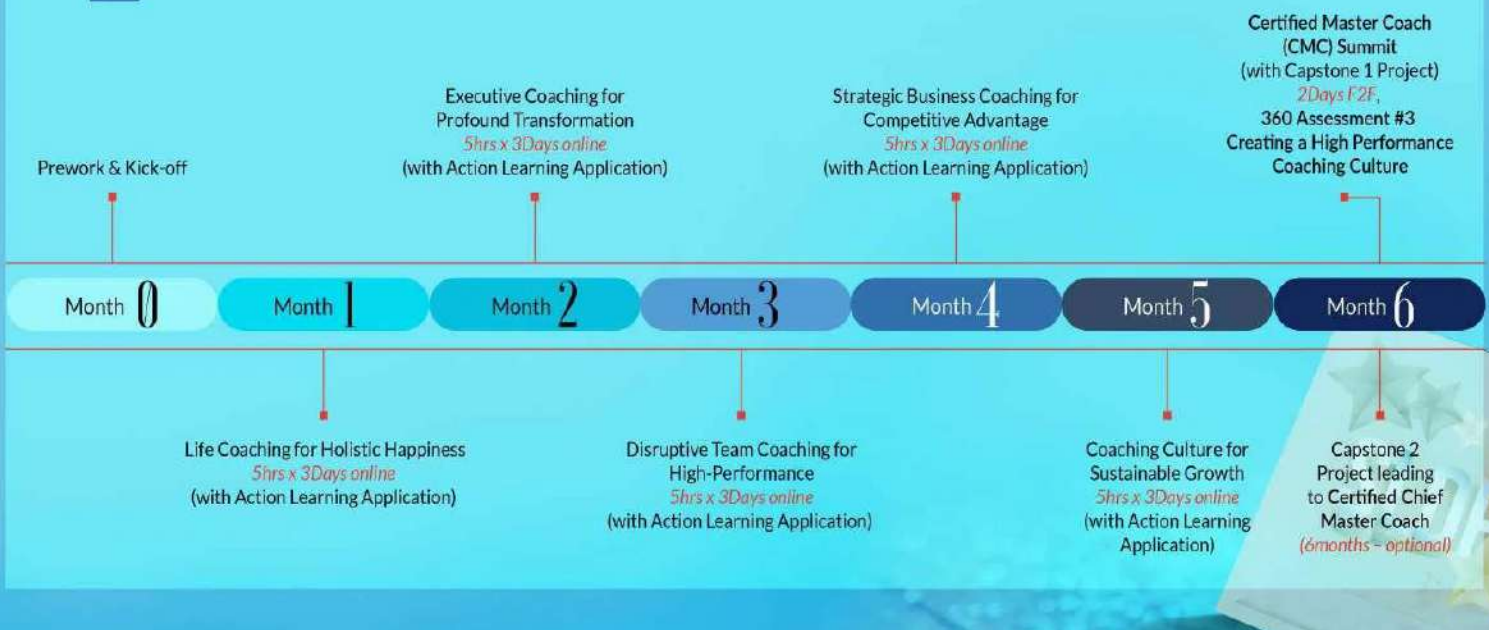
- Gain insights on disruptive team coaching processes, methods, and tools
- Practice disruptive design thinking team coaching applications for game-changing results
- Equip individual team members to ensure habit change for high-performance
- Enable high-performance leadership team retreats for senior leaders and key talents
- Unleashing the full potential of diverse, virtual, cross-functional, projects and top teams

4. Strategic Business Coaching

- Understand best practices of team coaching for strategic competitive advantage
- Apply team coaching using the strategy process to unleash the potential of strategic leaders
- Use team coaching authoritatively in the context of corporate and functional strategy
- Employ Scenario planning and Scenario based team coaching to win in a VUCA world
- Use team coaching in the face of crisis, business turnaround, realizing a compelling vision, and Strategic change

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



- Engage in Coaching for innovative business model, ventures, and disruptive business startups
- Master strategic group coaching techniques and processes

5. Coaching Culture

- Gain insights on organizational change, and effective culture transformational methods and processes
- Understand and embrace the role as Chief Master Coach and CEO to coach and grow internal coaching talent
- Apply best practices to create a high-performance coaching culture for sustainable growth
- Aligning coaching culture with organizational vision, mission, values, strategies, and objectives
- Implement effective coaching culture assessment methods and processes to ascertain progress and achievements
- Establish results matrix, rewards and recognition schemes to accelerate culture change
- Execute the right coaching intervention for quick, big, and continuous wins in transformation
- Create communities of practice, coaching systems, champions, and tools for sustainability



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e-Workshops →



← e-Workshop & e-Certification



| DATE | EVENT | COUNTRY | TYPE | TRAINER | FEES (USD) |
|--|---|---------------|--------|---|---------------------|
| | Leadership Development Program | Vietnam | F2F | Kenzer Tan KC Lee Dion Ooi | 1,800- 3,000/pax |
| 23 January Kick-off | e-CCMP Certified in Coaching & Mentoring Professional | International | Online | Safura Atan KC Lee Dr Mario Aquino del Castillo Dr Peter Chee | 3,000- 3,690/pax |
| 11 – 12 Feb 12 – 13 Mar 7 – 8 Apr 5 – 7 May | ↗ ECS ↗ HOC ↗ EMS ↗ CMBS | | | | |
| 26 – 27 Feb, 2 – 4 Mar | e-CTCS Certification in Talent Competency and Succession Management | International | Online | Dr William Rothwell | 1,200/pax |
| 27 Feb, 6, 13, 27 Mar 3, 10 April | e-CTP Certified Training Professional | International | Online | Dr Mario Aquino del Castillo | 3,500/pax |
| 19 – 20 March 25 – 27 March | CHRBP Certified Human Resource Business Partner | Vietnam | F2F | KC Yan | 1,500/pax |



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|--|--|---------------|--------|--|------------|
| 30 – 31 Mar | Hybrid GWLDP Global Women Leadership Development Program – Phase 1 | Malaysia | Hybrid | Serely Alcaraz Dr Peter Chee Kenzer Tan | 6,500/pax |
| 27 March Kick-off | e-CCMC Certified Chief Master Coach | International | Online | Dr Marshall Goldsmith John Mattone Dr Peter Chee Darelyn DJ Mitsch Brenda Bence Dr Marcia Reynolds Arthur Carmazzi | 9,830/pax |
| 20 – 22 April 20 – 22 May 24 – 26 June 22 – 24 July 26 – 28 August | | | | | |
| 4, 7, 11, 14, 18, 21, 25, 28 May (Mon & Thur) | e-CIDD Certification in Instructional Design and Development | International | Online | Dr Mario Aquino del Castillo | 2,800/pax |
| 11 – 12 May | Hybrid GWLDP Global Women Leadership Development Program – Phase 2 | Malaysia | Hybrid | Serely Alcaraz Dr Peter Chee Kenzer Tan | 6,500/pax |
| 21 – 22 May 25 – 26 May 3 – 5 June 9 – 10 June (8.30am-10.30am Vietnam time) | e-CTLP Development and Learning Professional | International | Online | Dr William Rothwel Dr Mario Aquino del Castillo | 2,800/pax |
| 13 – 14 Jul | Hybrid GWLDP Global Women Leadership Development Program – Phase 3 | Malaysia | Hybrid | Serely Alcaraz Dr Peter Chee Kenzer Tan | 6,500/pax |



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| 2, 9, 16, 23, 30 Jul 7 Aug | e-CTP Certified Training Professional | International | Online | Dr Mario Aquino del Castillo | 3,500/pax |
| 8 – 9 June 29 – 30 June 20 – 21 Jul 17 – 19 Aug | e-CCMP Certified Coaching and Mentoring Professional | International | Online | Safura Atan KC Lee Dr Mario Aquino del Castillo Dr Peter Chee | 3,000- 3,690/pax |
| 6 – 8 Sept | 53rd ARTDO Conference | Kota Kinabalu Malaysia | F2F | | |
| Sept | e-CCMC Certified Chief Master Coach | International | Online | Dr Marshall Goldsmith John Mattone Dr Peter Chee Darelyn DJ Mitsch Brenda Bence Dr Marcia Reynolds Arthur Carmazzi | 9,830/pax |
| 14 – 15 Sept 15 – 16 Oct 4 – 5 Nov 1 – 3 Dec | e-CCMP Certified Coaching and Mentoring Professional | International | Online | Safura Atan KC Lee Dr Mario Aquino del Castillo Dr Peter Chee | 3,000- 3,690/pax |



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|----------------------------------|--|---------------|--------|---------------------------------|------------|
| 16, 23, 30 Oct, 6, 13, 20 Nov | e-CTP Certified Training Professional | International | Online | Dr Mario Aquino del Castillo | 3,500/pax |

Legend

| | | | |
|-------------|--|--------------|--|
| CCMP | Certified Coaching and Mentoring Professional | CTCS | Certification in Talent Competency and Succession Management |
| ECS | Essential Coaching Skills | CCMC | Certified Chief Master Coach |
| HOC | Heart of Coaching | CTP | Certified Training Professional |
| EMS | Essential Mentoring Skills | CHRBP | Certified Human Resource Business Partner |
| CMBS | Coaching and Mentoring for Breakthrough Success | GWLDP | Global Women Leadership Development Program |
| CTLP | Certified Talent Development and Learning Professional | | |
| CIDD | Certification in Instructional Design and Development | | |



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2025



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October 2025

Topic: *Organizational Transformation*



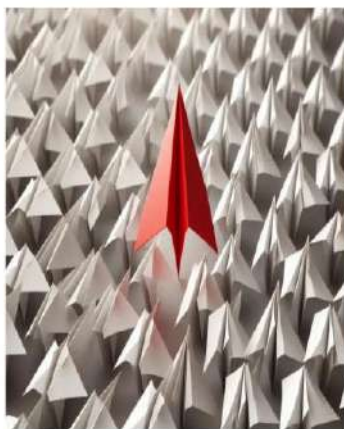
September 2025

Topic: *Learning & Development*



August 2025

Topic: *Talent Acceleration*



July 2025

Topic: *Leading through Disruption*



June 2025

Topic: *Competency Management*



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