

Leadership Must – Wins in the economic downturn

Best Practices for HR professionals



Economic crisis or crisis of confidence?

1

International Survey findings

Best Companies for Leaders

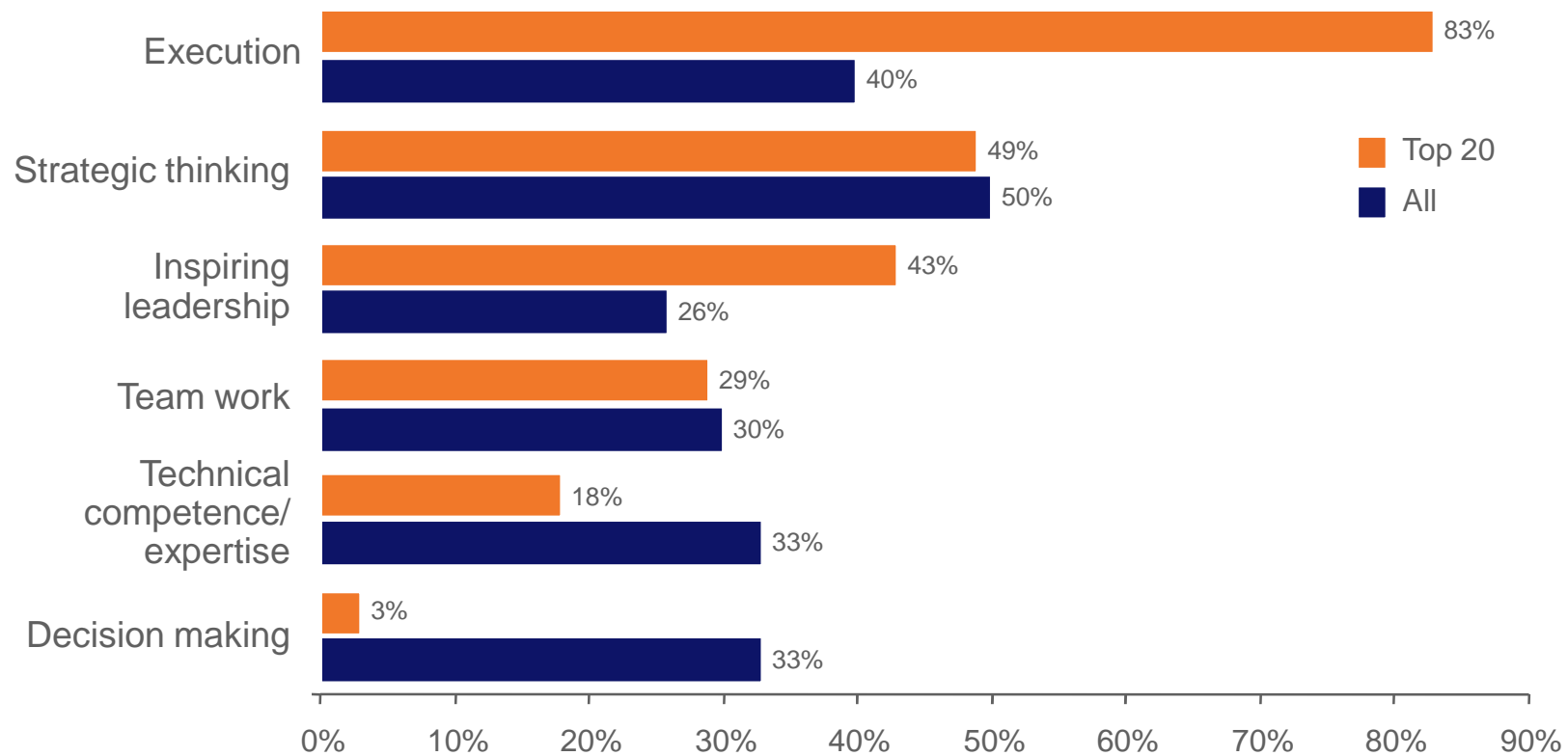
Top 20 Best Companies for Leaders	
1. 3M Company (15)	11. Nokia
2. Procter & Gamble (2)	12. Accenture Ltd.
3. General Electric (1)	13. FedEx
4. Coca-Cola (5)	14. Infosys Technologies Ltd.
5. HSBC Holdings (14)	15. McDonald's Corporation (18)
6. ABB	16. Caterpillar
7. Southwest Airlines	17. American Express
8. IBM	18. Cisco Systems
9. Hewlett-Packard (10)	19. Oracle
10. PepsiCo (7)	20. Intel Corporation

Figure in () indicates previous year's ranking

Source: Best Companies for Leaders study

What do organizations value in leaders?

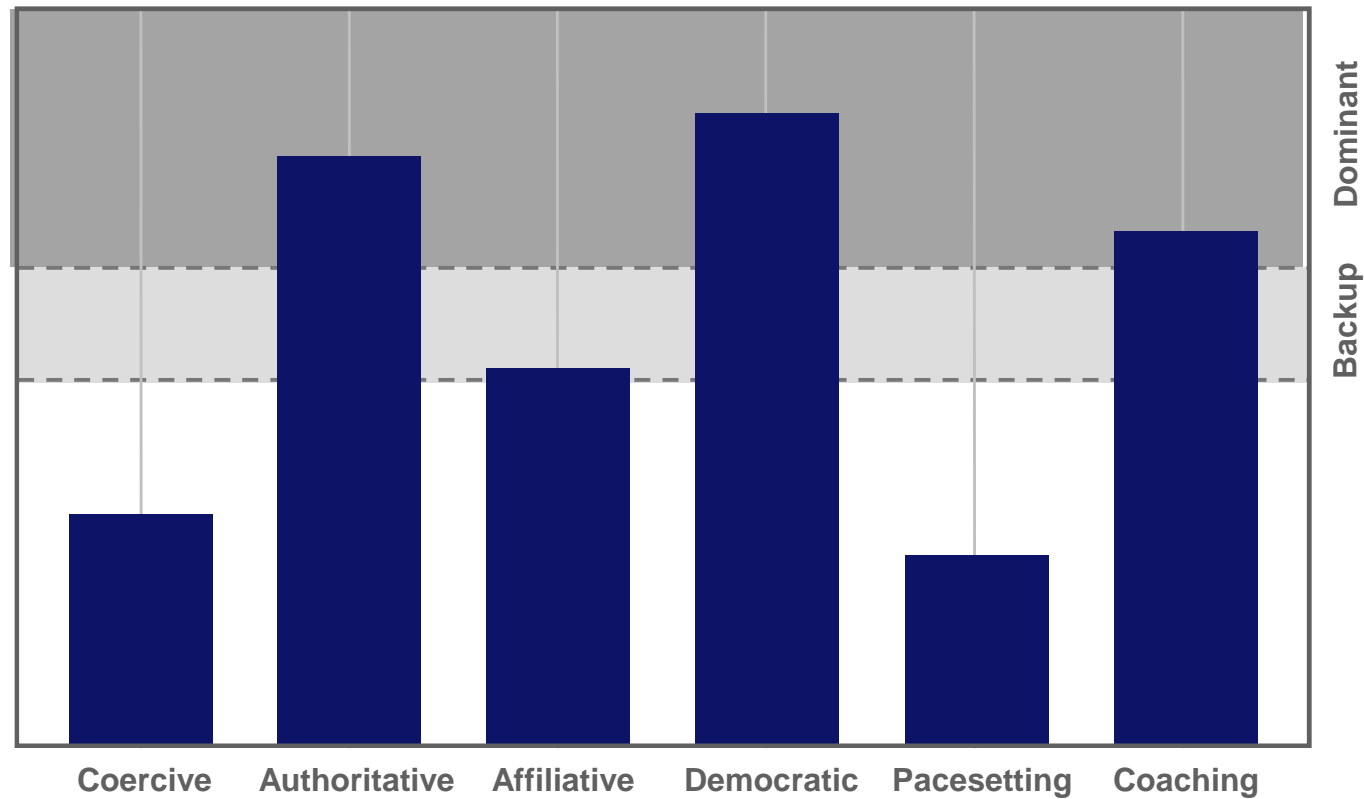
Best in class organizations value execution



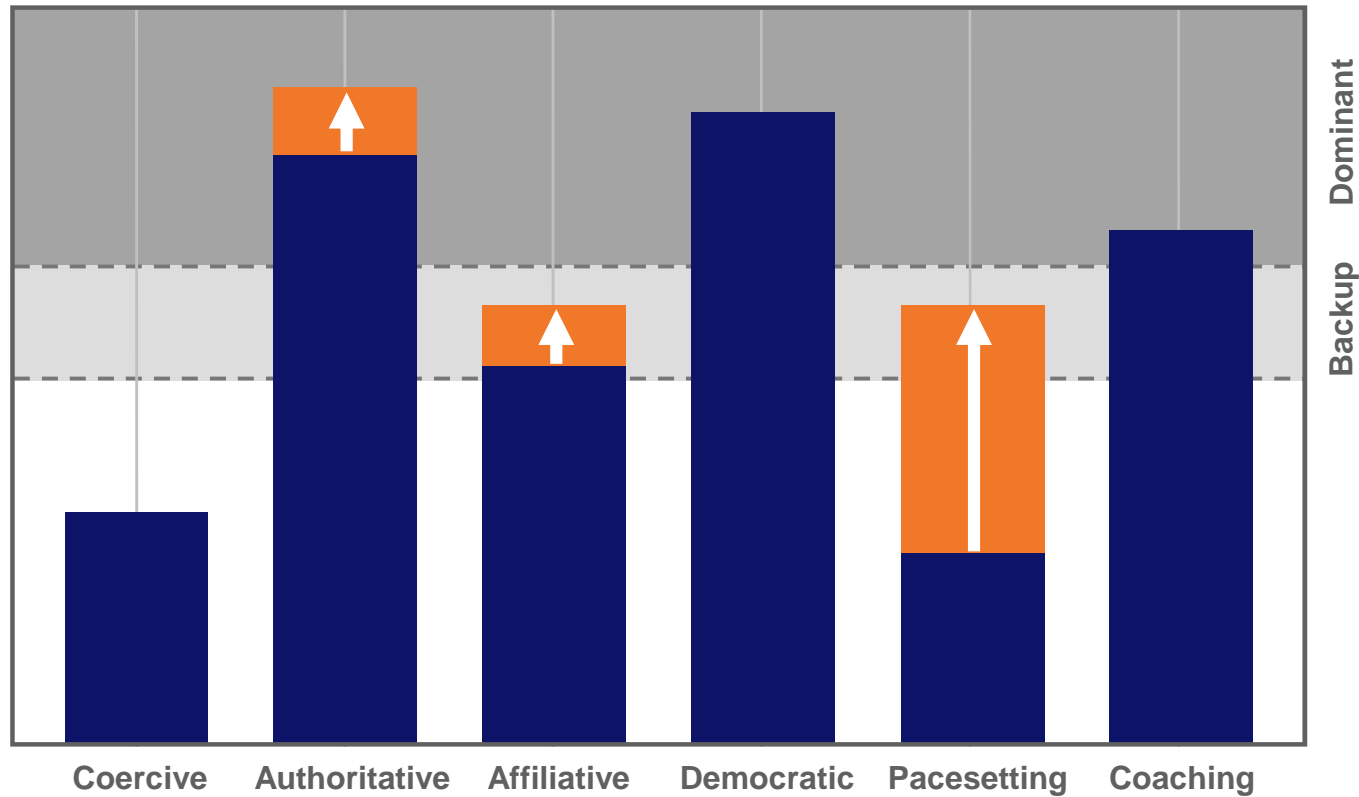
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Best leadership practices

Effective leadership styles in normal times

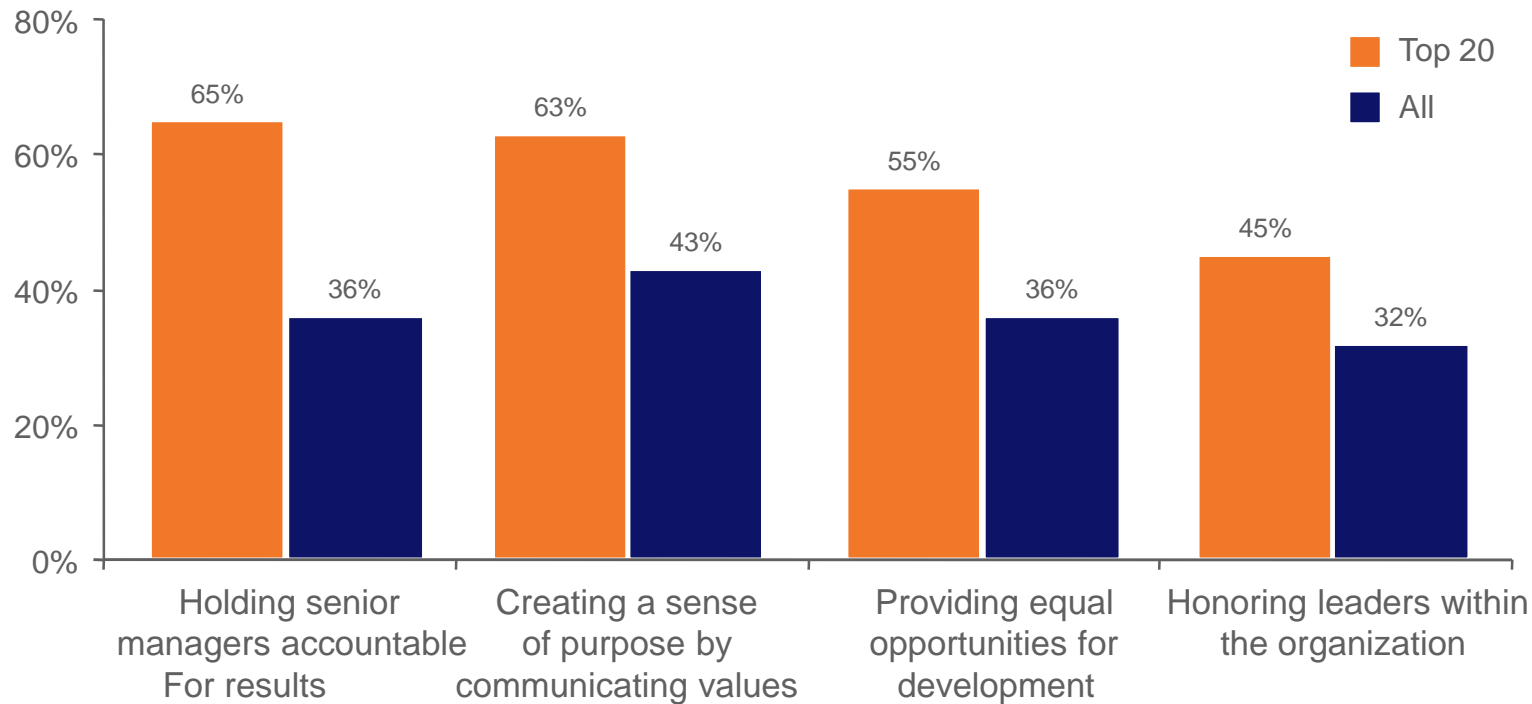


Effective leadership styles in tough economic times



What practices do organizations use to engage and motivate their people?

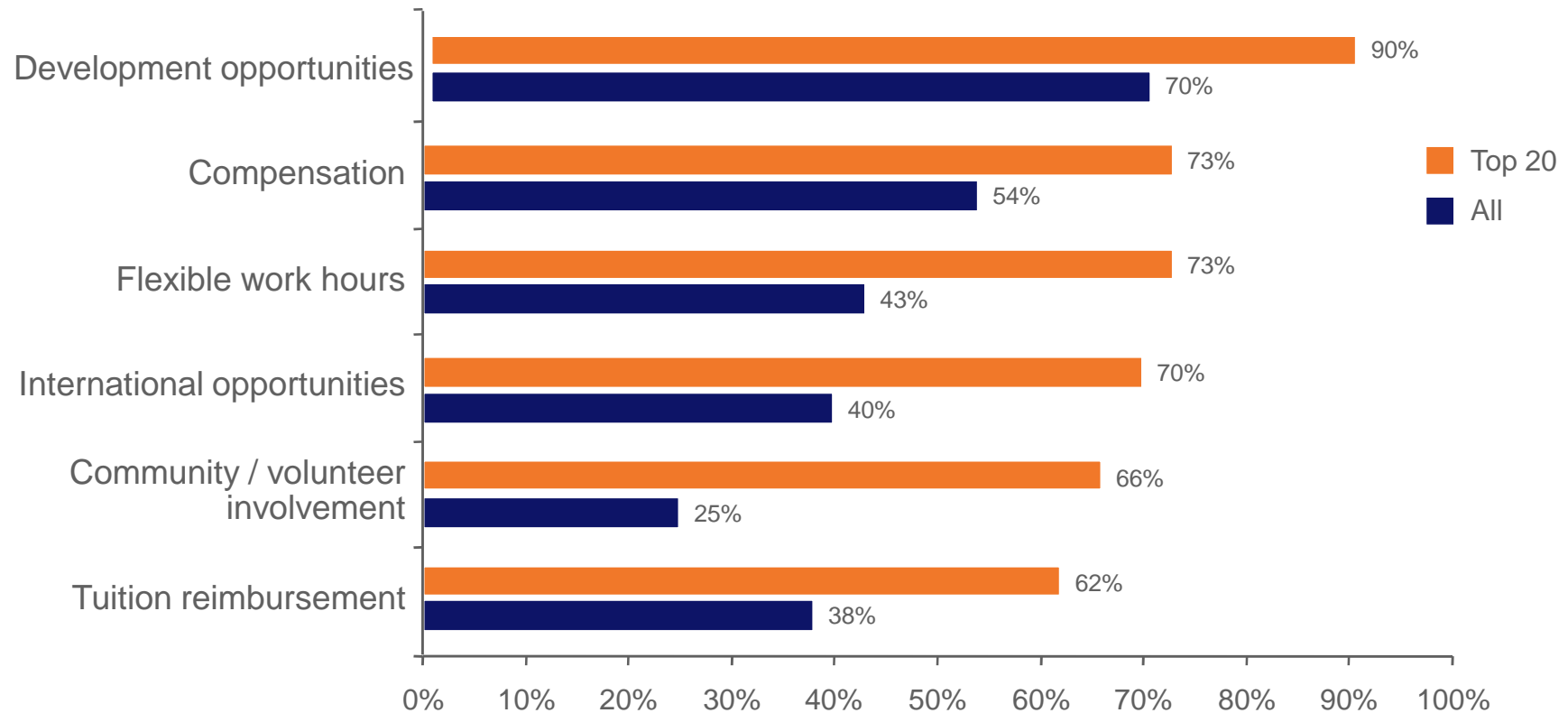
Best in class create clarity, encourage development, drive accountability and recognize successful leaders



Source: Best Companies for Leaders study

Tactics used to attract and retain younger leaders

Best in class deploy a wider range of attraction and retention activities



Source: Best Companies for Leaders study

3

So, what do we do?

HR Must Wins in the downturn (1)

Counsel your line managers to find smart solutions to optimising performance.

Make cost/benefit scenarios, and implementation plans.

Do you know your added value processes? What are your mission-critical jobs?

HR Must Wins in the downturn (2)

Leadership is about **clarity & accountability.**

Are your people clear on the company's **must win battles and what it means for them?**

HR Must Wins in the downturn **(3)**

Don't just CUT your training budget!

Chose leadership programs that are business and “crisis” oriented.

How do you build your management and customer management skills?

HR Must Wins in the downturn (4)

Hold on to your **best people**. Talent management is not dead!

Do countercyclical **investments!**

Do you know who your **top people** are? Are they part of your **business model?**

HR Must Wins in the downturn (5)

**Reprioritize your pay policy. Re-balance your
pay mix.**

**Link with performance and “accelerators”
Focus on “perceived value”.**

**Are you effectively communicating the
value of your programs?**

HR Must Wins in the downturn (6)

Focus on improving your **organisation's climate.**

This is key for **sustained**, profitable performance.

How well are you prepared to maintain high energy levels, trust & a genuine performance climate?

HR Must Wins in the downturn (7)

Get up, walk out of HR, and talk to the people running operations...

Line managers now want (more than ever) solutions and creative ideas!

This is an opportunity to demonstrate your added value!