



### Talent is of critical importance

"Go after the cream of the cream. A small team of A+ players can run circles around a giant team of B and C players."

Steve Jobs

"The single biggest constraint on the success of my organization is the ability to get and to hang on to enough of the right people."

Jim Collins

"Almost one third of senior leaders cite finding talent as their most significant managerial challenge."

McKinsey

# Organisations need a Talent Mindset

Old Mindset About People	New Talent Mindset
A vague notion that "people are our most important asset"	A deep conviction that better talent leads to better corporate performance
HR is responsible for people management	All managers are accountable for strengthening their talent pool
We have a two-day succession planning exercise once a year	Talent Management is a central part of how we run the company
I work with the people I inherit	I take bold actions to build the talent pool I need

Excerpt from *The War for Talent,* McKinsey & Company (Published by Harvard Business School Press)

# Two simple questions for COOs

1. How do we attract the best people?

2. Once we've got them, how do we keep them?

### How to compete in the war for talent



### What do Millennials want?

Understand the next generation

#### **Social Impact**

86% of millennials believe financial performance is less important than social impact as a measure of business success (Deloitte)

#### **Direct Communication with leadership**

DLA Piper's crowdsourcing initiative generated over 30,00 ideas, comments and votes from 2,755 people, in two weeks. (DLA Piper)

#### **Entrepreneurial opportunities**

62% of millennials have considered starting their own business (Forbes)

### Agile working is good for business



#### What is agile working?

Allowing people flexibility around where, when, and how they work, with a focus on results delivered rather than hours spent at a desk in the office

#### Why is it good for business?

- Increased ability to attract and retain talent
- Greater inclusion
- Increased culture of remote teaming
- Lower cost of office space and overheads

### Office layout can change behaviour









Examples of PwC Office Interiors

Not one size fits all

Support alternative career paths

Returnships

Sabbaticals

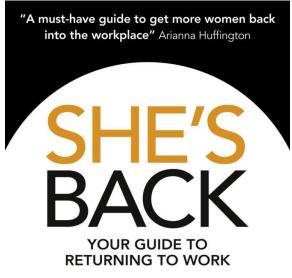
Career breaks

Cycles of experience

More than one path to partnership

Secondments

### She's Back – published May 24th 2018





" A must-have guide to get more women back into the workplace"

Arianna Huffington

"If you're a CEO or business owner who wants to unlock the potential of your whole workforce, this book is for you."

Sarah Wood OBE