

Fortune 500 company



Customer insight

Talent management enables
succession planning and better
employee engagement





smarter

decisions about talent management

Because of the highly specialised and complex projects undertaken by this company, its success depends on specific processes and methods that have been perfected over time and on the skill and experience of its people in using those processes and methods to best effect. For such a knowledge-based company, the demographics of its current employee base constitutes a challenge, as the President of the company's talent management group explains:

"A significant number of our employees have more than 20 years of experience with us, but they'll be retiring soon. On the other hand more than 50% of our staff have been with us for fewer than five years. This gives us a huge knowledge transfer challenge in the coming years."

Small wonder that employee development and succession planning are a top priority. But the company didn't have the tools to tackle the problem effectively. It lacked a single system in which to view accurate information about employee competencies and training. Without such a system the decentralised nature of the business made it all-but impossible to track employee development.

"Our business is project-based," says the President of Corporate Talent Management. "We're like a global holding company with lots of small subsidiaries that start up and shut down in anything from six months to a few years. Each project is different; nothing we do is cookie-cutter. So we have a very complex employment landscape with lots of different categories and classifications of employee."

The company's talent management functions were as decentralised as its business. Each hiring location had its own tools and policies to give local hires the specialised training required for particular projects. But it was a painstaking and time-consuming data gathering task for corporate HR to get an accurate view of this decentralised development activity – even if the data existed.

A separate but equally important challenge was that the company had no formal employee performance management process, despite employee engagement survey results that were unequivocal in demanding one.

Setting the scene

This Fortune 500 company designs and constructs capital projects for a wide range of global clients. It has long been an industry leader completing diverse, complex assignments throughout the world, employing around 40,000 international staff in more than 25 countries.

Inspiring solutions

Facing two distinct, if related, challenges, a single answer was found in the way found in Lumesse* Talent Management. To solve the problem of being able to manage training and development centrally and to meet its knowledge transfer and succession management challenge the company rolled out Lumesse Learning Management. To meet employee expectations for a formal appraisal and development process it subsequently rolled out Lumesse Performance Management.

"We were impressed with the flexibility of the Lumesse solution," says the President of Corporate Talent Management, pointing to its ability to be customised to meet the company's unusual needs.

"For example the system gives us instant global visibility into what each locality is doing for training and development so we can plan for the company as a whole, while still allowing each local hiring unit to manage development with respect to local needs."

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This positive view of the Lumesse solution was reinforced by an independent review of the company and its talent management solution.

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Fantastic outcomes

Since deployment of the Lumesse solution as its global system, both for employee development and for performance management, the Fortune 500 company's talent and development team can easily and efficiently track and report on these areas globally.

“We can make smarter decisions and make them faster,” says the head of talent management.

“Previously we couldn't tell who'd had what training; now we can. And by tying that together with performance management we'll be able to tell whether it's had the appropriate results.”

The setup of a company-wide mandatory performance assessment process and, more recently, career development planning, has also met a clearly expressed employee need. As emphasised by the President of Corporate Talent Management the company recognises employee engagement as being key to business profitability:

“We want to be an employer of choice and Lumesse has opened our eyes to the ways in which technology can help us achieve this. Through better employee engagement and effective succession planning we are now much better equipped to maintain knowledge transfer across our organisation and tap into the huge potential we see in our employees.”



In brief

Solution: Talent Management

- HR Management
- Performance Management
- Skills & Competency Management
- Career & Succession Planning
- Learning Management

Industry: Engineering

Country: Worldwide

Employees: 40,000

A highly decentralised global business model made it difficult for this FORTUNE 500 company to manage knowledge transfer and succession planning, or to meet employee expectations for performance management and career development.

Lumesse Talent Management was rolled out globally, using both its learning and performance management modules. The best of breed solution provides a centralised system for talent data visibility and reporting, employee development and succession planning.

The company's corporate human resources team can track and report on training and development in a way they simply couldn't before. They're saving time and making faster, smarter decisions about talent management. The company is also engaging more effectively with employees through a consistent global performance management policy.

About

Lumesse is the only global company making talent management solutions work locally. We help customers around the world to implement successful local talent management initiatives that identify, nurture and develop the right people, in the right place, at the right time. Our multi-cultural background and presence means we understand how to deliver talent solutions that work the way our customers work, as individuals and as teams, because no two people, organisations or cultures are the same. We regard differences as strengths, not as obstacles.

1,700 customers work with us in over 70 countries because they recognise that commitment, innovation and value only come from people. We help customers to unlock and inspire that human potential in their businesses. Our integrated talent management solutions are comprehensive, intuitive, secure and fully internationalised into over 50 languages.

We have Lumesse offices and partners in more than 40 countries, covering EMEA, the Americas and Asia-Pacific. To find your nearest office and talk to someone who speaks your language, visit:

www.lumesse.com/get-in-touch



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