

# CRACKING THE CODE:

## Aligning Your Talent Strategy with the Business Strategy



### PROGRAM DETAILS

FACULTY	DATE/TIME	FEE
Peter Attfield	7 August 2025 9.00AM - 5.00PM	RM2,750 before SST*

\*Fee excludes accommodation at ASB Residential for outstation/ overseas participants but can be arranged at additional cost.

## Program Overview

It has long been agreed that current and future business success is heavily dependent on having the right leaders in the right roles at the right time. It is somewhat paradoxical therefore, that all current surveys of what keeps CEOs awake at night include something about the availability of talent, skills and/or gaps in succession for critical roles. What's really going on here? Why do so many organizations continue to find this so hard?

There are multiple levers across the domains of Strategic Talent Management, Performance Management, Learning & Development & Executive Compensation which need to work in-sync with each other. As is always the case when it comes to HR processes, finding the right mix of science, art and simplicity to ensure this synchronicity is the key.

The aim of this program is to deepen participant insights and thinking into what it takes to create a talent strategy that is tightly linked to the business strategy; and to be clear on the 3 or 4 big talent deliverables that will make the biggest difference to business performance.

The 1-day program distils the key lessons from the speaker's 24 years as a senior HR practitioner with frameworks, stories and examples drawn from his career spanning multiple sectors, geographies and roles.

Participants will be asked to bring along their organization's current talent strategy which they can assess against the frameworks and examples discussed in the program. In this way, they will take actionable insights and improvement opportunities back to their organizations – so a very real and practical outcome of investing the time to attend this program.

## Learning Outcomes

- Identify talent implications of business strategy and turn them into 3 to 4 big talent promises or outcomes.
- Turn talent strategy into a multi-year execution plan.
- Understand the importance of:
  - ▶ having a talent philosophy which articulates your point of view on how you want to build talent in your organization.
  - ▶ being crystal clear about the capabilities needed to win and how they can be expressed through the medium of a leadership success model.
- Understand how the core talent and learning processes (performance management, succession planning, talent review, development planning, leadership development, capability building etc) need to provide the backbone for building deeper leadership pipelines (this stems from a strongly held belief that *"better practices = better decisions = better outcomes"*).
- Link "talent to value" (i.e. making sure you have your best people in the most pivotal roles).
- Discuss the latest thinking in driving leadership accountability for great talent and understanding the behaviors that differentiate great talent building leaders – both in HR and in the business.

## Who Will Benefit?

- Middle to Senior HR talent leader and HR business partners seeking to strengthen their understanding of how to develop a talent strategy that delivers meaningful outcomes aligned with business strategy.
- Business Leaders from outside HR are also welcome to attend the program.

## Program Outline

### Session 1: Linking Talent Strategy to the Business Strategy – Frameworks & Talent Processes

- Where does talent strategy fit into your overall talent architecture?
- How to analyze the business strategy to identify human capital implications?

### Session 2: Importance of Talent Philosophy & Leadership Success Models

- How to work with your Executive Team to build their talent philosophy?
- Cutting through the noise of Leadership Competency models

### Session 3: Best Practices in the Core Talent Processes – Performance Management, Succession Planning, Talent Reviews, Development Planning

- What the people science tells us is important in these core processes
- Design considerations to make them robust and fit for purpose

### Session 4: Capabilities of Great Talent Building Leaders – Both in the Business and HR

- The 6 traits of great talent building leaders
- The 4 +2 traits of great HR talent leaders

### Session 5: Reflections & Action Planning

- Applying what you have learnt to improve current practices in your organization
- Your personal skills building commitments

## Faculty



**Peter Attfield** is the Managing Director of The Inflection Point, APAC Representative for the Talent Strategy Group, an IMD Executive in Residence and a Certified Chair™ with the Advisory Board Centre.

Peter is a commercially astute, strategic HR thought partner and “pracademic” with a proven global track record in HR Business Partnering and Expertise leadership across multiple sectors and geographies. Most recently, he was the Chief Talent & Learning Officer for Jardine Matheson based in Hong Kong from 2018 to 2024, after a long HR career with, and consulting to, Unilever.

Peter has deep expertise, and nearly four decades of experience in large-scale organization and culture transformation, strategic talent management, L&D and leadership development. Additionally, he has significant experience in building HR functional excellence in both MNCs and large regional family-owned businesses.

Peter is a truly global citizen – with the cultural awareness and adaptability that it brings. He has lived in 10 countries and worked in, or visited, some 85 others with significant emerging markets experience in Latin America, Asia and the Middle East.



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