

RH Tribune Congress Montreux

Ultra Lean Management

-
How less can be more?

Alain Goudsmet

May 2009

Effectiveness

Good results

Effectiveness

Efficiency



Good results

Effectiveness

Same results
Less efforts

Efficiency

Good results

Effectiveness



Same results
Less efforts

Efficiency

**Energy
Stock**

Good results

Effectiveness



Same results
Less efforts

Efficiency

Energy
Stock

Doing the
right things

Good results

Effectiveness

Doing the
things right



Excellence



Same results
Less efforts

Efficiency

**Energy
Stock**

**Doing the
right things**



Good results

Effectiveness

**Doing the
things right**

Better results
Same efforts

Excellence

Same results
Less efforts

Efficiency

Good results

Effectiveness

Energy
Stock

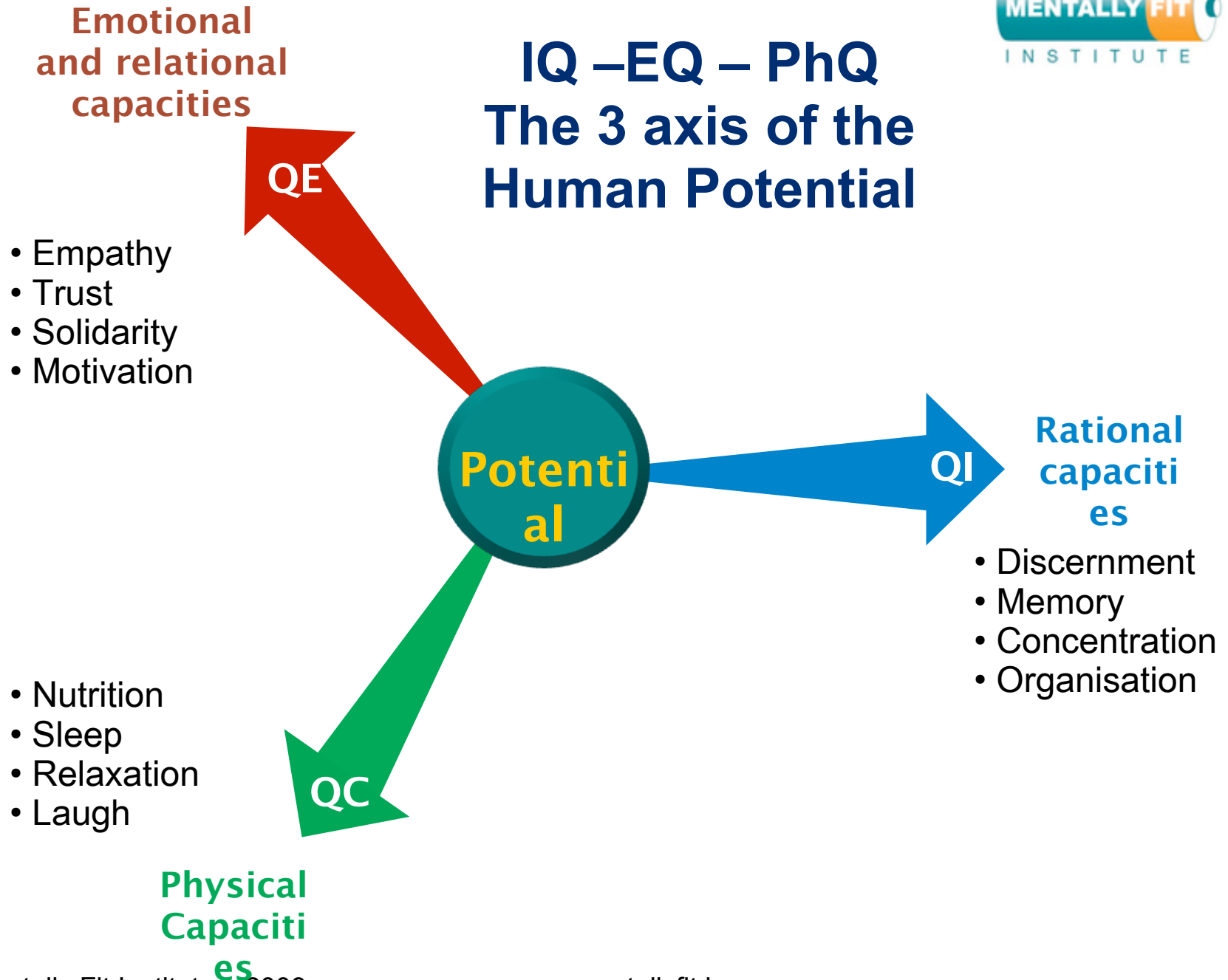
Doing the
right things

Doing the
things right

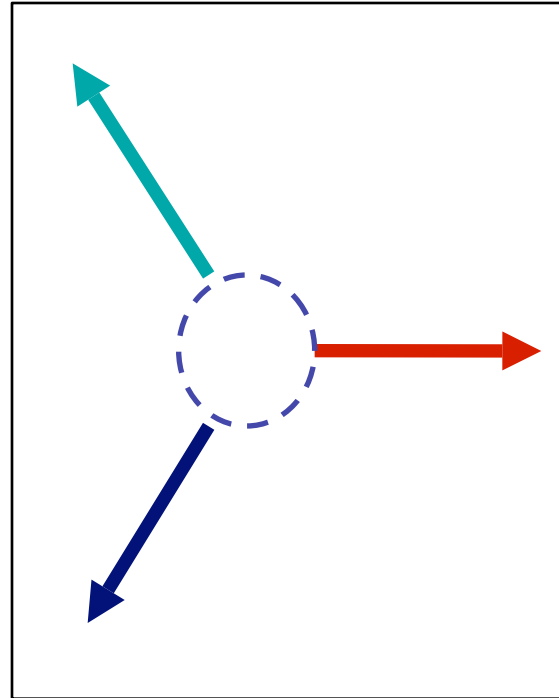


IQ –EQ – PhQ

The 3 axis of the Human Potential



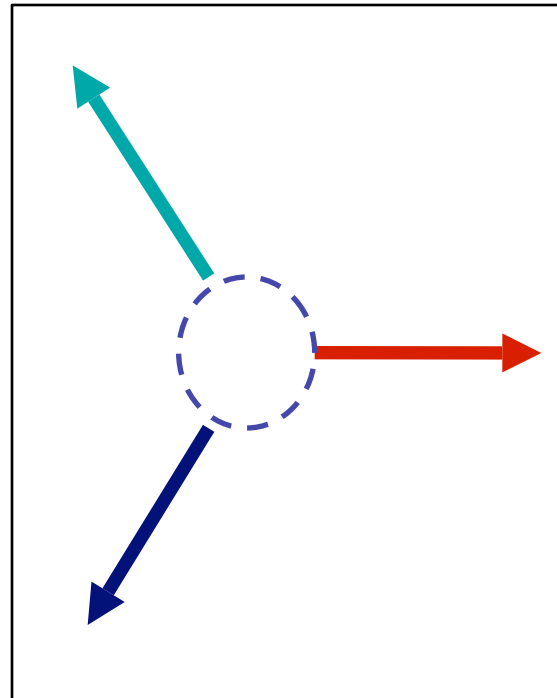
Talent & Competences



Talent & Competences

Talent

What I am (to be)
What I like to do
Innate
Not transmissible
Pleasure
Recognition
Development
Intuition



Competences

What I learn (knowledge)
What I can do (Savoir-faire)
Acquired
Transmissible
Effort
Remuneration
Training
Conscience

ULM Management

Into the future

- Employees will pick their employer : they will go where the project of their life will match your company's project.
- The authoritarian IQ and pyramid-shaped management has disappeared.
- The hierarchy is flattening; talent makes authority
- One individual cannot have all talents : to find synergies in between people will be the key success factor.
- With their freelance status, the talented people are no more your employees but your partners.

ULM & Talent Management



CFO job description (Chief Talent Officer)

- Talent Sourcing & Acquisition
- High Potentials Stimulation
- Organizational Efficiency
- Hot Line Communication
- Direct Feedback Culture
- Performance Metrics System
- Talent Assessment Tool
- Wellness & Energy Facilities
- Talent Analytic
- Reward, Recogn. & Compens.
- Leadership & Bridging Dvlt
- External Executive Coaching
- Internal Senior Mentoring
- Diversity Management
- Knowledge Management
- Collective Intell. & Effectiveness

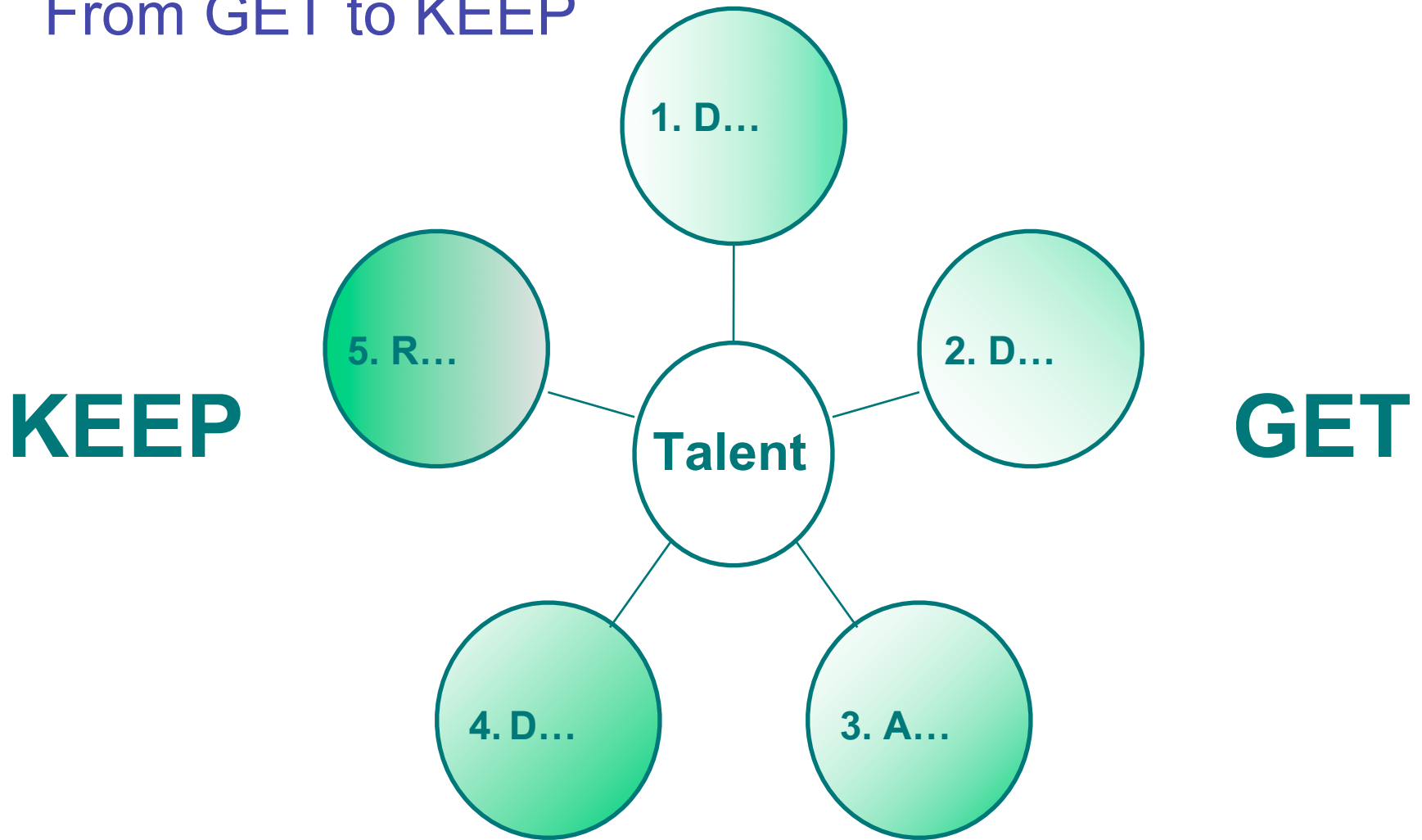
Talent Management

From GET to KEEP



Talent Management

From GET to KEEP



Talent Management

Potential

Everybody has potential. The potential is turned into talent when...

High Potential

A high potential is someone with...

Champion

Champions are recognized not just for ...

***If each of us hires people
smaller than we are,
we shall become a
company of dwarfs.***

David Ogilvy