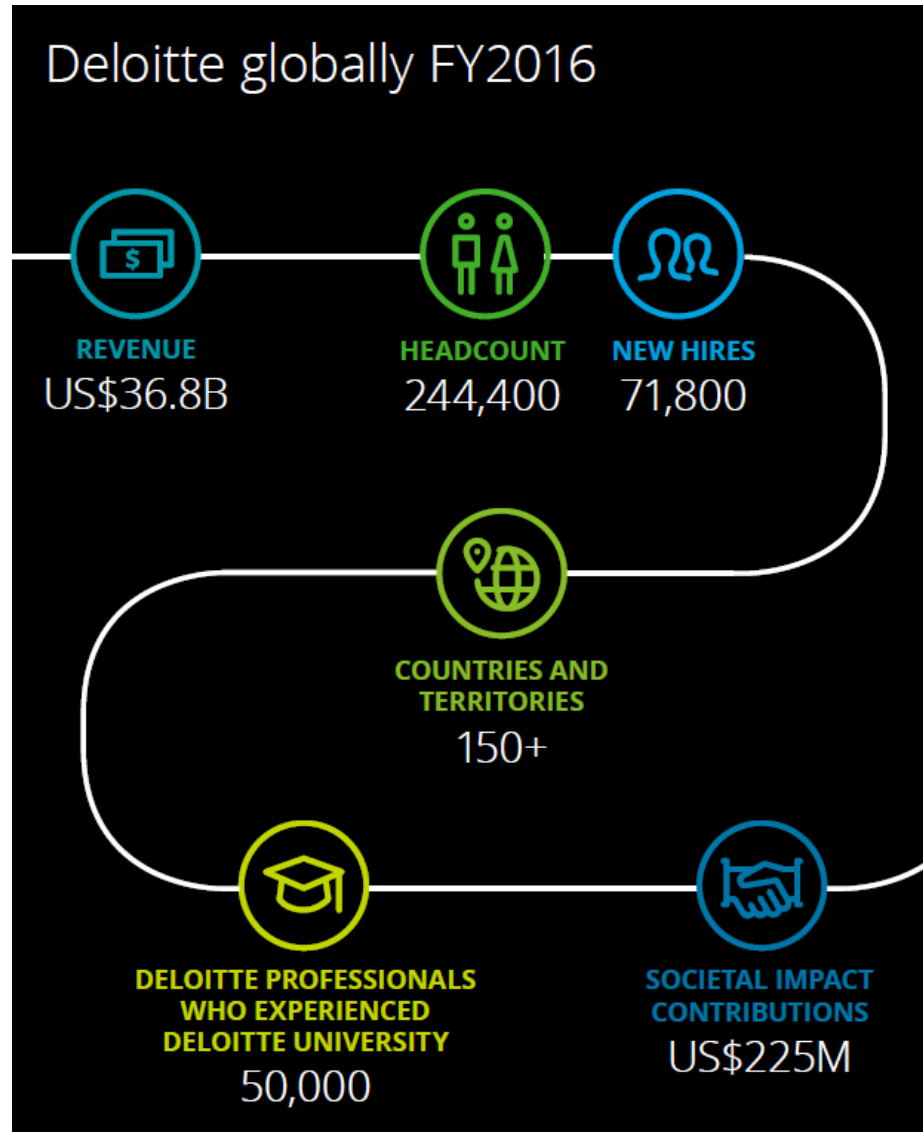


Digital Talent

Dr. Elisabeth Denison

WomenPower, April 28, 2017

The Leading Professional Services Firm



It's a VUCA* World...

„Die größte Gefahr für unser Geschäft ist, dass ein Tüftler irgendetwas erfindet, was die Regeln in unserer Branche vollkommen verändert, genauso, wie Michael und ich es getan haben.“

Bill Gates,
Microsoft-Gründer



* volatile, uncertain, complex, ambiguous

... and it's a Digital World



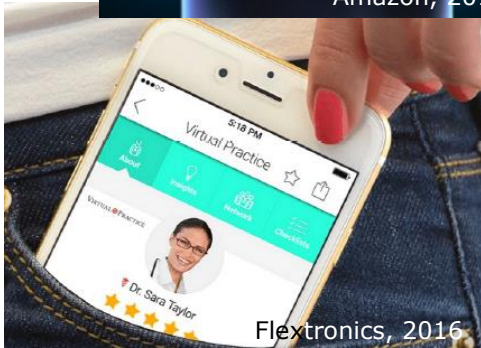
Amazon, 2016



Apple, 2016



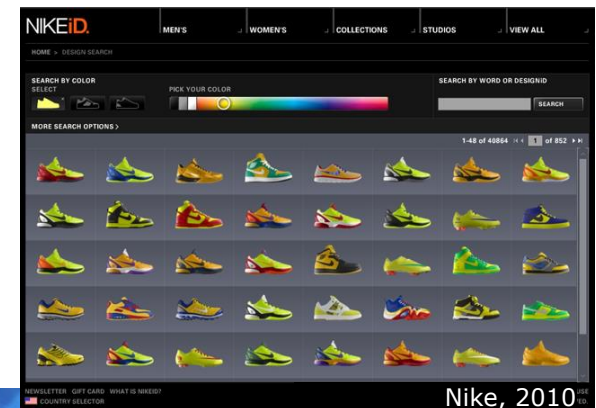
Flextronics, 2015



Flextronics, 2016



Microsoft, 2011



Nike, 2010

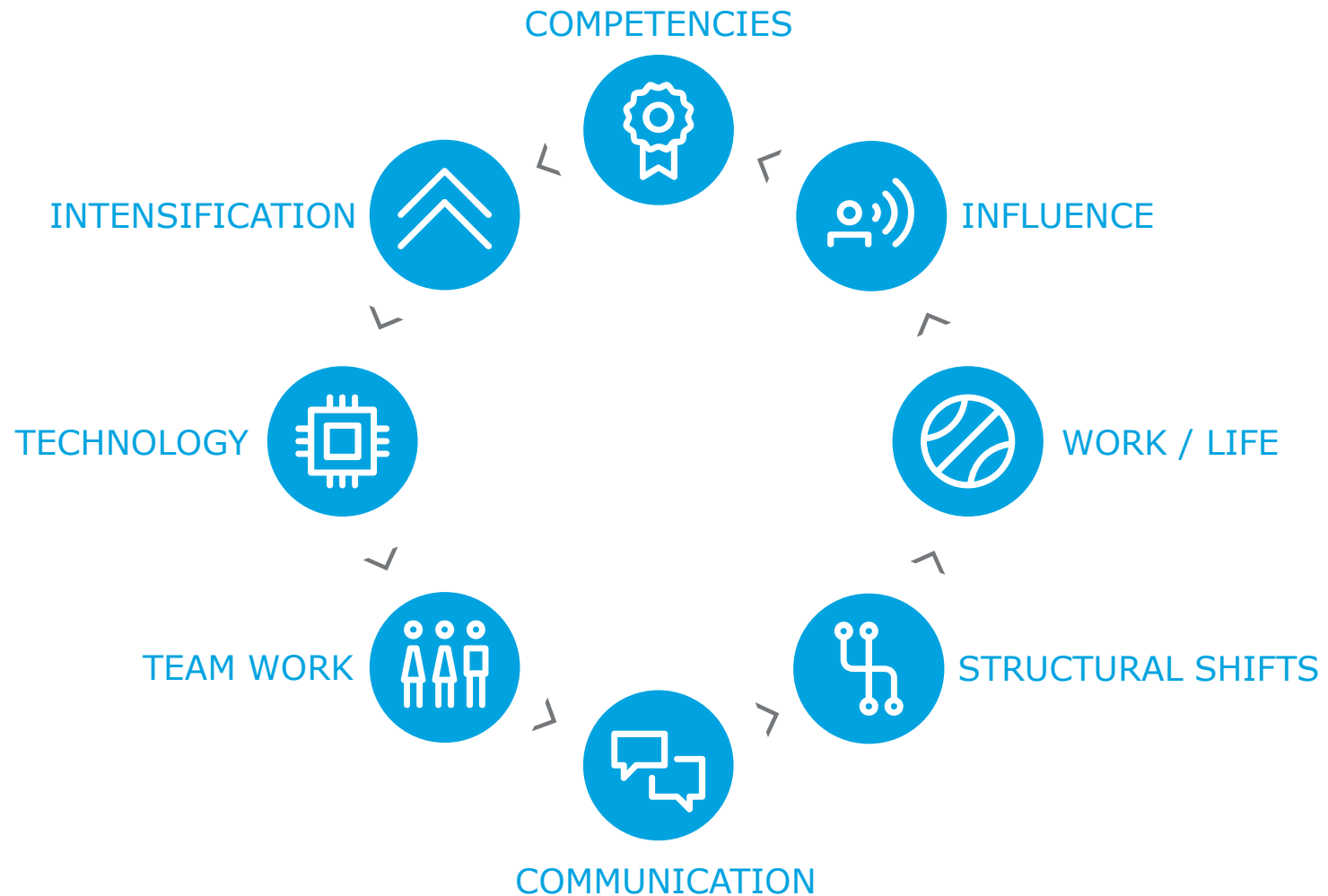


Daimler, 2015



IBM, 2015

How Digitization Changes Our Work Environments*



* Schwarzmüller, Brosi & Welp, Technische Universität München, 2016

Digital By Default?

„Wenn Sie einen Scheißprozess digitalisieren, dann haben Sie einen scheiß digitalen Prozess.“

Thorsten Dirks,
CEO Telefónica Deutschland AG



Digitization Offers Great Potential For...



Talent@Deloitte in the Digital Era



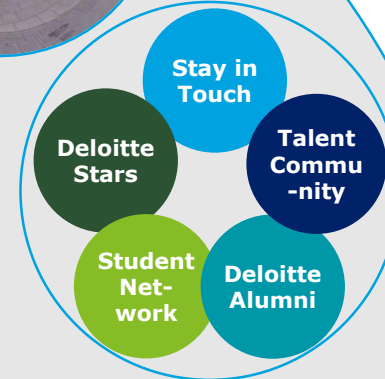
Employer
Branding

Social Media channels,
virtual reality videos, online
internships



Talent
Relationship
Mgmt.

Systematical use of talent pools
for efficient recruiting



Active
Sourcing

Approaching of identified talents
and existing contacts via social
media networks and external
talent pools (see above)



Recruiting
Mgmt.

Much better "candidate
experience" (e.g. job search) on
all devices (mobile apply) and
Online Assessment

Big Data
Assessment

Define selection criteria
based on data analytics to
identify top applicants



Talent@Deloitte in the Digital Era



Goal setting &
Performance
Mgmt.

Upward
Feedback

Leadership
Excellence
Program

High Impact
Learning
Organization
(HILO)

New forms
of learning

Online tool to track
individual business and
personal goals



Online feedback tool, every
manager receives yearly feedback
from his/her employees



Program to develop highly talented
employees into leadership roles on the
basis of individual development plans



A HILO is very effective, closely
aligned with stakeholders needs,
highly innovative, and seen as a
strategic business partner*

Flexible, mobile, blended
learning; virtual classroom;
life-long learning esp. with
regards to new digital trends
and required skills



* High Impact Learning Organization Series,
Bersin by Deloitte, 2012

Talent@Deloitte in the Digital Era



Retaining Talent

Promotion & Succession planning

Leadership Development

Flexible, mobile working

Employee engagement

New job opportunities

Transparent, objective, and standardized promotion processes, connected to succession planning

Global Leadership Framework as basis for leadership development programs

Work from everywhere, anytime in international teams and exciting surroundings; job mobility

Enabling participation e.g. in strategic workshops, polls, and live-streams

Jobs and working environments are constantly changing, which offers exciting opportunities for those who want to develop



Vision: People Decisions Enriched by Data

★ Winning Talent

...develop **tools and procedures** for the recruiting and assessment process in order to **attract & select applicants** who will become high performing employees.

Cross-thematic connection of data enables much better answers on today's and tomorrow's business problems.

🚀 Developing Talent

...define **promotion criteria** which generate a real and quantifiable impact on Deloitte's business success.

🏆 Retaining Talent



Team Work is Key

„Einige der wichtigsten Innovationen entstehen nicht durch neue Technologien, sondern durch andere Arten zusammenzuarbeiten und Arbeit zu organisieren.“

Tom Malone,
MIT



Digital Talent - Female Perspective: Make the Difference

- Women hold 12% of board seats worldwide with only 4% chairing boards.*
- Organizations that are able to capitalize on the roles women play as economic actors will most likely have a competitive advantage**
- Digital = Innovation = Diversity
- Chance für Female Leadership: Entrepreneurship + Design of Digital Work & Life
- Skills: Out-of-the-box thinking, flexible working, willingness to learn new things, cooperation, team work, individual coaching

Digitalization offers **great** opportunities for all of us, especially for **women** – Let's get started!

* Deloitte: Women in the boardroom, 2015

** Deloitte: The Gender Dividend 2011



Change is the Only Constant

„Sie müssen sich überlegen, ob Sie Teil der Veränderung sein wollen – oder verändert werden.“

Joe Kaeser,
Siemens AG





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