

HEALTH WEALTH CAREER

THE GREATEST NEED FOR LEADERS TODAY IS A GLOBAL MINDSET

FIND OUT HOW TO
GET IT AND BEAT
YOUR COMPETITION



MAKE TOMORROW, TODAY



WHY MERCER

Mercer has extensive experience in working with corporations everywhere, whether global, national, or government-owned. This experience, in combination with our comprehensive research, demonstrates an ever-increasing need for leaders with a global mindset and an understanding of cultural and geographical sensitivities. These capabilities are now a must-have for modern businesses, as traditional leadership competencies are no longer sufficient to deliver success. We help organizations build leaders for today's world who can operate and excel in the diverse, dynamic, and interconnected workplace.

ARE YOUR LEADERS ABLE TO CREATE NEW VALUE IN TODAY'S CONSTANTLY CHANGING AND GLOBALLY CONNECTED WORLD?

Global leadership is no longer the preserve of expats or senior executives. A global leader is anyone who works across geographic and cultural boundaries. Global leaders can be found at the most senior levels or at the front line of your organization. Even early career professionals are working regionally and globally, interacting with an increasingly diverse range of colleagues and customers. This means that a wider cadre of leaders must develop the unique skillset necessary for global leadership success.



GLOBAL TALENT AND LEADERSHIP STRATEGY

WHAT DO YOU NEED?

We help our clients:

Define the need

- Identify the optimal quantity, quality, and location of critical talent, including forecasting of current and future global leadership needs.

Formalize your leadership and mobility strategy

- Outline your organizational philosophy for identifying, assessing, and developing future global leaders.
- Set up a best-in-class mobility infrastructure to support global talent pools.

Create success profiles

- Define what success looks like, including competencies, attributes, experiences, and motivators.

Featuring ...

Mercer's set of strategic workforce planning and analytics tools

- **Internal Labor Market Analysis**[®] that examines the flow of people into, through, and out of your organization over time.
- **External Labor Market Analysis**[®] that evaluates labor supply and demand at local, regional, and global levels.
- **Business Impact Modeling**[®] that identifies and models the workforce characteristics and management practices that are the strongest drivers of business outcomes.
- **Human Capital Scan**[®] that provides an overall picture of leadership opportunities in your talent strategy.



GLOBAL LEADERSHIP ASSESSMENT

WHAT DO YOU HAVE?

Quantify the gaps

- Analyze the size and engagement as well as capability of your existing pipeline against current and future requirements to determine whether there are gaps in your global leadership bench.

Measure performance

- Understand the current strengths and development areas of your leaders, at both individual and aggregate levels, especially with regard to possessing a Global Mindset.

Identify high potentials

- Determine which of your high performers have the potential to succeed in more challenging roles, and uncover hidden gems to provide differentiated and accelerated development for your leaders.

Assess readiness

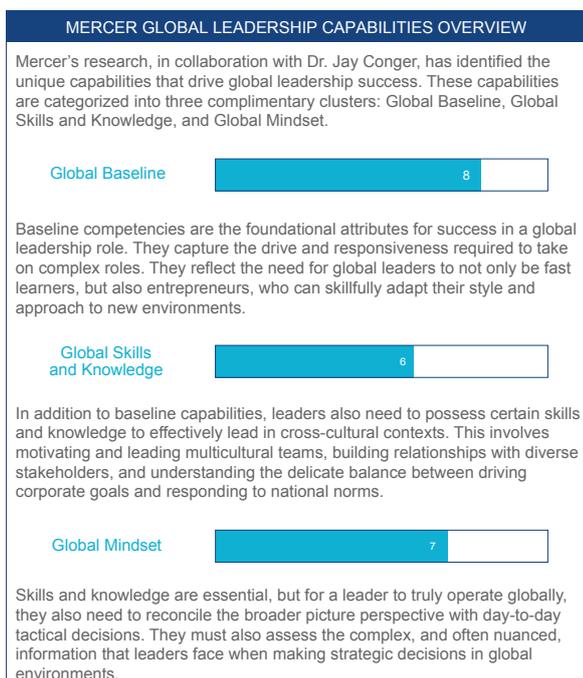
- Determine who from your global talent pool is ready to take on a new challenge, and apply the same rigor to succession as to pre-hire assessments to maximize performance.

Featuring ...

Mercer's Global Leadership Assessments

Gain insights into potential of your leaders along with feedback on their behaviors in action.

- **Global Leadership Profile** self-assessment that measures a leader's potential to operate in today's fast-moving, interconnected, and globally diverse workplace, based on 10 dimensions identified as critical factors for global leadership success.
- **Cross-cultural awareness and competence tools** that provide insights into how attitudes and style preferences affect behaviors and outcomes when working across borders and with diverse teams.
- **Global leadership 360** that provides insights into how leaders are acquiring culturally relevant skills and adapting their behaviors to respond to the needs of a diverse team profile.
- **Regional Leader Simulations (virtual)** that emulate the challenges inherent in working in a global, matrixed environment and test a leader against the ambiguity associated with global leadership.



SOURCE: RW3 CULTURE CALCULATOR

GLOBAL LEADERSHIP DEVELOPMENT

HOW DO YOU STRENGTHEN?

Build the bench

- Create a strategic plan for individual and group development to close the skill gaps in your global leadership bench.

Enhance leadership effectiveness

- Deliver on the plan to strengthen the capabilities of your current leadership through individual and group development interventions, and ensure the next generation of global leaders is ready to contribute when and where you need them.

Accelerate team performance

- Focus not only on enhancing individual performance but also on ensuring that teams in your organization are working together locally and virtually to drive business outcomes.

Featuring ...

Mercer's individual and group development portfolio

- **Leading to Transform**, a two-day fully immersive simulation that develops leaders' ability to think strategically, influence dynamically, and lead change within a global context.
- **ACT Model** developed in partnership with leading organisations helps build a high performing team and provides tools to support team alignment and execution.
- **Executive Coaching**, a tailored approach that helps identify leadership development opportunities and stimulates behavior change.
- **Strategic Talent Management workshop** that leverages the Mercer Talent Game in a one-day interactive session to enhance leaders' skills in making effective people decisions.

MERCER'S LEADING TO TRANSFORM IMMERSIVE SIMULATION

SETTING STRATEGY

Develop strategy in a global setting, focused on **innovation** to take advantage of external trends and achieve maximum value.

INFLUENCING STAKEHOLDERS

Identify, engage, manage, and leverage key stakeholders **across different cultures** to gain buy-in and support for key initiatives.

MANAGING EXECUTION

Ensure disciplined execution across borders, including how to manage and motivate **virtual, diverse teams**.

LEADING CHANGE

Act as a driver, agent, and champion of **transformational** change across the organization.



GLOBAL LEADERSHIP SUCCESSION

HOW DO YOU DELIVER?

Build the infrastructure

- Design a global career framework that enables you to build a through-flow of capable leaders.
- Establish destination roles and advancement opportunities for talent along with promotion criteria.

Enhance talent decision-making

- Bring rigor and decision science to the succession process by drawing on assessment data to make informed talent choices.
- Support leaders in actively managing talent across the organization and develop their readiness to consider lateral moves, including global assignments, as part of your succession management process.

Manage your pipeline

- Track talent and talent decision-making through the use of workforce analytics and talent review governance to manage your talent pipeline.
- Develop a technology solution to drive succession best practices, streamline your process, and establish a global talent pool.

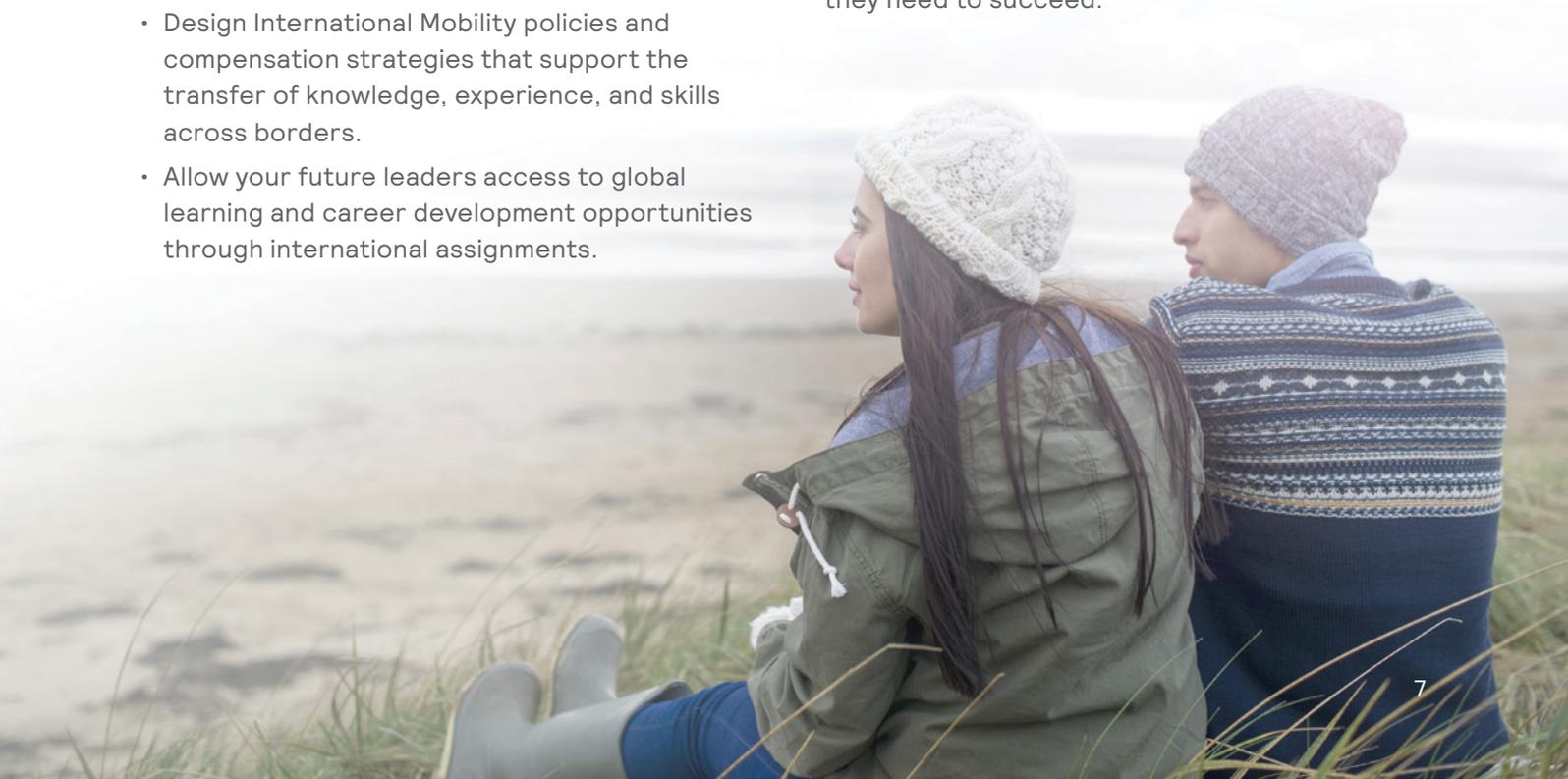
Develop local leaders in your key markets

- Design International Mobility policies and compensation strategies that support the transfer of knowledge, experience, and skills across borders.
- Allow your future leaders access to global learning and career development opportunities through international assignments.

Featuring ...

Mercer's offerings

- **Strategic Workforce Planning** that forecasts risks; finds the right balance of quantity, quality, and location of critical talent; and pinpoints internal supply of and demand for critical skills and roles under multiple business scenarios.
- **Career Frameworks** that help outline career levels and job families within an organization and clarify how the levels reflect meaningful differences in impact and career progression.
- **Career View App** that empowers employees to directly navigate career progression opportunities within the organization and helps employers leverage talent from within.
- **Mobility Policy Segmentation** that helps organizations build policies and compensation strategies for developmental assignments.
- **Technology implementation support** for HRIS applications.
- **International Assignee selection.**
- **Cultural Training Passport™** that provides leaders working abroad in diverse cultural environments the tools and local information they need to succeed.





TALK TO MERCER TODAY

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