

**AMBITIOUS  
PEOPLE**  
MOVING ENERGY FORWARD



**DONG Energy**  
**High Potential Talent Development**  
**Graduate – Columbus – Apollo – Executive Program**

**DONG**  
energy

# Talent.dk inspirationsseminar

## Sankt Annæ gymnasium d. 11/3-13

”Udvikling af særligt talentfulde i sammenhæng med den almene undervisning / organisation”

Hvordan rummer vi de særligt talentfulde til glæde for alle parter?

Kan vi få glæde af deres særlige potentiale i forhold til sammenhængen/ helheden?



# Purpose of Talent Development in DONG Energy

## Securing the talent pipeline

Building a pipeline of employees with ability, aspiration and engagement to move across and up the organization

## Building & strengthen a performance culture

Building role models and DONG Energy Ambassadors both professionally, personally and managerial to strengthen our performance culture

## Strategic and cross organizational sharing

To support cross organizational knowledge and strategic understanding by sharing and building relationships across the organization between high potentials.

## Developing future executives

Develop future leaders who possess the necessary knowledge, aspiration and abilities to lead the organisation.

## Talent deployment for key positions

Accelerate the development of employees who deliver high performance and possess potential to ensure a pool of successors for key positions

## FACT: The International talent is limited

The demographic change results in a lack of talent and increases the competition for talent. Changes in work life patterns and social behaviour creates a more volatile workforce.

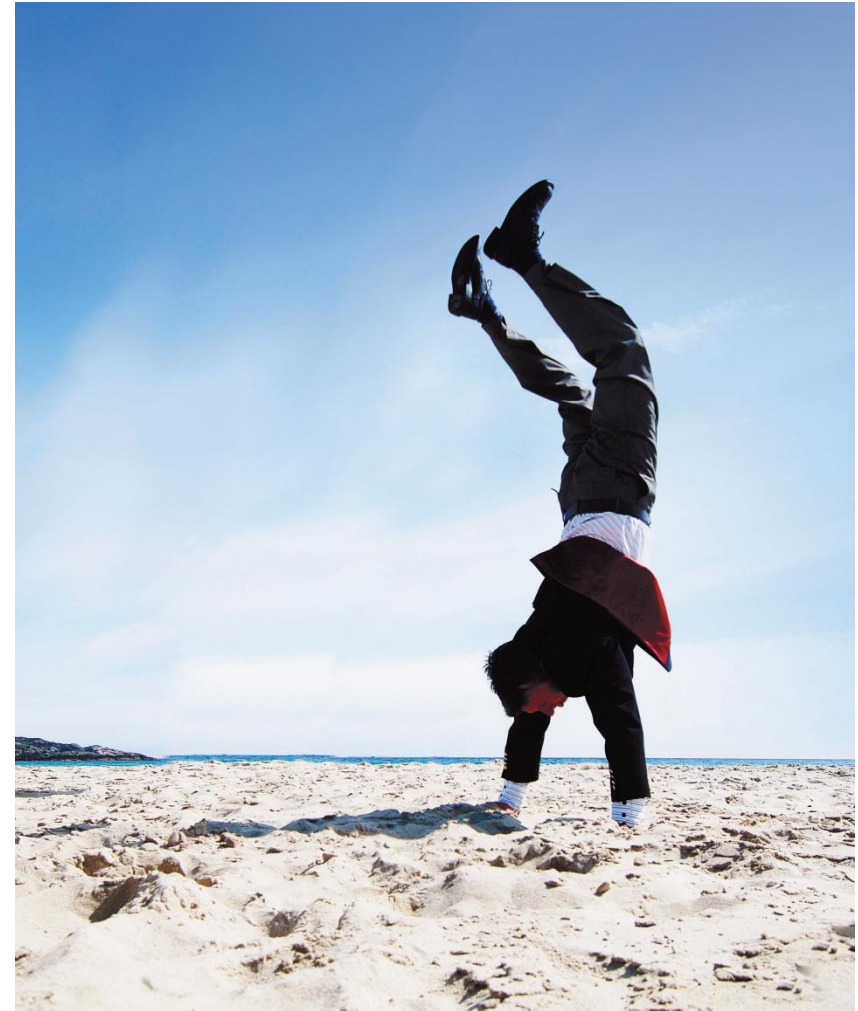
# High Potentials

## High Performers

Shows extraordinary results, performing better than peers

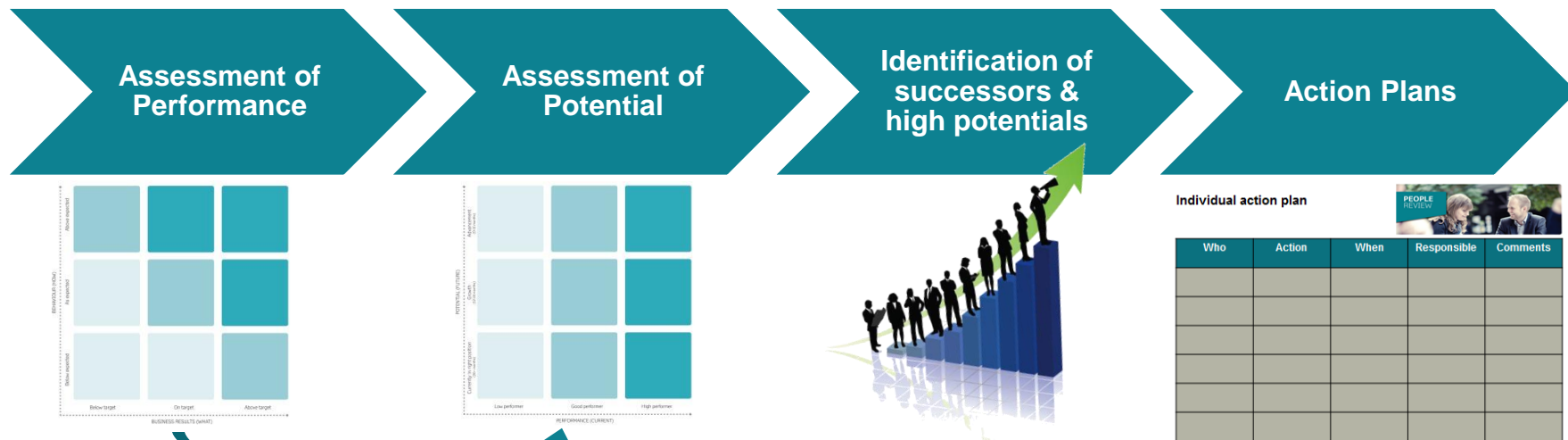
- and furthermore have...

- Ability
  - Learning ability
  - Competencies both IQ and EQ
  - Ability to lead you self
  
- Aspiration
  - Desire for influence and advancement at DONG Energy
  - Willing to walk the extra mile
  - Desire for development
  
- Engagement
  - Emotional commitment, cultural fit and belief in DONG Energy
  - Rational commitment, staying with DONG Energy develops my market value



# Overview of the People Review Process

## Where we identify our high potential talent



### Step 1: Performance

Performance is defined as the combination of business results and behaviour

### Step 2: Potential

Potential is defined as promotability

### Step 3: High Potentials & Successors

Overview of employees who are ready to take on a greater responsibility

#### Individual action plan



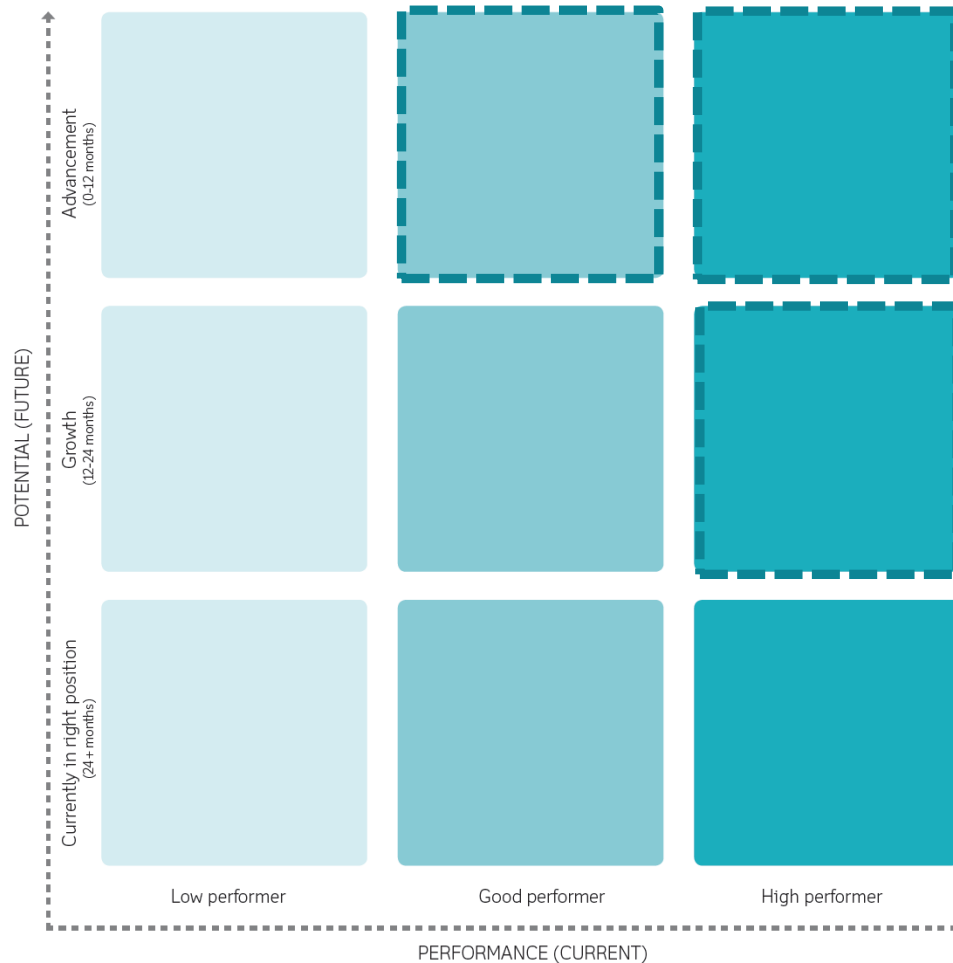
Who	Action	When	Responsible	Comments



### Step 4: Action Plan

Individual and Team Action Plans to ensure follow-up

# Identification of candidates for High Potential Programmes



High Potentials are defined as good or high performing employees with the ability, aspiration and engagement to take a new higher position within 0-24 months

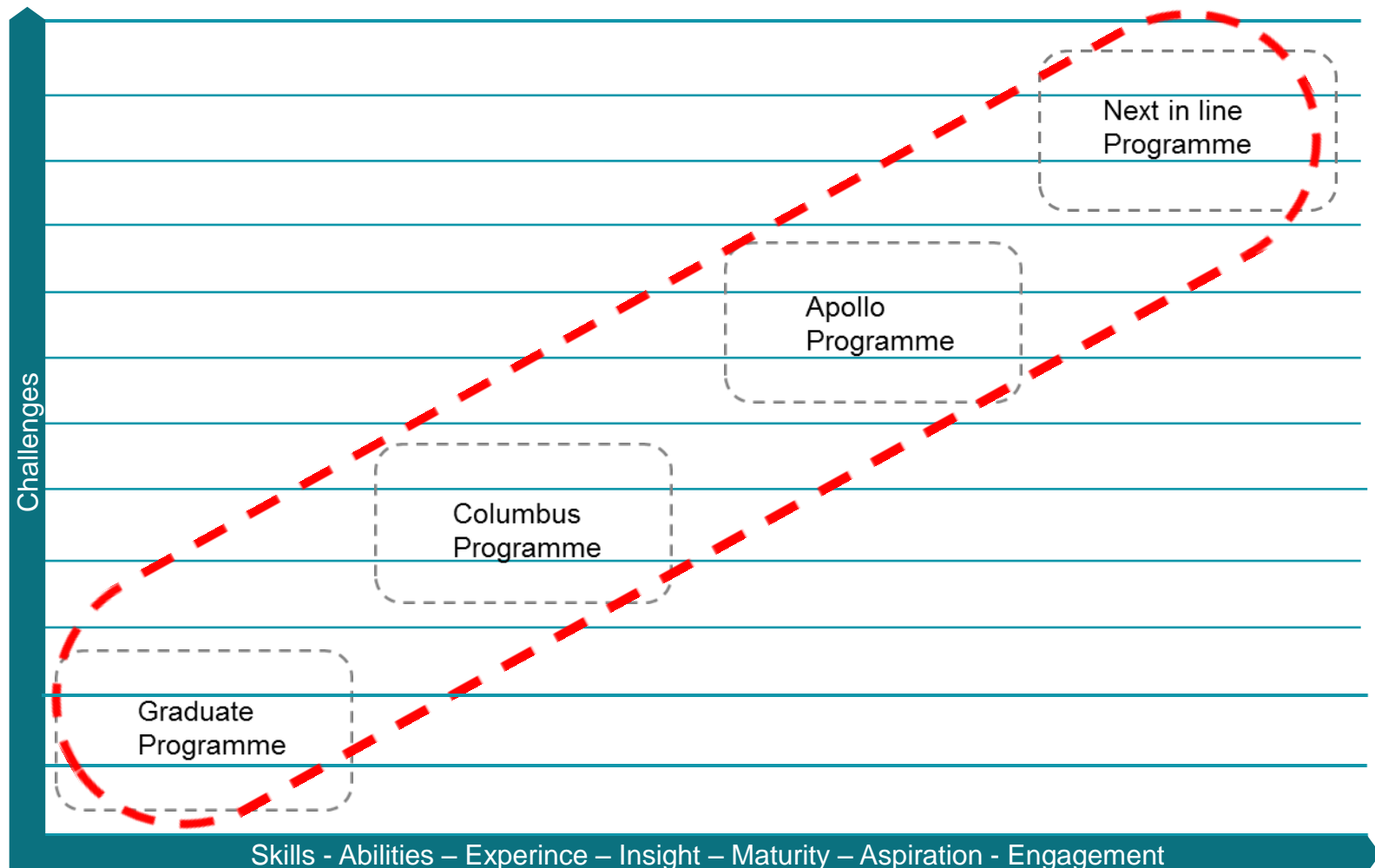
# High Potential Programme Overview

	General Management	Project Management	Specialist
Next in line Programme →	Senior Vice President		
	Vice President		
	Senior Director	Senior Programme Director	
	Director	Programme Director	Director
Apollo Programme →	Senior Manager	Senior Programme Manager	Senior Manager
	Manager	Programme Manager	Lead
Columbus Programme →	Team lead/Supervisor	Senior Project Manager	Senior
		Project Manager	Specialist
			Professional
Graduate Programme →	Entry Level		

Specialist Programme ←

**Focus areas for high potential development programmes**

# Talent Development Programme Overview





# Talent deployment to secure key Positions



## Business Impact

The impact a position has on the business performance of a department/function/BU

Low: Below average influence on business performance

Medium: Average influence on business performance

High: Above average influence on business performance

## Replacement Challenge

The difficulty with replacing current employee

Low: Difficulties finding a qualified candidate will be below average

Medium: Difficulties finding a qualified candidate will be average

High: Difficulties finding a qualified candidate will be above average

# A simple approach to talent development

## Leadership

Choose your lighthouse & stumble forward



## Resilience

Building resilience by gaining personal insight & staying 100% you



## Winning strategy

Build winning teams whilst staying consciously unique & uniquely conscious

