## Index

2020 Vision, 135–137

<table>
<thead>
<tr>
<th>A</th>
<th>2020 Vision, 135–137</th>
</tr>
</thead>
<tbody>
<tr>
<td>accessibility, 30, 32</td>
<td>looking to the future, 199–200</td>
</tr>
<tr>
<td>actionability, 31, 33</td>
<td>turnover, 196–198</td>
</tr>
<tr>
<td>Aitken, Greig, 108, 110, 111; Royal</td>
<td>analytical capability, 125–126</td>
</tr>
<tr>
<td>Bank of Scotland, 204, 205, 206, 208, 210</td>
<td>analytical sophistication: assessing, 13–14</td>
</tr>
<tr>
<td>alternative explanations, 8</td>
<td>analytics: and decision making, 22–24</td>
</tr>
<tr>
<td>American Express, 185, 186.</td>
<td>at each phase of the talented life cycle, 9</td>
</tr>
<tr>
<td>See also Ameriprise</td>
<td>in logic-driven analytics, 7–11</td>
</tr>
<tr>
<td>Ameriprise, 6, 185, 221, 225, 227</td>
<td>talent analytics, 19–22</td>
</tr>
<tr>
<td>beyond justifying HR, 198–199</td>
<td>application architect, 176</td>
</tr>
<tr>
<td>bringing focus to the HR function, 187–193</td>
<td></td>
</tr>
<tr>
<td>bringing in a non-HR expert, 193–195</td>
<td>Berman, Walter, 195</td>
</tr>
<tr>
<td>getting the HR basics right, 185–187</td>
<td>Beyond HR (Boudreau and Ramstad), 95–96</td>
</tr>
<tr>
<td>HR Products-and-Services Model, 189</td>
<td>bin Ibrahim, Che’ Mohamad Izmi, 162–163</td>
</tr>
<tr>
<td>Kano model, 192</td>
<td>Bittlingmaier, Torsten, 22, 23</td>
</tr>
<tr>
<td>lessons learned, 201–202</td>
<td>BLR, 193</td>
</tr>
<tr>
<td>linking HR products and services to</td>
<td>Boeing, 35</td>
</tr>
<tr>
<td>shareholder value, 190</td>
<td></td>
</tr>
</tbody>
</table>

B

“back of the envelope,” 15 benchmarks, 196
Berman, Walter, 195
Beyond HR (Boudreau and Ramstad), 95–96
bin Ibrahim, Che’ Mohamad Izmi, 162–163
Bittlingmaier, Torsten, 22, 23
BLR, 193
Boeing, 35
boundarylessness, 227
branch performance, 122
breakthroughs: and integration, 77–78
business-line review, 193
business-mindedness, 226–227
buy-in: creating, 17–19

C
Celcom Transmission, 162–163
Charan and Conaty (2010), 100
clever counting, 14
Closing the Engagement Gap, 241
CME Group, 28, 83
courage, 223
and talent segmentation, 41–46
Coca-Cola Company, 135, 225, 226
2020 Vision, 135–137
Coca-Cola Retail Academy, 140
Coca-Cola’s capability requirements in India, 141
Coca-Cola’s University on Wheels (CCU-on-Wheels), 140–141
data-driven diversity, 138–139
goals from Coca-Cola’s 2020 Vision Roadmap, 136
integration of core HR processes, 142–145
integration through culture, 145–146
integration with clear strategic frameworks, 135–138
integration without squashing flexibility, 139–142
lessons learned, 146–148
passion, 146
People Development Forums (PDF), 143, 144
People Strategy, 137, 140, 142
Right Capabilities, 140
Right Talent framework, 139–140
commitment, 126–128
communication, 106–107
conjoint analysis, 104
consulting firms, 80
correlation, 8
counting, 13–14
courage, 222–226
Cracchiolo, Jim, 187
customer preferences, 103–105

D
data, 85
data cube, 4–5
data measurement framework, 4
data-based simulations, 63–64
Davenport, Tom, 82, 105, 241
decision making, 22–24
demand-side segmentation, 28, 33–34
demographic changes in mature markets, 229
Deutsche Telekom, 84, 85
courage, 223
succession planning process, 15–25
diversity: data-driven, 138–139
a diversity program that thrives on integration, 116–119
economics and, 128–130
Diversity 2.0, 118–119
DT. See Deutsche Telekom

G
Gebauer, Julie, 7, 241
General Electric, 77–78, 99–100
globalization, 19–70
globally integrated enterprise:
and human capital, 170–172
goals, 84, 116; from Coca-Cola’s 2020 Vision Roadmap, 136
Groysberg, Boris, 109
Gulley, Joan, 75

H
Harding, Stephen, 82, 231
harmony, 89
heat maps, 54–55; inverse heat maps, 56–58
Hester, Stephen, 207, 210
Hildebrand, Terry, 136, 146
Hirji, Zabeen, 115, 119, 120
Hoff, Ted, 178
horizontal movement, 21–22
HR speak, 7
human capital: and globally integrated enterprise, 170–172
Human Capital Online, 209
Human Capital Strategy, 108–111, 204
humanity, 89
Hunter, Kelli, 186, 187, 188, 190–191, 193, 198–199

I
IBM, 7, 169–170, 225, 227
Expertise Taxonomy, 175–177
IBM (continued)
  Global Business Services, 177
  Global Opportunity
    Marketplace, 178
  Global Technology Services
    (GTS), 177
  Go-to-Market model, 177
human capital and globally
  integrated enterprise, 170–172
implementation, 177–178
lessons learned, 180–183
On-Demand Workplace,
  173–175
payoff, 178–180
Workforce Management
  Initiative (WMI), 172–175
Ibrahim, Che’ Mohamad Izmi
  Bin, 162
ideas, 85
identifiability, 30, 32
incentive plans, 68–69
  analysis of the risk associated
    with incentives, 228
  risk-based incentive plan
    assessment, 69–72
influence, 14
information, 85
information overload, 3
insight, 14
integration, 77–78
  with clear strategic
    frameworks, 135–138
  at Coca-Cola Company,
    147–148
  of core HR processes, 142–145
  a diversity program that thrives
    on integration, 116–119
  and employee commitment,
    126–128
  how a game delivers, 89–92
  within HR, 229
  between HR and other
    organizational units, 82–83
  within the HR function, 79–82
  at IBM, 183
  at Khazanah Nasional, 165–166
  and leadership
    development, 98
  mechanisms for, 84–85
  and optimization, 97
  between organizational units,
    83–84
  promoting, 80
  at Royal Bank of Canada,
    132–133, 225
  at Royal Bank of Scotland,
    219–220, 225
  through culture, 145–146
  without squashing flexibility,
    139–142. See also synergy
  inverse heat maps, 56–58.
    See also heat maps
  Investors Syndicate, 185. See also
    Ameriprise
J
  Jackson, Doug, 146
  Jala, Dato’ Sri Idris, 151
job-leveling framework, 81
joy, 89
K
Kanai, Toshihiro, 86
Kano analysis, 6, 191
Kent, Muhtar, 136, 138–139
Khazanah Nasional, 85, 149–150, 221, 227
assessing processes, 158–159
continual progress, 159–160
courage, 224
doing and feeling leadership development, 150–153
Leadership Development Audit, 154–160
leadership gap, 155–158
lessons learned, 164–167
Orange Book initiative, 149–150
sample analysis of aggregate progress in competency development, 158
sizing the leadership gap, 156
successes, problems and lessons, 153–154
testing that pivotal positions are filled by top talent, 157
turnover analysis, 159
leadership support: having top leaders intervene directly, 85
and segmentation, 40
learning, 173
Ling, Bei, 72, 75
listening to employees, 204–207
logic, 5
using logic to create an emotional connection, 12–15
using logic to find the right story, 11–12
logical frameworks, 84–85
logic-driven analytics: at Ameriprise, 201
analytics, 7–11
defined, 3
at Deutsche Telekom, 223
at IBM, 182
at Khazanah Nasional, 164–165
overview, 5–7
at Royal Bank of Canada, 131, 224–225
at Royal Bank of Scotland, 217–218, 224–225
and segmentation, 40
Lowman, Don, 7, 241

L
LAMP, 5–6
process, 6–7, 195
leadership development, 150–153
Leadership Development Audit, 154–160
rethinking leadership, 212–215
leadership gap, 155–158
Malaysia Administrative Modernization and Management Planning Unit (MAMPU), 161–162
Malaysia Airlines, 162–163
Manager Redefined, 241
mapping HR risks, 52–58
MAS. See Malaysia Airlines
McDonald, Randy, 171–172
McKesson, 7
Meier, Penny, 193–196
Mohsein, Shahnaz Al-Sadat Abdul, 153–154

N
navigators, 197
new-hire failure, 197
Nixon, Gordon, 120
Noria, Nitnin, 109

O
optimization: at Ameriprise, 202
analytical approaches to, 102–106
finding variability in unexpected places, 103
at IBM, 183
at Khazanah Nasional, 166–167
mind-set, 98–101
optimizing offerings to fit real preferences, 103–105
optimizing rewards, 105
optimizing turnover and supply chains, 105–106
overview, 95–98
at Royal Bank of Canada, 133
Royal Bank of Scotland, 107–111, 220
smart and tough choices, 101–102
social approaches to, 106–107
Othman, Aqtar Fariq Syahril, 161–162, 166

P
Palmisano, Sam, 169–170
Parisi, Jamie, 46, 47
partnership, 115–116
passion, 146
peanut butter approach, 97
performance: branch performance, 122
vs. potential, 20
performance tolerance analysis, 58–60
for two airline jobs, 59
Persico, Frank, 179–180
persistent poor performance, 197–198
Piell, Hilda Harris, 45, 46–47
PNC Bank, 226, 227
courage, 224
risk leverage, 66–76
portfolio theory, 60–62
potential: performance vs., 20
pride: rebuilding, 212
procurement consultant, 176
professional services firms, 80
promotion in place, 90–91

R
Ramstad, Peter M., 3, 5, 31, 40, 95, 97, 98, 221, 241
RBC. See Royal Bank of Canada
RBS. See Royal Bank of Scotland
readiness for vertical or horizontal movement, 21
research capability, 207–208
resource management, 173
responsiveness, 30, 32
retooling HR, 13–15, 100, 103
return on improved performance. See ROIP
risk, 49
analysis of, associated with incentives, 228
analytical frameworks, 74–76
data-based simulations, 63–64
design versus governance, 72–74
experimentation, 62–63
factors in human capital risk, 53
final assessment of actual plan risk, 73
incentive plans, 68–69
mapping the spectrum of, 52–58
mitigating factors in reducing risks related to plan design, 72
a new mind-set, 50–51
performance tolerance analysis, 58–60
at PNC Bank, 224
portfolio theory, 60–62
posture, 64–66
risk diversification, 60–62
risk-based incentive plan assessment, 69–72
risk-probability matrix, 71
risk effectiveness, 206
risk leverage, 49, 74
at Ameriprise, 202
at IBM, 182
at Khazanah Nasional, 165
PNC Bank, 66–76
at Royal Bank of Scotland, 218
Rohr, James E., 68
ROIP, 34–39
comparison of ROIP curves for flight attendant and pilot, 37–38
ROIP curve for a flight attendant, 36–37
Royal Bank of Canada, 83, 226–227
lessons learned, 130–133
overview, 115–116
Royal Bank of Scotland, 83, 103, 203, 221, 227
courage, 223
financial crisis of 2007, 211–212
history of HR excellence, 203–204
Human Capital Online, 209
lessons learned, 216–220
listening to employees, 204–207
optimizing measurement, 107–111
Royal Bank of Scotland (continued)

partnership with business leaders, 209–211
rebuilding pride, 212
research capability, 207–208
rethinking leadership, 212–215

S

sampling, 8
SAS Institute, 51
Scott, Per, 118, 119
segmentation:

at Ameriprise, 202
at CME Group, 223
at Coca-Cola Company, 147
demand-side, 28, 33–34
differentiation of reward risks by segment, 44
differentiation of talent sourcing by segments, 43
at IBM, 182
within a job, 228–229
and leadership
development, 98
making it work, 39–41
overview, 27–29
to refine the employment brand, 228
at Royal Bank of Canada, 131, 225
at Royal Bank of Scotland, 218, 225
supply-side, 28, 30–33
talent segmentation, 41–46

Shanda Interactive Entertainment, Limited, 28, 86–93, 228
courage, 224
Singh, Atul, 142
Smith, Janey, 203, 211–212, 214–215
Southwest Airlines, 59–60
stability, 30, 33
Starbucks, 79
status quo: delegitimizing, 107
stochastic forecasts, 63–64
substantiality, 30, 32
succession planning process, 16
benefits of, 24–25. See also
talent analytics
supplier management, 173
supply chains: optimizing,
105–106
succession planning process,
15–25
supply-side segmentation, 28, 30–33
synergy, 77–78
at Coca-Cola Company,
147–148
how a game delivers, 89–92
within HR, 229
between HR and other
organizational units, 82–83
within the HR function,
79–82
at IBM, 183
at Khazanah Nasional,
165–166
knowing when it exists and when it doesn’t, 86–87
measuring, 81
mechanisms for, 84–85
and optimization, 97
between organizational units, 83–84
promoting, 80
at Royal Bank of Canada, 132–133, 225
at Royal Bank of Scotland, 219–220, 225
striving for, 119–121. See also integration

T
talent analytics, 19–22
traffic light to highlight
talent shortfalls, 23. See also succession planning process
talent and mobility, 173
talent effectiveness, 205–206
talent management: for pivotal jobs, 44–45
talent segmentation, 41–46
technology, 85
tolerance, 58–60
tolerance analysis, 58–60
Towers Watson: conjoint analysis, 104
data cube, 4–5
framework, 53
job-leveling framework, 81
Organization Surveys and Insights team, 109
traffic lights, 55–56
transparency, 106
and segmentation, 40
trust, 106
turnover, 5
at Ameriprise, 196–198
optimizing, 105–106

U
United Airlines, 82–83

V
values, 116
variability, 103
vendor management, 173
vertical movement, 21

W
Welch, Jack, 99
WestJet, 59–60
Williams-Sonoma, 31–32
Women’s Leadership Council, 139
Workforce Management Initiative (WMI), 172–175
what WMI was put in place, 174
Wright, Craig, 128, 129, 130