



# Talent in Microsoft

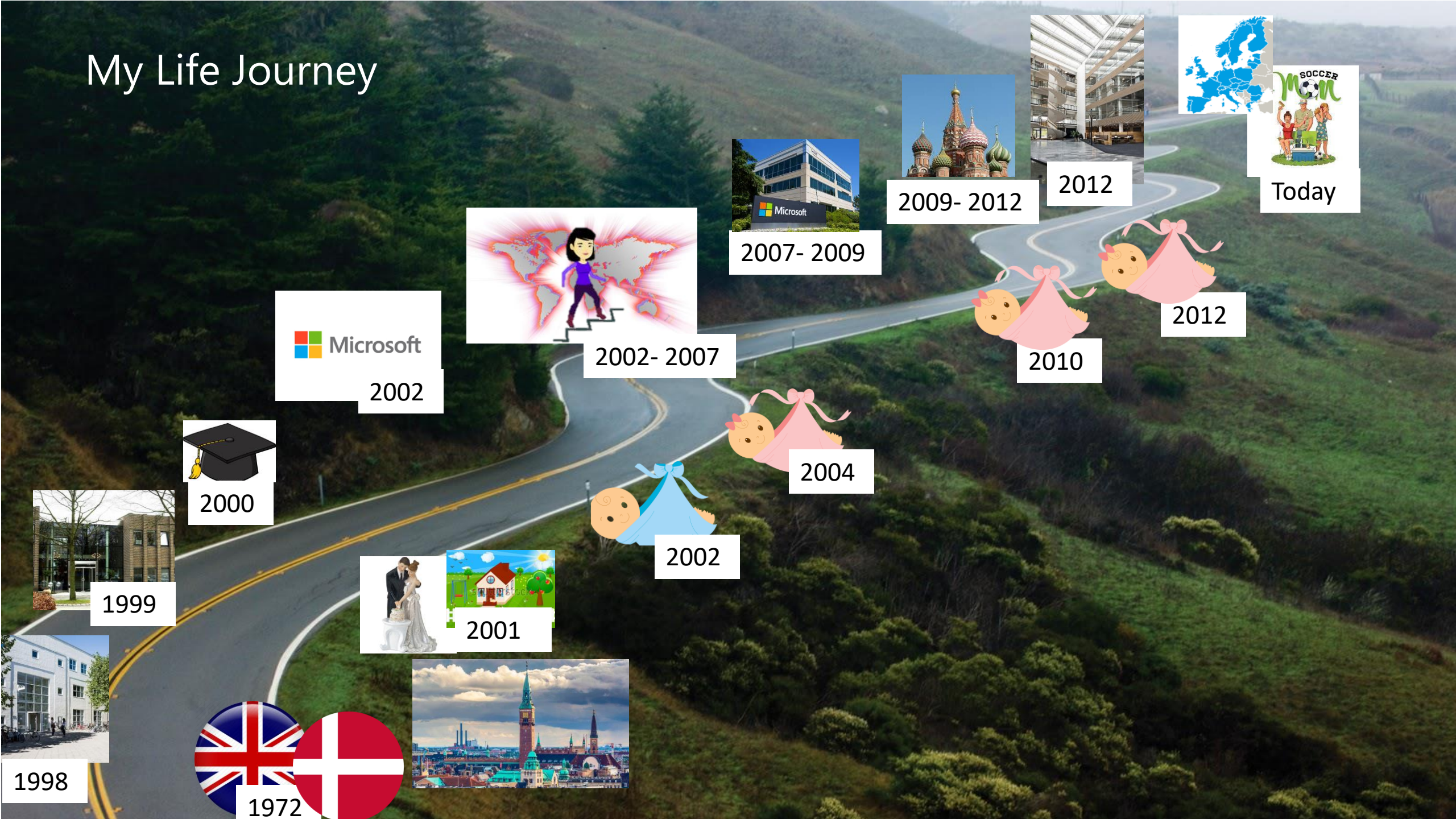
September 2023

A white ceramic mug filled with dark coffee sits on a white surface to the left of an open notebook. The notebook's pages are lined, and the right page shows a calendar grid with dates from 11.30 to 22. The word 'Agenda' is printed in a large, black, sans-serif font on the right page of the notebook.

# Agenda

- Introduction
- Talent Management Principles
- Talent Potential Framework
- Talent Model
- Example: Leaders Fueling our Future
- Q&A

# My Life Journey



1998



1972



2001



1999



2000



2002



2002-2007



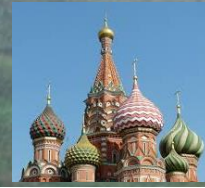
2007-2009



2002



2004



2009-2012



2012



2010



2012



Today

# Our Talent Management Principles

## Talent is a Company-Wide Resource

- Talent is a company-wide resource rather than that of an individual manager or business.
- Talent movement enables a higher performing organization.
- Managers have accountability to invest in the development of all employees with a desire to grow, creating an environment where employees can contribute their best work.

## Employee Growth is a Pathway for All, Not a Privilege for Some

- We benefit when conditions for growth are created for each employee who desires to contribute more.
- Consistent with the Growth Mindset, competency can be strengthened through targeted development experiences and a supportive environment for high achievement.

## Talent Solutions Reflect Internal Needs and External Market

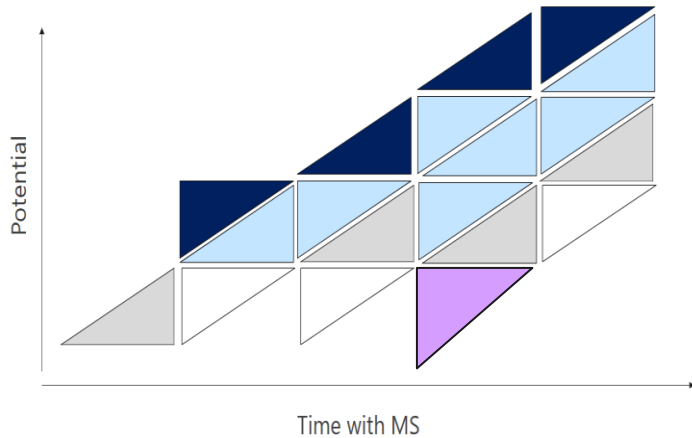
- Our talent solutions (cross-company and in-business) are rooted in both external insights and trends as well as our internal business priorities and pivotal strategies.
- We reflect our company's mission in our approach to talent management.

## Talent Management is a Mindset

- Effective talent management goes beyond good tools, processes, and rhythms.
- We approach talent management in a fluid, integrated, and cross-company approach.
- We are always learning, ever-evolving and view talent solutions through a lens of agility, optionality, velocity, and relevancy.

# Leadership Potential Framework

Potential is on a continuum and can change over time



## Accelerating

*Employees who demonstrate the potential to advance and scale to more complex and broader leadership roles in a faster period of time than most peers at a similar career stage*

- Enjoy the challenges of leadership and working through and influencing others.
- Have a breadth of leadership experience in diverse, challenging roles.
- Are self-aware and interpersonally savvy in varied situations.
- Intellectually curious and has the courage to take risks viewing mistakes as opportunities to learn
- Take the lead and persist with a positive outlook during tough times.
- Respond calmly, delegate appropriately, and are interested in others' ideas.
- Are highly inquisitive and perceptive of patterns and insights.

## Realizing

*Employees who are scaling and doing well in current career stage. They are demonstrating an ability to grow as a leader*

- Express interest in more complex leadership challenges.
- Seek new perspectives and key challenges to further develop leadership skills.
- Are typically aware of their strengths and limitations, as well as impact on others.
- Can achieve results, influence others, learn quickly, and operate effectively in unknown situations.
- Comfortably take charge and work through challenges with optimism and persistence.
- Are usually predictable, delegate appropriately, and are open to others' ideas.
- Detect unexpected trends and use new approaches to solve problems.

## Locked

*Employees who currently are unable to demonstrate / or have not been observed to have further leadership potential, either through opportunities, aspiration or delivery*

- Stay in stable and predictable roles and may not have progressed as quickly in their career as others.
- Have limited recognition of their strengths and weaknesses and are often surprised by feedback and the reactions of others.
- Tend to prefer approaches that have been successful in the past, even if they are not appropriate for new situations.
- Can be tentative and less likely to enthusiastically and persistently approach goals.
- May stay overly involved in detail or seem closed to others' perspectives.

## Subject Matter Expert

*Employees who are highly specialized, strong subject matter experts, (pro in place), demonstrating knowledge, leadership and innovation in area of expertise.*

- Are less driven to advance and prefer to specialize in a particular content area.
- Like to know all the facts and solve challenges within their area of expertise.

# Microsoft Talent Model



Setting up the organization to be better tomorrow than it is today



Understand our organizational capabilities



Identify the gaps between the current state and future requirements, assess and act on talent risks



Ensure that talent is contributing to organizational performance, growth, and culture.

Balance	Benchmark	Buy	Build	Boost	Bind	Borrow	Bounce
<ul style="list-style-type: none"> <li>• Understand capabilities needed for the future</li> <li>• adjust workforce plans to future proof the org</li> </ul>	<ul style="list-style-type: none"> <li>• Create clarity on what great looks like</li> <li>• Learn from others</li> </ul>	<ul style="list-style-type: none"> <li>• Acquire new skills by recruiting individuals from the external talent market</li> </ul>	<ul style="list-style-type: none"> <li>• Develop talent through 70% on the job, 20 % learning from others and 10% programs</li> </ul>	<ul style="list-style-type: none"> <li>• Move the right talent through the org to higher or broader positions</li> </ul>	<ul style="list-style-type: none"> <li>• Know who are your high performers and talent with accelerated potential</li> <li>• retain these talents</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage partners, consultants, vendors, suppliers or outsourcers to access needed skills and capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Remove poor performers</li> <li>• eliminate unproductive roles or</li> <li>• revitalize people with old skills</li> </ul>

# Example: Leaders Fueling our Future

Developing our leaders for the future is a strategic imperative that will empower our organization to navigate the complexities of an ever-evolving world. By investing in knowing & growing our leaders it will enable us to adapt to changing circumstances, seize opportunities, and overcome challenges, readying our leaders to be in the right place at the right time.

**LONG RANGE**

**TARGETED**

**INTENTIONAL**

1

**Identify**

Scope & purpose  
Value add & outcome led  
Building your FoF talent pool

2

**Know**

Talent Profiles  
Development assessment & plans  
Career aspirations & potential  
Talent meets - learning

3

**Grow**

70%: Learning on the job / stretch assignments  
20%: Mentoring, Shadowing, Coaching  
10%: Targeted Training

4

**Move**

Succession planning  
Talent market  
Talent meets

Activated Through

**WE Leadership Engagement**

**Diversity, Talent, Culture & Org RoB**

**Partnership & Alignment**



Q&A