

**Talent Management Day
ESCP Europe Paris
November 10th, 2016**

How to measure success in Talent Management?

Géraldine Segond, Deloitte

Deloitte.

Géraldine Segond, Partner and Deputy Talent Leader at Deloitte France presented the innovative performance management system implemented at Deloitte. The previous system consumed a lot of time and produced an inconsistent data on employees' skills. A new radically redesigned performance management system enables timesaving and better performance monitoring. It allows dialog between managers and employees and focus on performance improvement. On a daily basis, employees and managers communicate through "Check-ins" and coaching. Quarterly, "Performance snapshots", "pulse surveys" and talent reviews take place. Annually, decisions regarding compensation and promotions are taken. Thus, the new performance management system *fuel, see and recognize* performance..

Florian Fleischmann, HRForecast

 **HRFORECAST**

Florian Fleischmann is Managing Director of HRForecast, a company aiming at proposing solutions to strategic workforce and business planning through Big Data technologies and innovative HR analytics.

He presented the results of several studies, combining for example external labor market data, and internal workforce data to analyze the efficiency of HR practices. Another project highlighted the fact that team compositions of a bank can have a very strong effect on customer satisfaction and performance. Finally, HRForecast's analysis enabled a very precise description of how diversity (in terms of Gender) can impact team performance.

Christine Gourrion Memlouk, Société Générale

Christine Gourrion Memlouk, in charge of Executives Development Management described the talent management structure at Société Générale.

The system is twofold. First, it relies on an individual approach, with different talent pools according to seniority levels of employees. In parallel, there is also a positions approach, identifying key positions among the bank and forecasting succession planning.

**Domitille Bonneton & Stephanie Schworm, ESCP Europe
Claudia Fischer, Bombardier**

Domitille Bonneton and Stephanie Schworm, PhD candidates at ESCP Europe presented a joint study conducted with Bombardier.

This research aims at investigating the effect of a Graduate Talent Management Program on Internal Network Building, Career Success, Affective Organizational commitment and finally Talent Retention. The statistical analysis of the answers to a survey reveals that participation to the Graduate Program does lead to a better internal network, a better career success, a stronger commitment and a greater intention to stay. For the control group (employees who didn't participate to the program), the link between talent management practices, the building of an internal network, objective career success and intention to stay couldn't be established. This study shows the effectiveness of talent management programs on employee retention.

We thank very much the Société Générale Chair who sponsored the event. We also thank our guest speakers, and all participants who came to the conference.

We hope to see you all next year!

Maral Muratbekova-Touron & the Talent Management Institute

