ENABLING SUSTAINED EFFECTIVENESS BY ALIGNING CULTURE AND STRATEGY

Do you agree that talent management implies that companies are strategic and deliberate in how they source, attract, select, train, develop, retain, promote, and assign employees throughout the organization?

Organizations are increasingly exposed to a multicultural environment. The employee and customer base around the world and in your home market is becoming more and more diverse amongst others because of shrinkage of local workforces and increased cross-cultural migration of workers. While cultural diversity may present challenges, above all it provides opportunities for synergy and growth. Diversity is a competitive advantage and sustainable responsiveness-to-change enabler, if managed well. Leading companies and not-for-profit or general purpose organizations are implementing global talent management strategies to institutionalize that advantage and responsiveness.

Talent management is about using strategic human (re)source planning to improve business value and to make it possible for companies and organizations to reach their goals. Research done on the value of talent management consistently uncovers benefits in these critical economic areas: revenue, customer satisfaction, quality, productivity, cost, cycle time, and market capitalization.

Itim International helps organizations develop multicultural talent management strategies and navigate from local presence to true multicultural and global effectiveness.

Do you feel talent management is increasingly complex in a work environment that is progressively multicultural?

How and where do I find, develop and retain the right talents for my multicultural organization?

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**Itim International provides global talent development solutions to cover a wide variety of topics including support for:**

- Job Profiles
- Recruitment
- Selection and Assessment
- Succession Planning
- Performance Improvement
- Teambuilding
- Leadership and Management Development
- Employee Retention

**THE GLOBAL TALENT MANAGEMENT TEAM**

The global talent management team consists of psychologists, sociologists, entrepreneurs and business leaders that offer a unique blend of expertise on human resource issues. Their talent to listen, observe, motivate and ultimately reveal global human capacity has helped international teams and individuals at OPCW, Hexion, Omron, NATO, Alstom, VDL Steelweld, Foseco, Nyenrode University and others to be more effective in the global arena. Candidates, high-potentials, senior managers preparing for global assignments or adapting to a new multicultural environment, international or domestic, can be assessed, trained, advised, counseled and coached to become colleagues with a thorough understanding of the cultural dimensions of their work and organization.

**SERVICES**

Our services include the following stepping-stones; each tailored to the specific talent development requirements of our clients:

**TALENT MANAGEMENT STRATEGY CONSULTANCY**

- Reviewing organizational strategy
- Researching the internal and external labour market
- Assessing existing and planned sources
- Identifying future competence needs, demands, and gaps for succession and source planning
- Modelling the existing workforce against a hypothesis
- Defining workforce requirements
- Developing a sourcing strategy with the organization and engaging it with business
- Implementing, measuring, and integrating the plan with other processes
INTERCULTURAL ASSESSMENT AND DEVELOPMENT CENTRES

The virtual or face-to-face assessment centre is available to measure current intercultural effectiveness and functional fit, and identify areas of improvement to develop global and or local multicultural effectiveness. The centres will help understand natural capabilities as well as current competencies in the context of a culture specific assignment or multicultural environment.

Using our own tools as well as those of renowned intercultural assessment tool providers, Itim International will develop a unique tailor-made profile for the function or assignment against which the candidate will be tested on:

- Cognitive abilities
- Behavioural traits
- Professional interests
- Intercultural competencies

In addition to the aforementioned tests the centres may also include:

- Interviews
- Language Skills Tests
- Technical Knowledge Assessments
- Structured Interviews
- Role Plays
- Cultural Values Assessment
- Tests to Check the state of Intercultural Readiness
- Organizational and or Team Culture Fit Tests
- 360 Internal Reference Checks
CULTURAL COMPETENCE DEVELOPMENT
In order for the participants to deepen their understanding of the cultural context, they will enjoy a lively and highly interactive cultural awareness seminars, cultural sensitivity and empathy workshop and cultural skills development courses on intercultural management, focusing on subjects and cultures relevant to their personal and professional development.

TEAM AND PERSONAL COACHING PROCESSES
Based on the outcome of the previous activities a gap analysis will provide competency levels, strengths, development needs and behaviour patterns. Together with clients, Itim International will draft a Return On Investment plan. Outcomes are measurable. Subjective and preconceived notions will be minimized.

Itim, together with the client, will create a growth path to acquire the necessary competencies for successful adaptation to the designated cross-cultural, transcultural, and intercultural or multicultural environment. Follow-up activities may include personal (on-the-job) coaching, supervisor coaching and competency-based training. Repeat measurement will be offered to monitor development.
Team Leader

Sjaak Pappe MA BAA is one of the senior consultants of the Itim Group and joined the company in 1999 after being a client of Itim for ten years. During his international career he learned that respecting and managing cultural diversity among nations, organisations and professions, gives organisations a competitive edge.
Jan Vincent is a social entrepreneur, moderator, (personal) coach, and policy advisor intercultural affairs. He focuses on meeting bottom-line targets and achieving social impact. Together with Itim he provides personal coaching, training and workshops on intercultural management. Jan Vincent has extensive experience in the public, health, educational and commercial sectors.

Fernando Lanzer joined the Itim network in 2007, though he had close contact with Itim since 1994. Until recently he was the Global Head of Leadership Development & Learning for ABN AMRO, based in Amsterdam. He is a chartered Psychologist and holds a Post Graduate degree in Organization Development from the Federal University of Rio Grande do Sul, in Brazil. Fernando has published “Take Off Your Glasses” in 2012.

Jussara is a senior consultant for the Itim Group. She is a Psychologist with a degree from the Pontificia Universidade Católica do Rio Grande do Sul, specialized in consultancy by the ‘Foundation for the Development of Human Resources’ of Rio Grande do Sul and also has a degree in HR Administration by Fundação Getúlio Vargas, of São Paulo. She holds two post-graduate degrees in Group Dynamics and coaching, in Brazil and The Netherlands.
Ruddy Swinnen is a senior consultant in international talent development and coach in personal and professional growth. He has a Master in Business Psychology from the Free University of Brussels, holds post-graduate degrees in coaching, counseling, NLP and specialized in team coaching and intercultural management. Ruddy gained international experience as an entrepreneur and expat, and supports managers and executives in Europe, China, Hong Kong, Singapore and India.

Tom Fadrhonc joined Itim after he managed international teams for Nike as General Manager and member of the Europe Middle East and Africa Leadership Team. He made many mistakes as he felt that cultural differences are history. Since 2008 he advises international businesses, sports teams and universities on how to manage across cultures. He believes that cultural differences are an advantage for any organization.

Masako Kato is a senior consultant of Itim international/Itim Japan. Originally from Japan, she spent a few years of her childhood and student time in the USA. She holds a Master's degree in International Relations from the Sophia University in Tokyo. After her studies, she moved to the Netherlands and worked for Fujifilm at various Human Resources Management functions.