



IBM LeadershipConnect

Driving Transformation for Greater Value

Keynote - Creating a Smarter Workforce by Empowering People and Transforming Business

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IBM Thailand*





***Why does the
market need what
we are selling?***



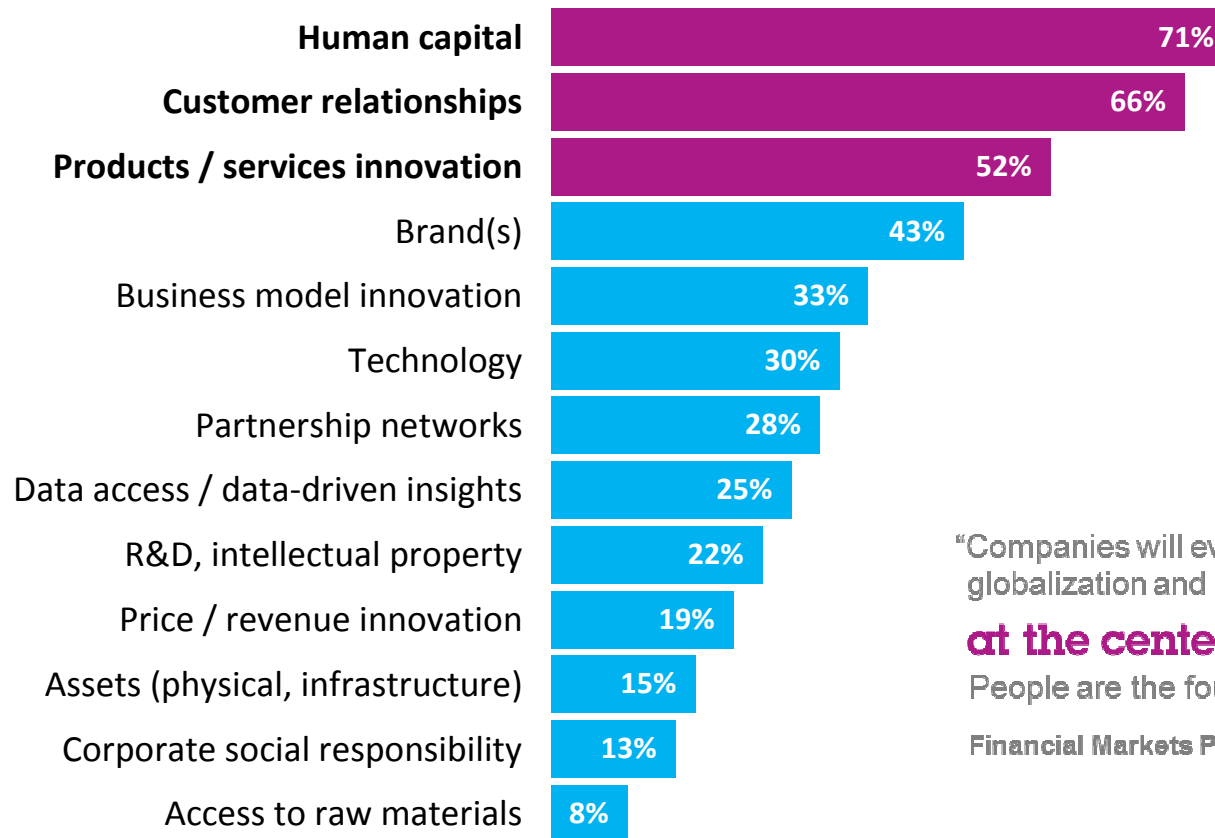
The pressures on business

- **Global talent pools and shortage of skills require an integrated approach**
- **New generation entering the workforce expect HR technologies to mirror consumer technologies (Mobile, Social, Informal Learning)**
- **Merging of science and technology**
- **Move from system of record to record of talent**
- **With talent being a key focus of executives, HR needs Big Data to influence business outcomes**

What's on the boss's mind

Key sources of sustained economic value

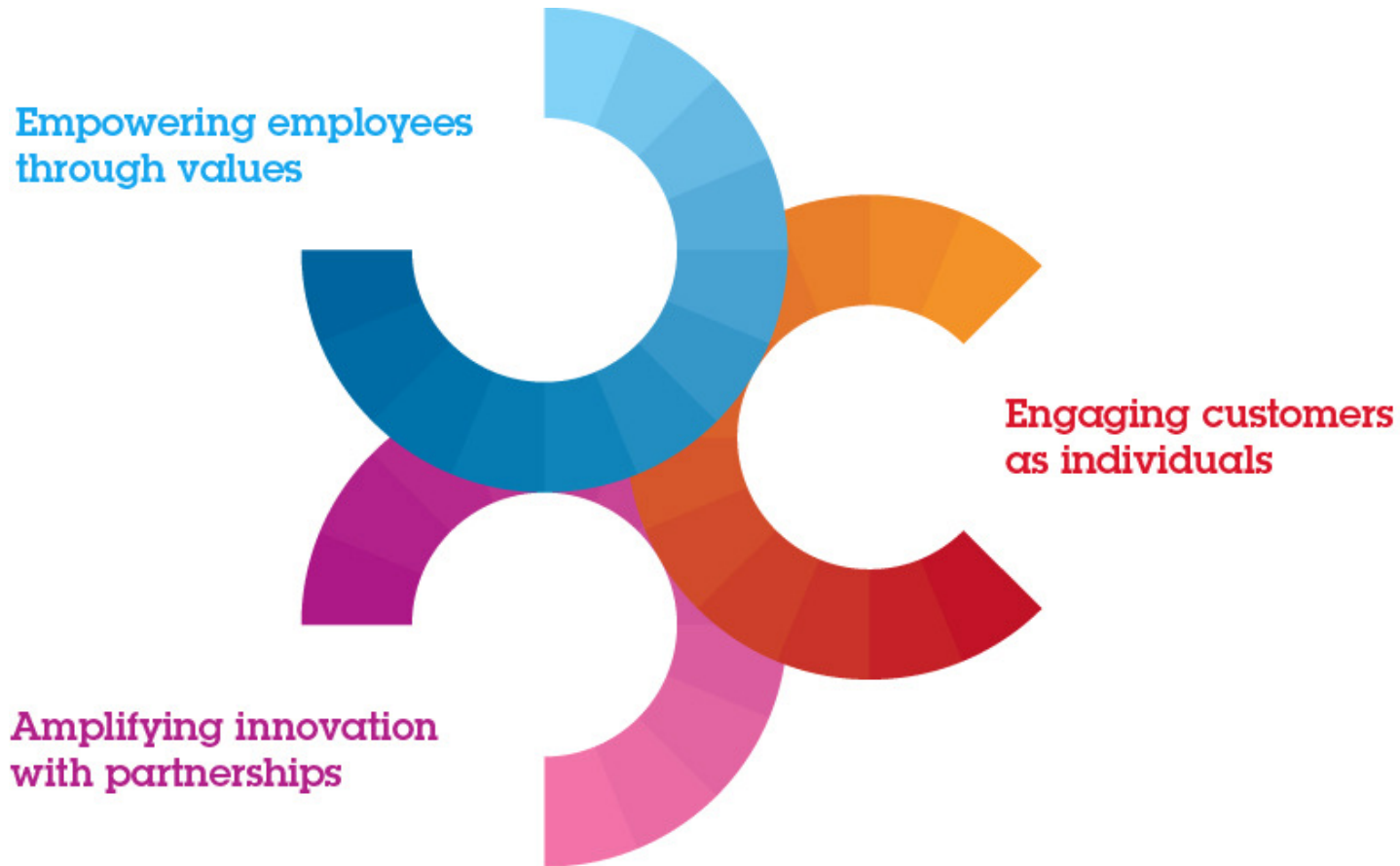
Key Discovery



“Companies will evolve through globalization and IT adoption, but always -
at the center – are people.
People are the foundation.”
Financial Markets President, Japan

Source: Q24 “What do you see as the key sources of sustained economic value in your organization?”

CEOs say...





Three key capabilities enable organizations to work *beyond* borders



Three key capabilities enable organizations to work *beyond* borders

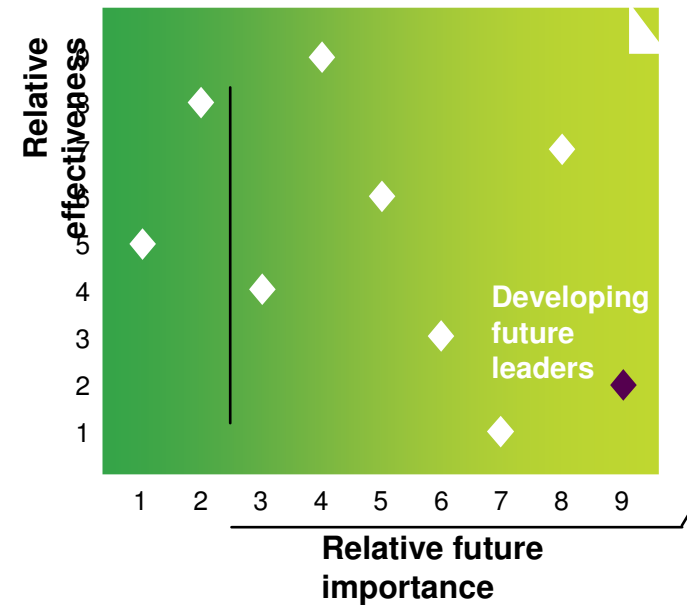
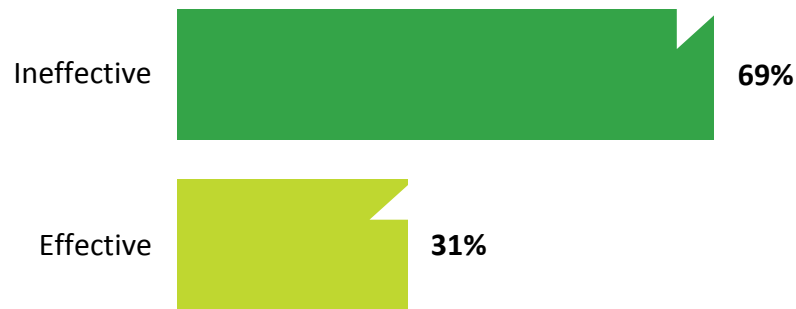
Cultivating creative leaders

*Developing the next
generation to lead a
more global, flexible and
diverse workforce*



Less than one-third of companies say they are effective at building the next generation of leadership capabilities

Effectiveness at developing future leaders



“We have hired and trained people to work in silos. We need to identify future leaders who can operate in a globally integrated company, and train them to think and work globally.”

Patti Stumpp,
SVP HR, Invacare Corporation

Source: Q2 (How important is it for your organization to address the following workforce challenges in the next 3 years? Select THREE)
Q3 (How effective is your organization in addressing the following workforce challenges today: Developing future leaders? Effective = 4 and 5)

Three key capabilities enable organizations to work *beyond* borders

Cultivating creative leaders

Developing the next generation to lead a more global, flexible and diverse workforce

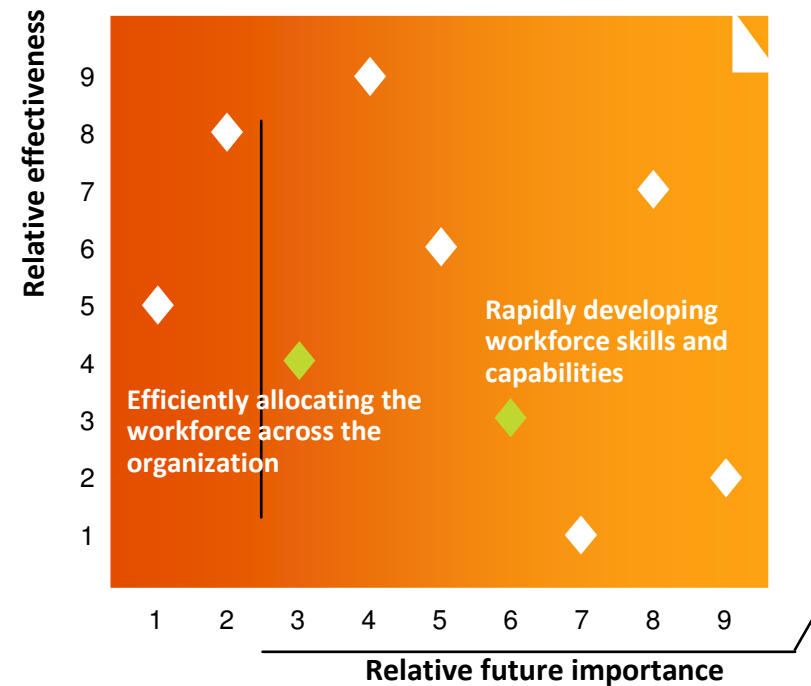
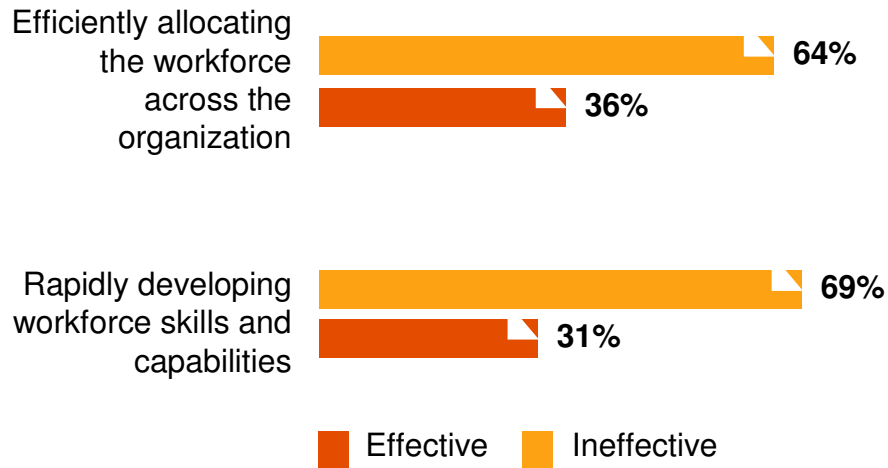


Mobilizing for speed and flexibility

Rapidly develop and deploy workforce skills and capabilities to match emerging opportunities

While companies are looking to become more flexible, they are still challenged in building and allocating talent

Effectiveness ratings

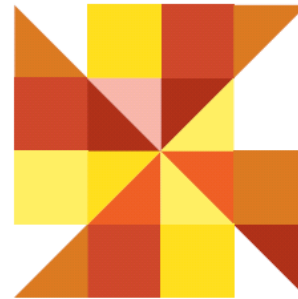


Source: Q2 (How important is it for your organization to address the following workforce challenges in the next 3 years? Select THREE)
Q3 (How effective is your organization in addressing the following workforce challenges today: Rapidly developing needed workforce skills and capabilities? Efficiently allocating the workforce across the organization?) (Effective = 4 or 5)

Three key capabilities enable organizations to work *beyond* borders

Cultivating creative leaders

Developing the next generation to lead a more global, flexible and diverse workforce



Mobilizing for speed and flexibility

Rapidly develop and deploy workforce skills and capabilities to match emerging opportunities

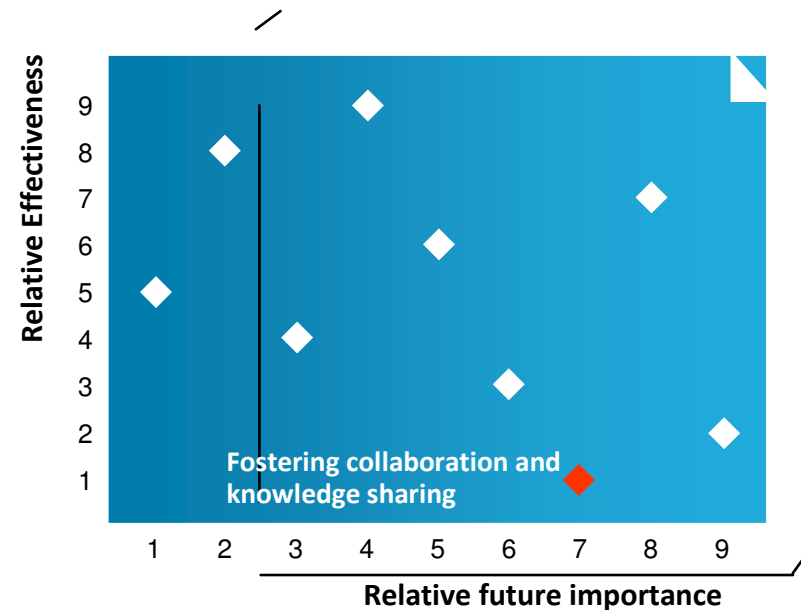
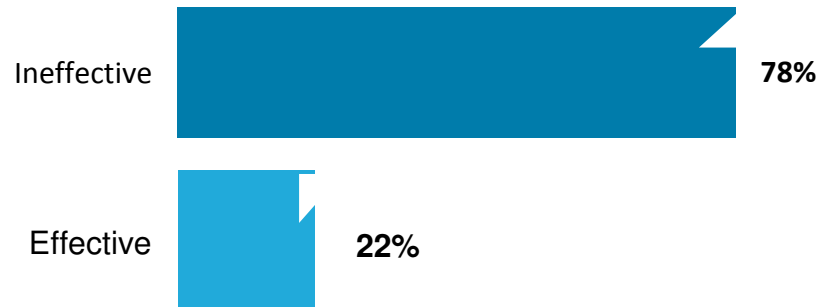


Capitalizing on collective intelligence

Fostering collaboration and knowledge sharing to drive efficiency and foster innovation

Organizations struggle to connect their workforces

Effectiveness at fostering collaboration and knowledge sharing



“We don’t share intellectual assets fully, even though we have the IT infrastructure to do so.”

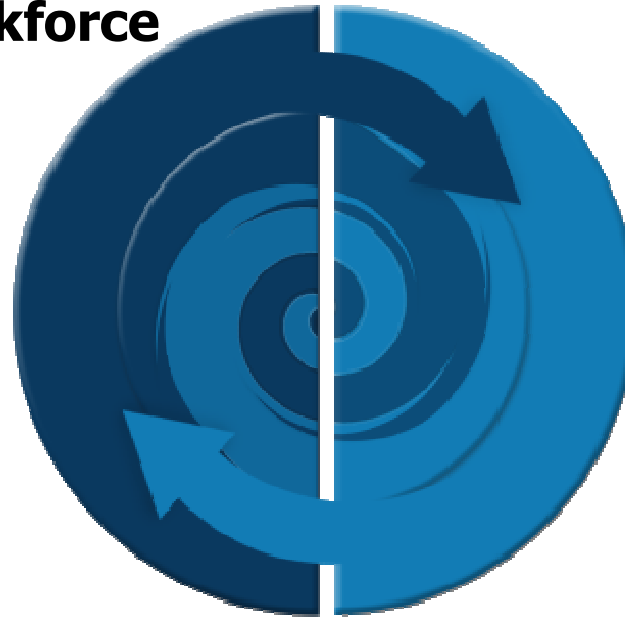
HR Executive, Industrial Sector,
Japan

Source: Q2 (How important is it for your organization to address the following workforce challenges in the next 3 years? Select THREE)
Q3 (How effective is your organization in addressing the following workforce challenges today: Fostering collaboration and social networking? Effective = 4 or 5)



***From customer
insight to solution
delivery***

**Leverage social business technology to delight customers,
create a Smarter Workforce**



ACTIVATE THE WORKFORCE
to Create a Smarter Workforce

DELIGHT CUSTOMERS
to Create Exceptional Customer
Experiences

Social Business: From Liking to Leading

Leaders face increasing pressures in the global war for talent

**Sales &
Customer
Service**

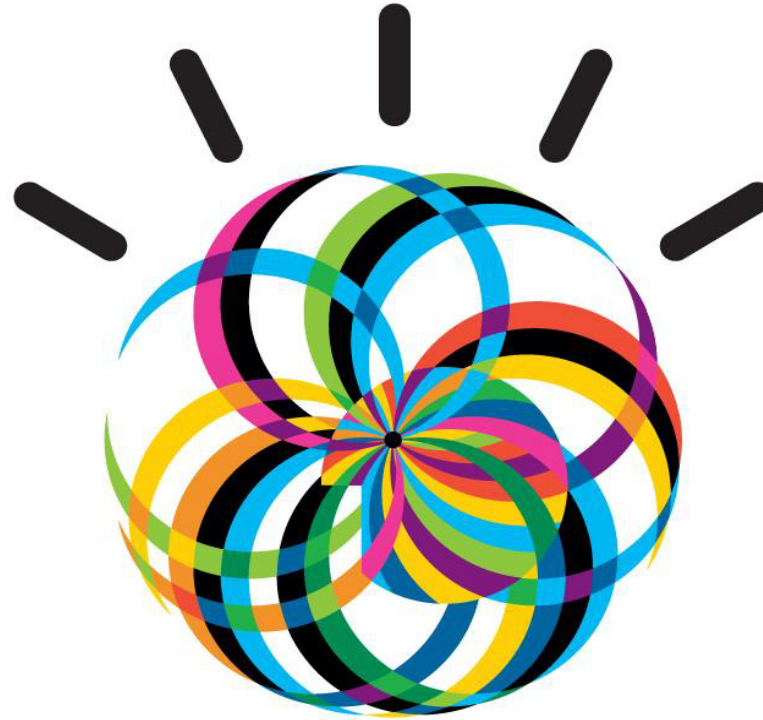


**Offering
Development**

**Chief People
Officer/HR**



Thank You and Have a Nice Day!





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Creating a Smarter Workforce by Empowering People and Transforming Business

Brent Lello

*Asia Pacific Business Unit Executive – Social Business
IBM Collaboration Solutions*



2013: A nexus of global talent challenges



Workforce Challenges

- # 1 - Skills
- # 2 – Younger Workforce
- # 3 – Global Talent Imbalance

Unique Thai Factors

- * Unemployment <1%
- * >2.5m migrant workers
- * Move to higher value exports

Workforce Challenge #1: Skills

“We have entered a global economy where talent and skills shortages challenge world economic and business growth around the world.”

– Klaus Schwab, Chairman, World Economic Forum

“ 93 per cent of employers say skills shortages have the potential to hamper their business in 2013 within Asia”

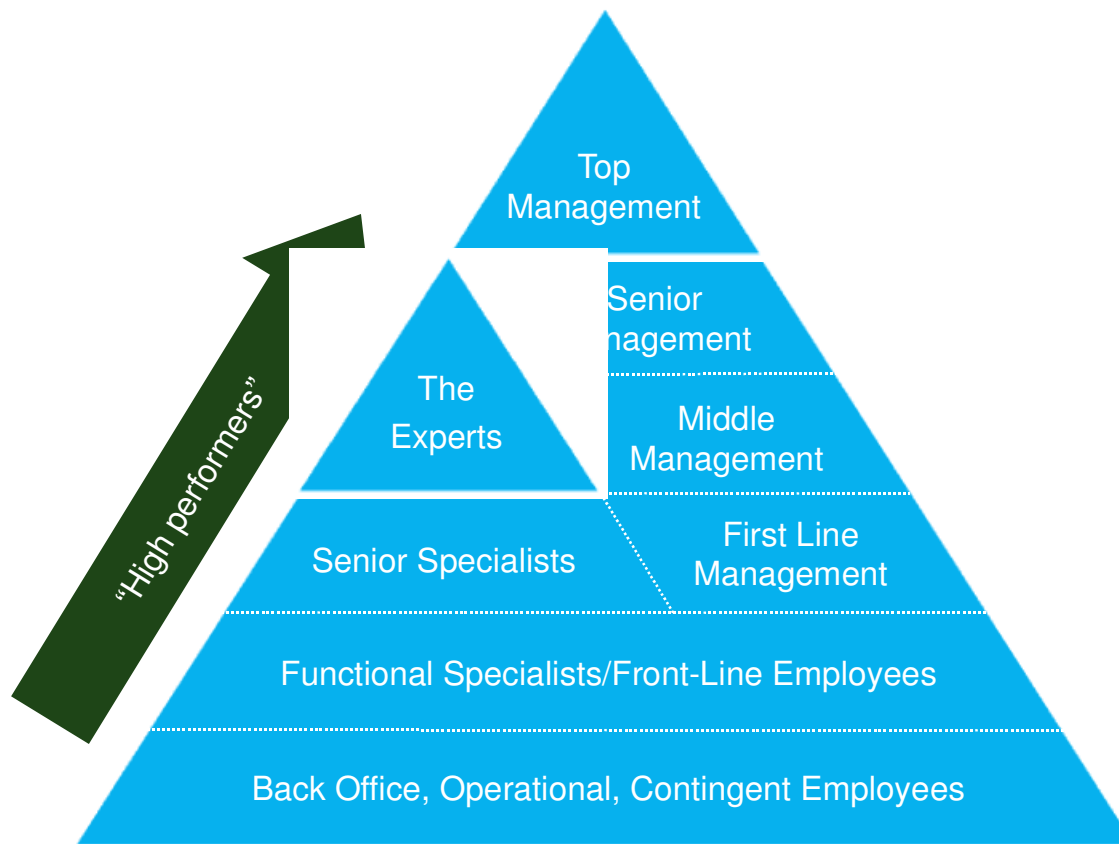
- Jonathan Sampson, Asia Regional Director
Hays - Feb 13, 2013



Acquiring, retaining and developing the right people are key

Workforce Challenge #1: Skills

Specialisation, Expertise & Deep Skills Drive Competitive Advantages



- **Specialisation sought**
- **Expertise not Experience**
- **Action learning**
- **Career development** builds such skills
- Individuals with deep skills can **easily leave**

Challenge #2: Youth ...The Workforce is Getting Younger

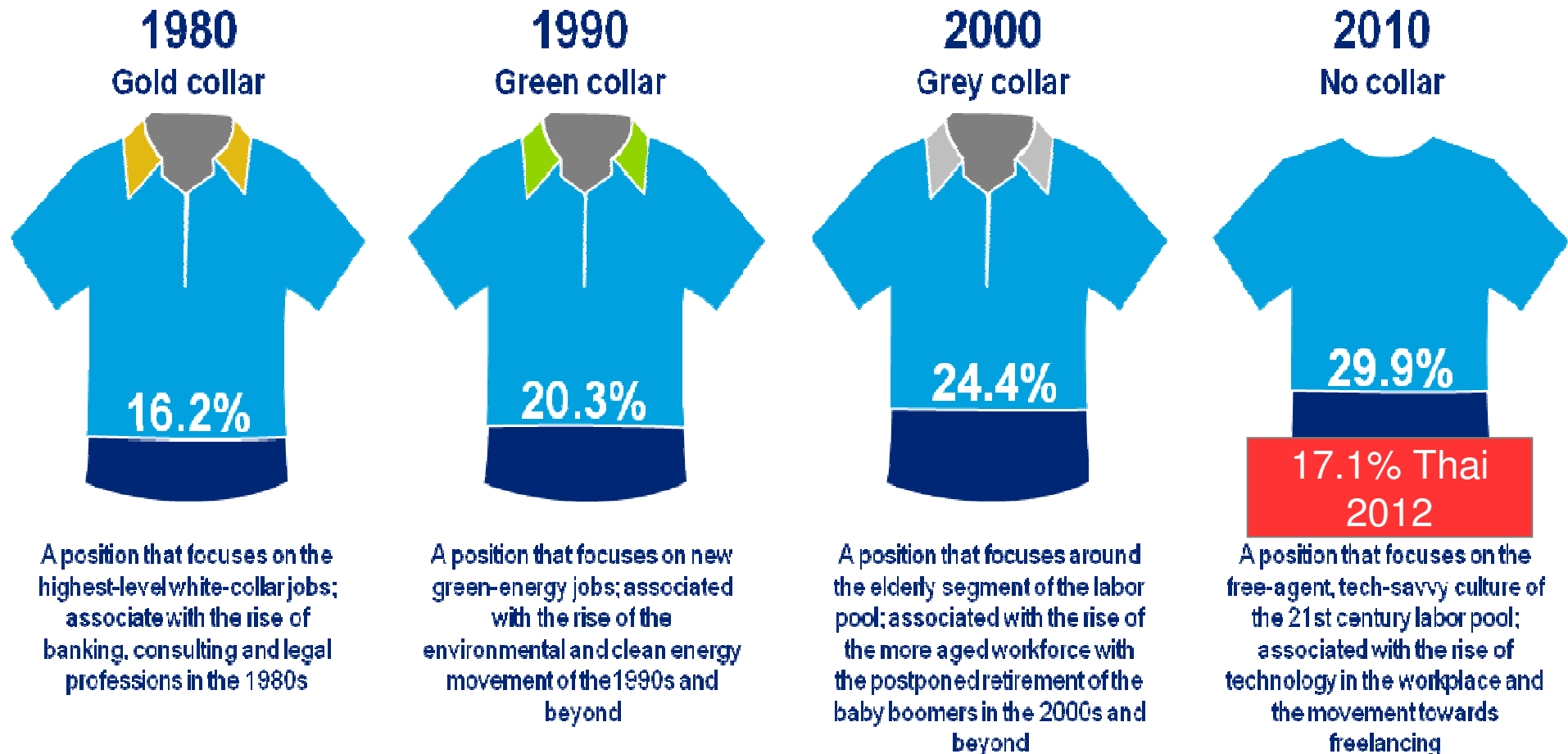


- **“The median age of Thailand's 69.5 million inhabitants is 33 with less than 9% aged over 65”**

Challenge #2: Youth ...The Workforce is Getting Younger



From Gold Collar to No Collar (% with tertiary education)



Challenge #4: The Global Talent Imbalance

Skills shortages in Thailand

Sector Priority	Labour Shortage
Automotive	Medium-High
Electrical and electronics	Medium-High
Software	Medium
Alternative energy	Medium
Biotechnology	Medium
Medical services/ healthcare	Medium
Film and entertainment	Medium
Aircraft maintenance	Low-Medium
Tourism	Low-Medium

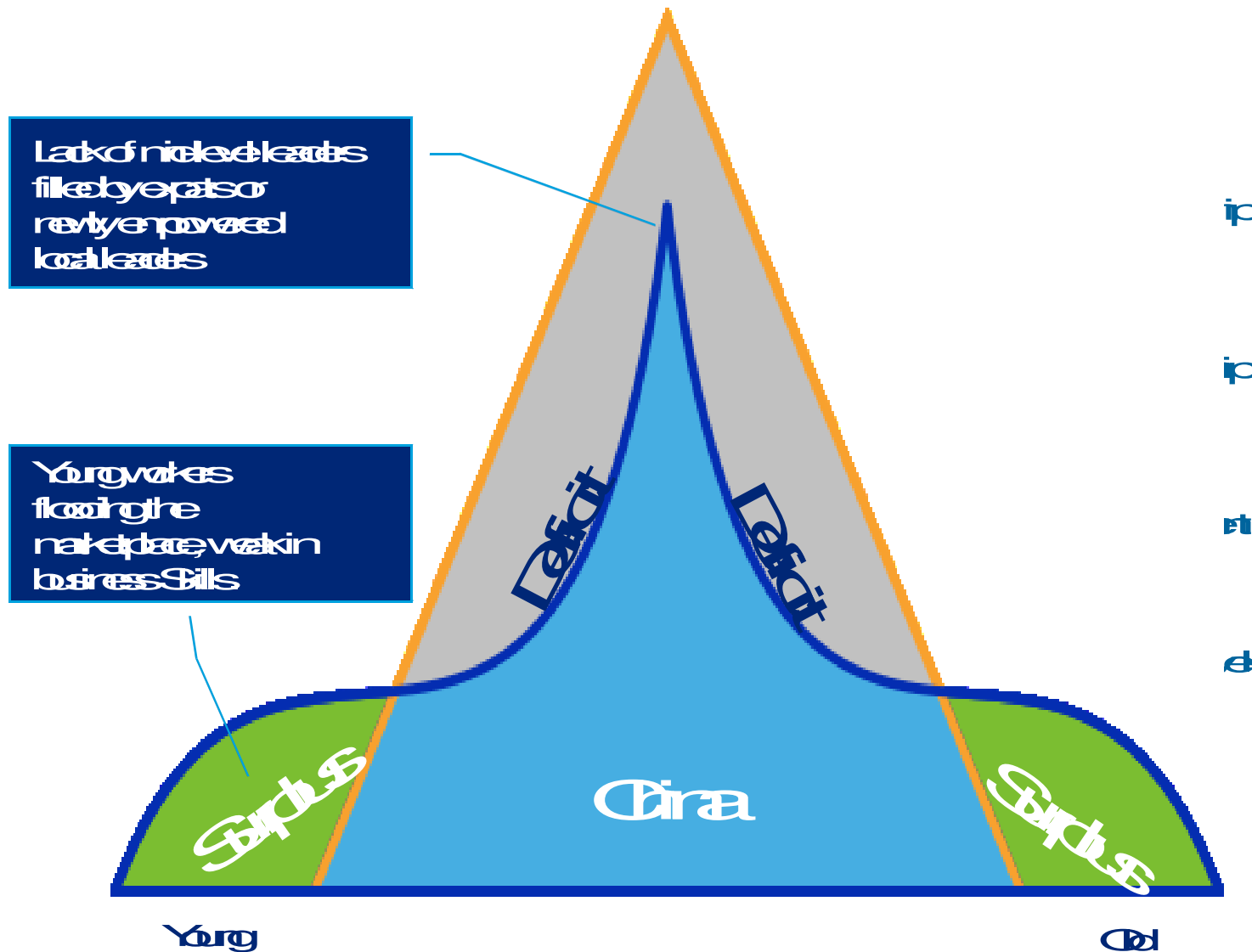
Unemployment <1%

>2.5m migrant workers

Move towards higher value manufacturing and exports

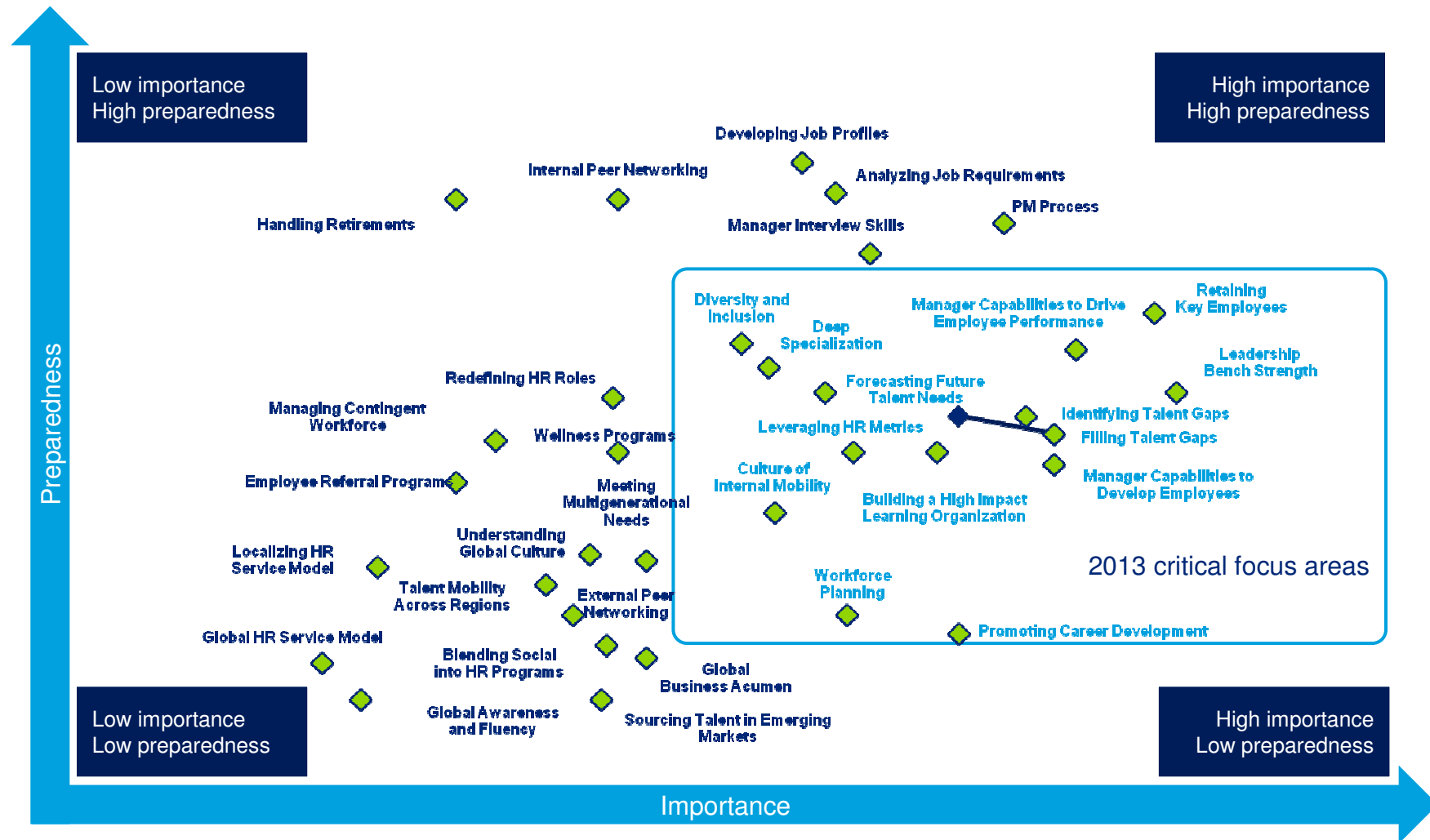
Move away from primary industries

Challenge #4: The Global Talent Imbalance

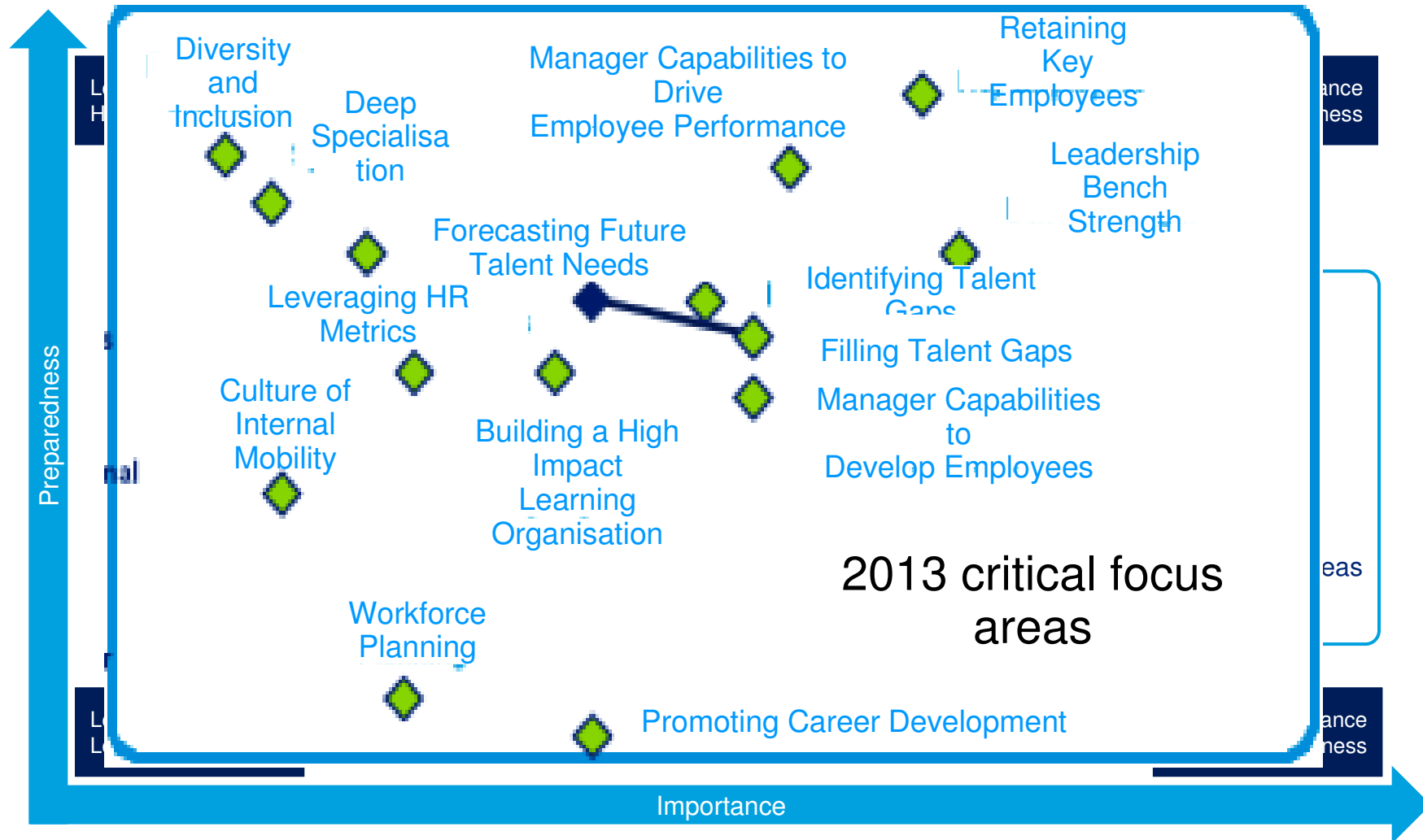




Top talent priorities for 2013



Top talent priorities for 2013





The Agile Organisation: Traditional Practices Don't Always Work

Workforce	The AGILE enterprise	Workplace
Young	Highly connected virtual teams	Specialized
Connected	Collaboration to meet needs rapidly	Diverse
Global	Using data to make decisions	Performance-Driven
Mobile	New models for management	Team-Oriented
New models for career		New models for work

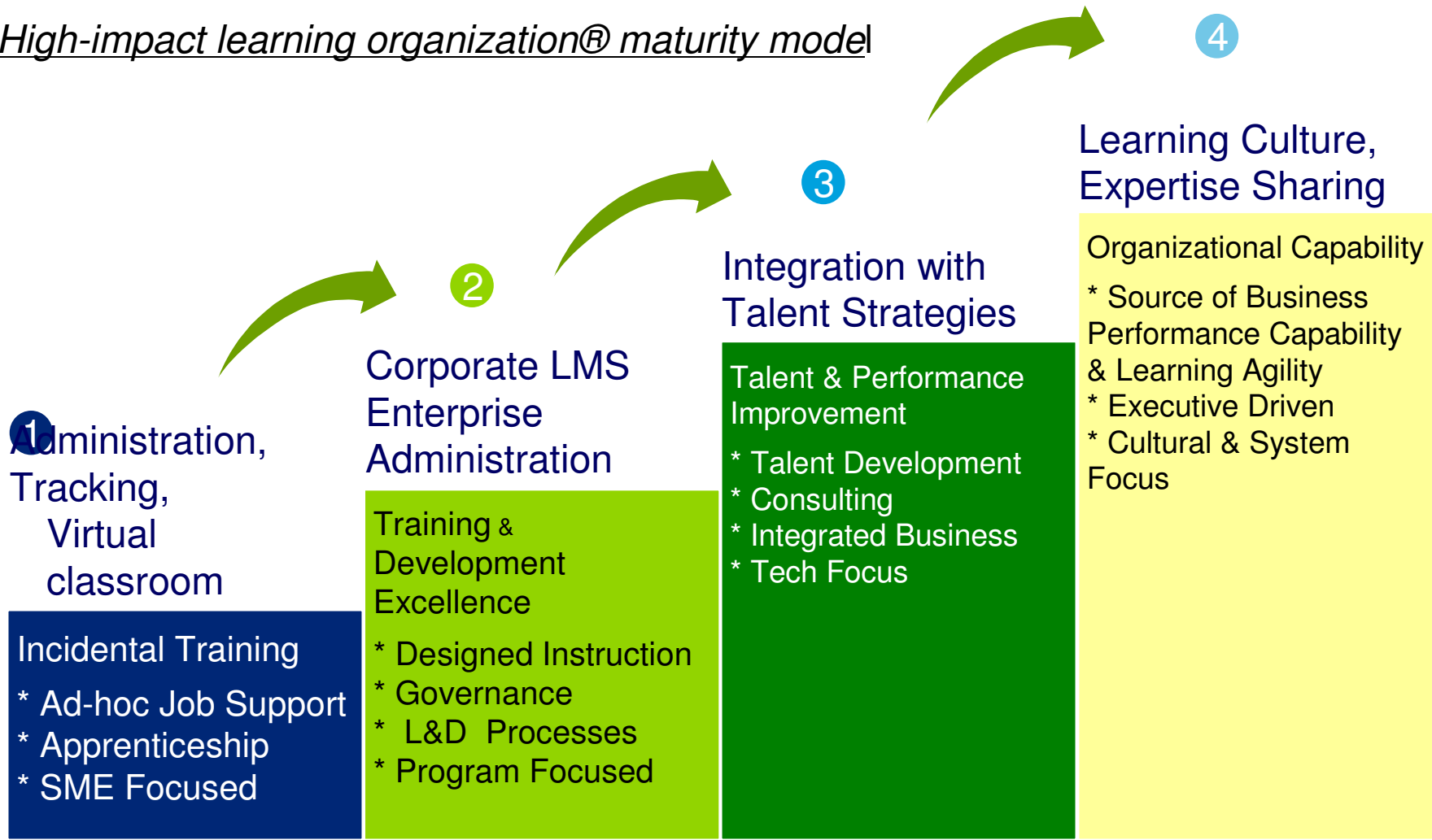


The Continuous Learning model



From HR or L&D to capability development

High-impact learning organization® maturity model



Keys to a smarter workforce

- **Brand and culture, *not recruiting***
 - Customers and alumni as advocates

- **Continuous learning and career, *not training:***
 - Create a continuous learning environment
 - Develop the next generation of leaders

- **Building Passion, *not just engagement***
 - Hire and manage to “passion” and “fit,” not skills

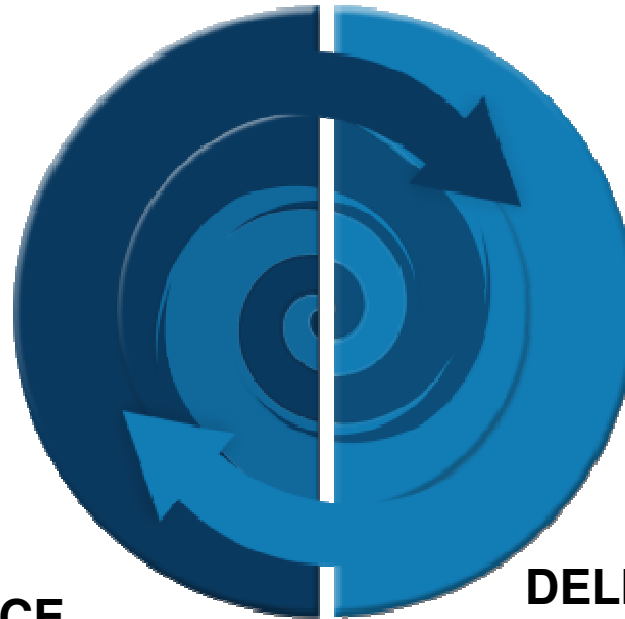
- **Use Technology and Data, *not just beliefs***
 - Apply data to the science of HR





Technology can support desired behavioural change

IBM Social business supports a smarter workforce



ACTIVATE THE WORKFORCE
Creating a Smarter Workforce

DELIGHT CUSTOMERS
Creating Exceptional Customer Experiences

Social Business: From Liking to Leading

Social Business is not simply about technology

Social Business is about;

- * your people
- * how they interact
- * & how they develop
- * to better meet your business objectives

It is about *'humanising'* business processes within the unique culture of your organisation



Rethink how to best leverage and manage your talent

IBM Social business supports a smarter workforce

26% more revenue per employee and **40%** lower employee turnover in businesses focused on people. ³



65% of global companies have problems finding employees with the right skills¹

57% more effort from employees who are most committed to their organization ²



Thank You

