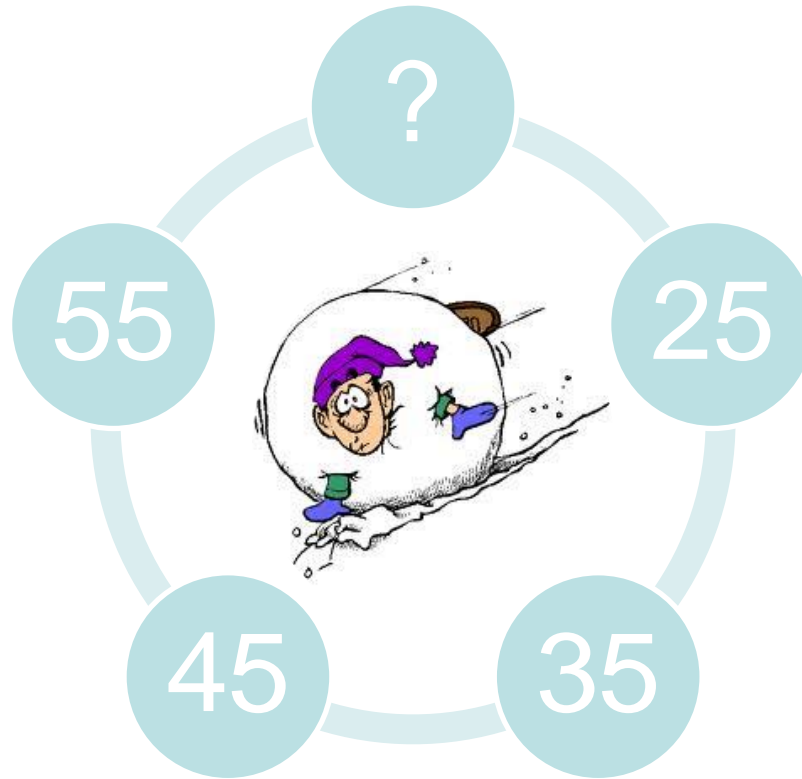


to have or not to have
TALENT
is that really the question?



Human Resources

Facilitating 'Talent development for future leaders & specialists'



Business Units

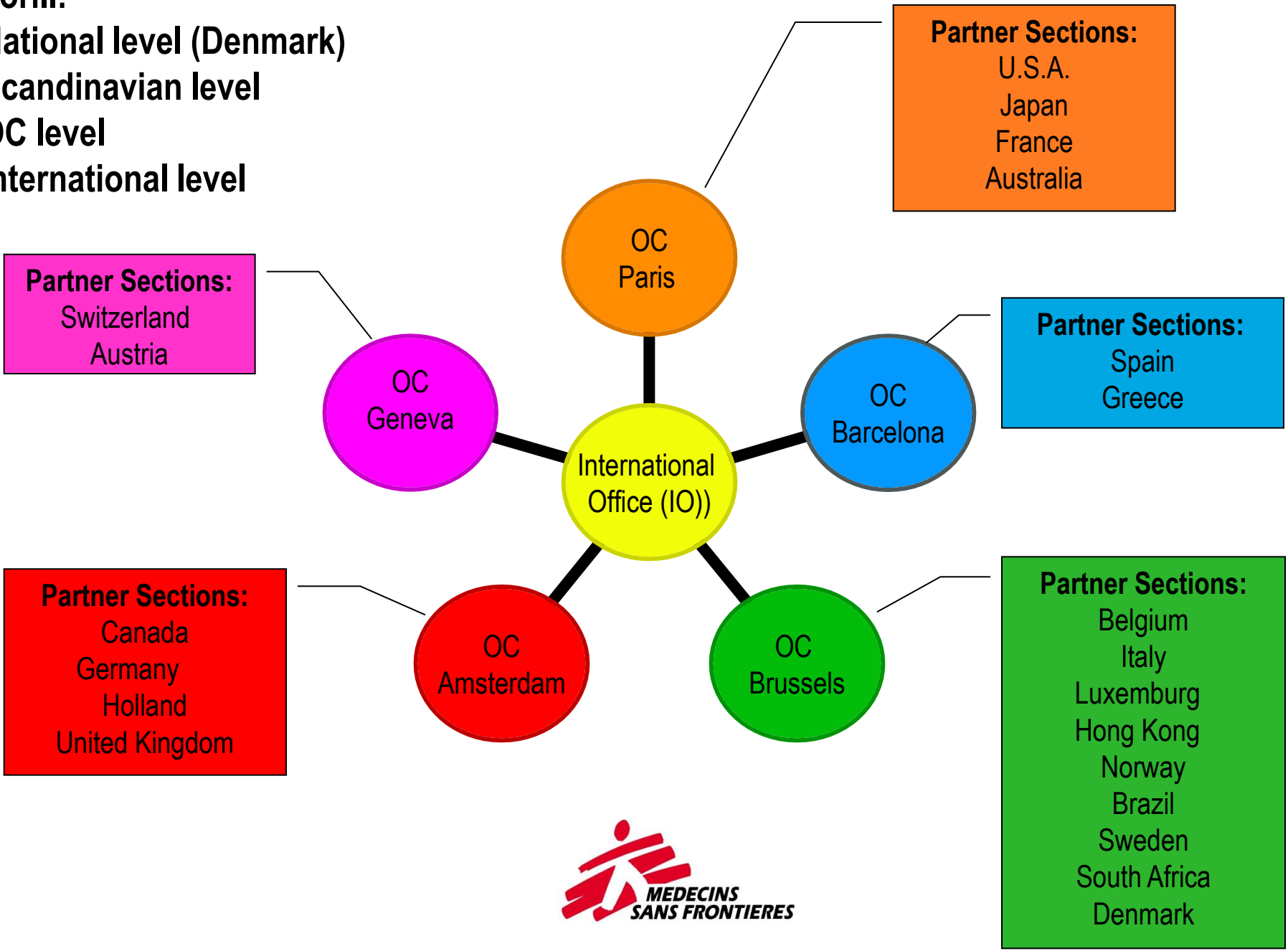
Participant in 'Talent development for future leaders & specialists'



Handelsbanken



Torill:
National level (Denmark)
Scandinavian level
OC level
International level





Commitment to principles	Ethics & Values	Leading through Vision and Values
Teamwork and Cooperation	Working in teams	Building and developing a successful team
Initiative and Innovation	Communicating information & ideas	Communication
Flexibility and Stress Tolerance	Self-management & Emotional intelligence	Change Management
Problem Solving and Action Orientation	Decision making	Drive for results

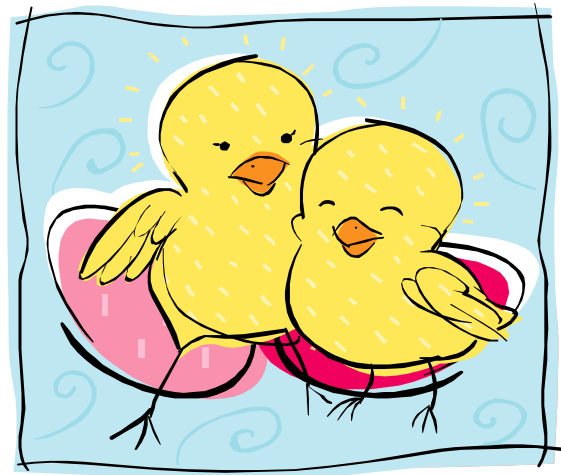
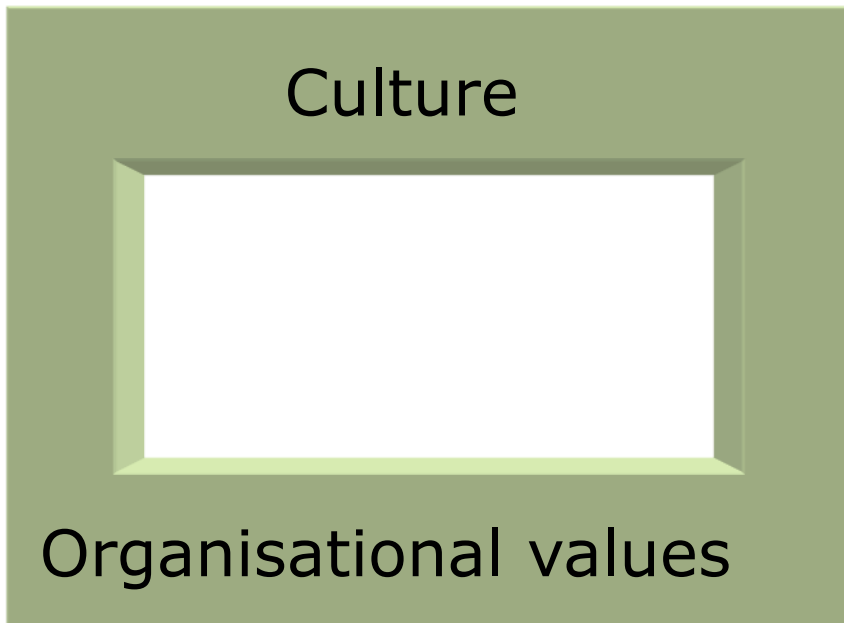
Henrik Holt Larsen, Talent Management:

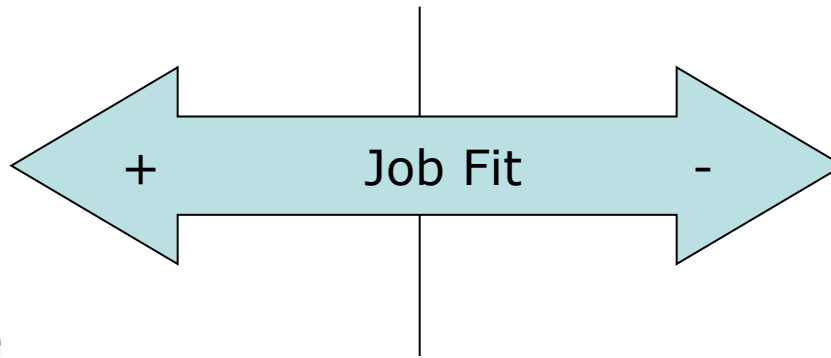
- Dilemma: Jo mere vi taler om kompetence, jo mindre rum er der til at tale om engagement
- Dilemma: Jo mere man planlægger og strukturerer en talent management indsats, jo dårligere bliver den til at håndtere tidens udfordringer, inkl. kaos
- Pareto-princip: 80 % af værdiskabelsen stammer fra 20 % af de ansatte
- MSF Case: Enhver, der slipper igennem assessment centret, er pr. definition klassificeret som et talent

"Haiti Earthquake: More than 8,000 MSF staff were mobilised to treat more than 358,000 patients."

"As 2010 comes to an end and MSF approaches its 40th year, it is clear that changing environments demand constant innovations, so that MSF can respond to the health needs of more people, more effectively."

"Hvorfor ikke gøre det modsatte?"





Performance Strengths

Performance Risks

Hogan Personality Inventory (HPI)

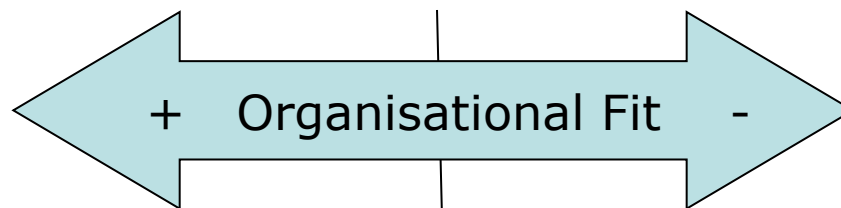
Hogan Development Survey (HDS)



Value Alignment or Compatibility

Value Misalignment or Incompatibility

Motives, Values, Preferences Inventory (MVPI)



“Values Report” – identifies core values

Recognition	Desire to be known, seen, visible, and famous.
Power	Desire for challenge, competition, achievement, and success.
Hedonism	Desire for fun, excitement, variety, and pleasure.
Altruistic	Desire to serve others, to improve society, and to help the less fortunate.
Affiliation	Need for frequent and varied social contact.
Tradition	Concerns for morality, family values, and devotion to duty.
Security	Need for structure, order, and predictability.
Commerce	Interest in earning money, realizing profits, and finding business opportunities.
Aesthetics	Interest in the look, feel, sound, and design of products and artistic work.
Science	Interest in new ideas, technology, and a rational and data-based approach to problem solving.

to have or not to have
PASSION
that is really the question

