

# **Crisi e talenti: coccole o prima linea?**

**Luca Vanni**  
NEC Europe

# Contenuti

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■ NEC Corporation & NEC in EMEA

■ Il contesto: Turnaround program

■ Talenti o Key People?

■ Coccole o prima Linea: Kontiki program

■ Performance Management

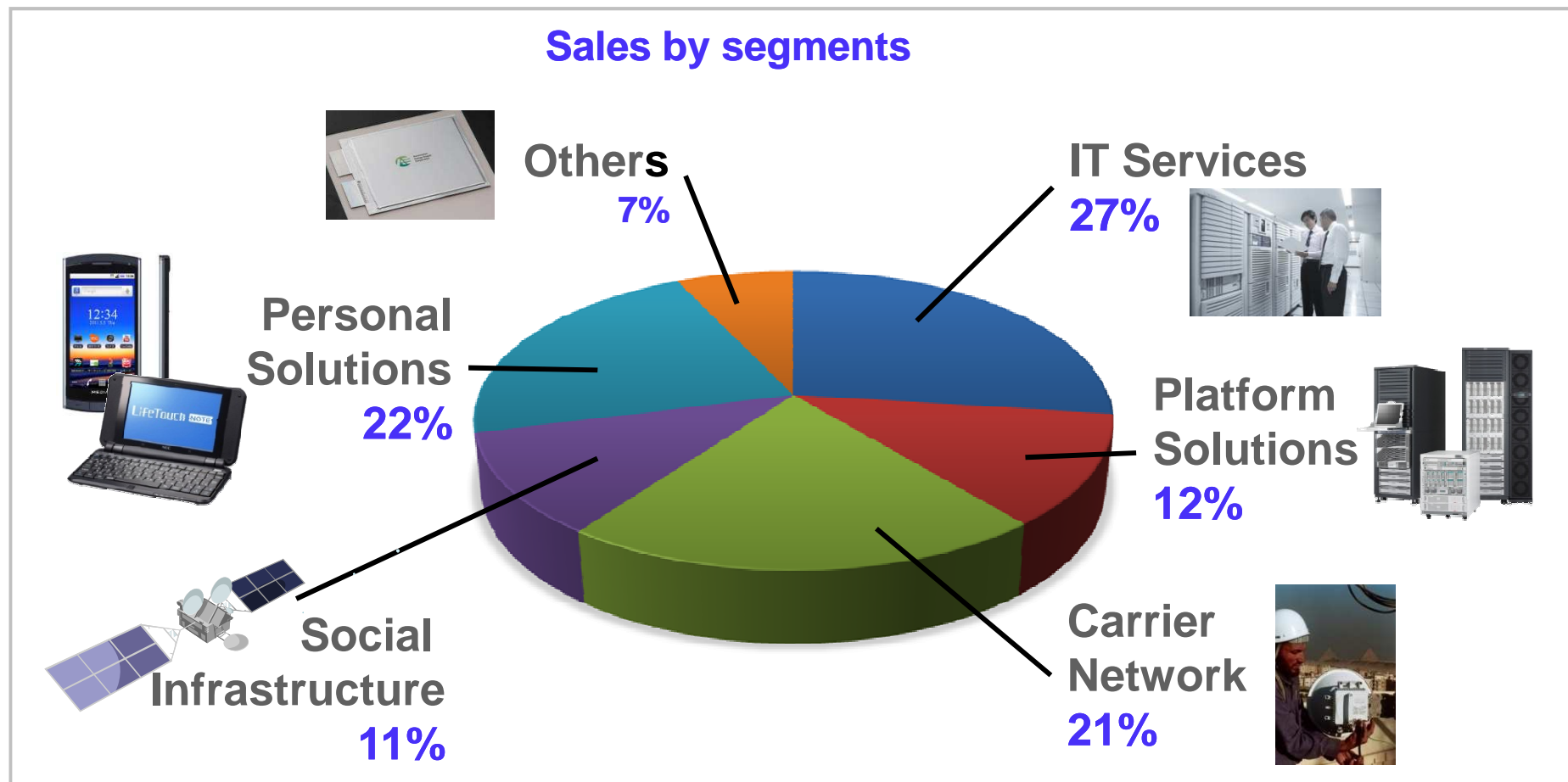
■ I prossimi passi

# NEC Group at a glance

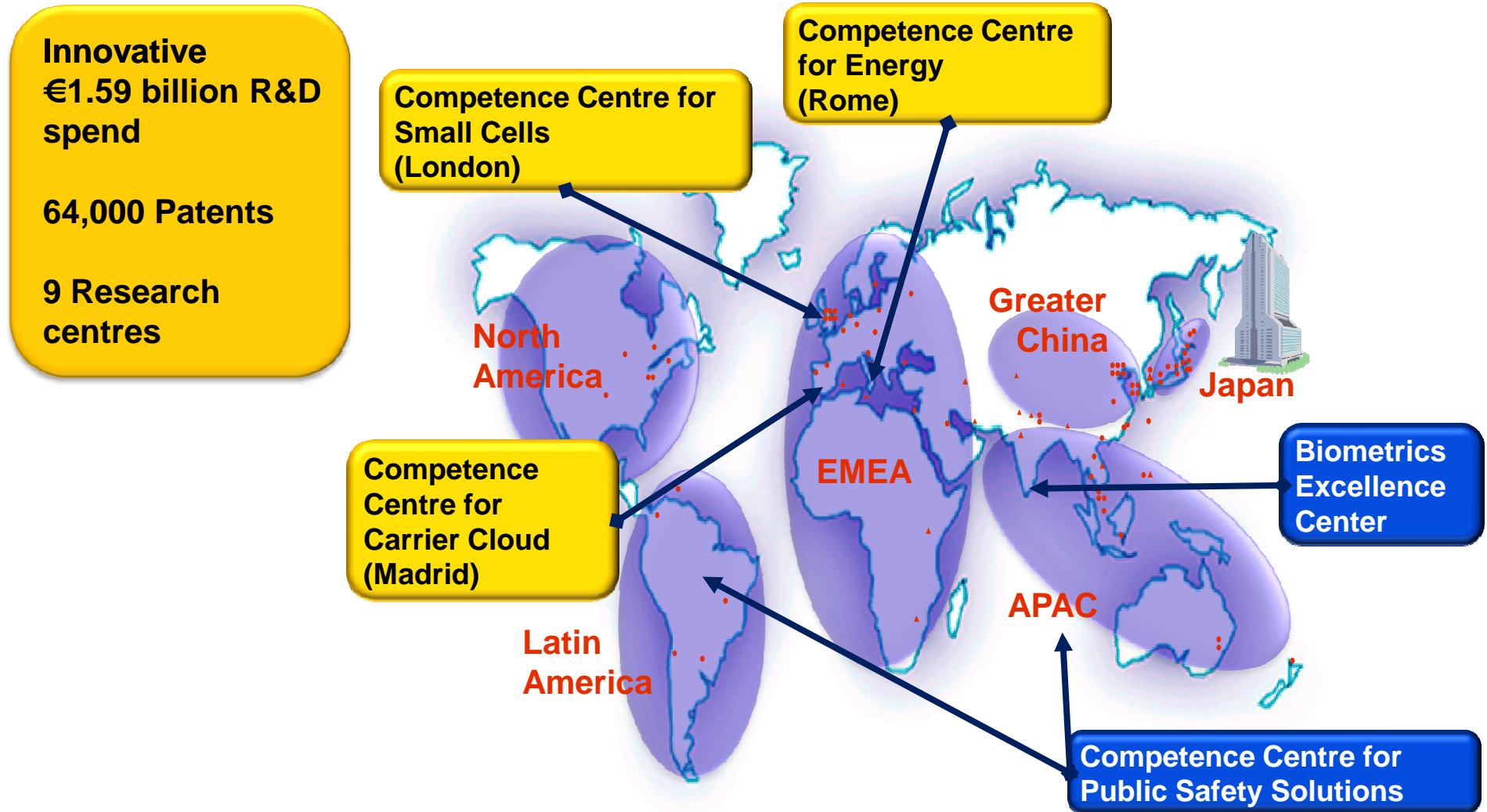
**Sales: €30 billion** (FY2011 ending March 2012)

**Employees: +100.000 worldwide**

**Customers in more than 150 countries**

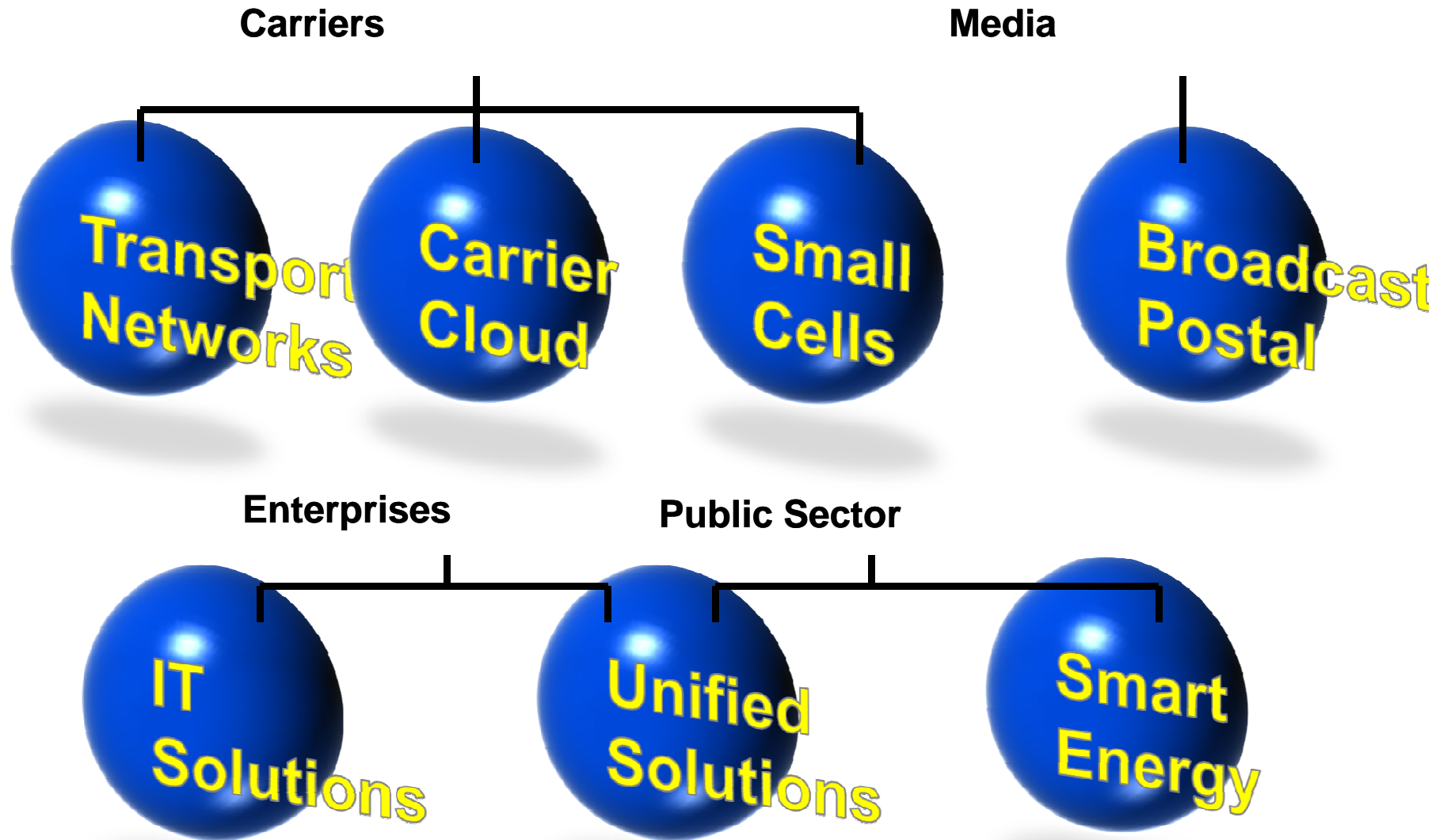


# NEC Group at a glance – Five regional headquarters



# NEC Europe Ltd. key business segments

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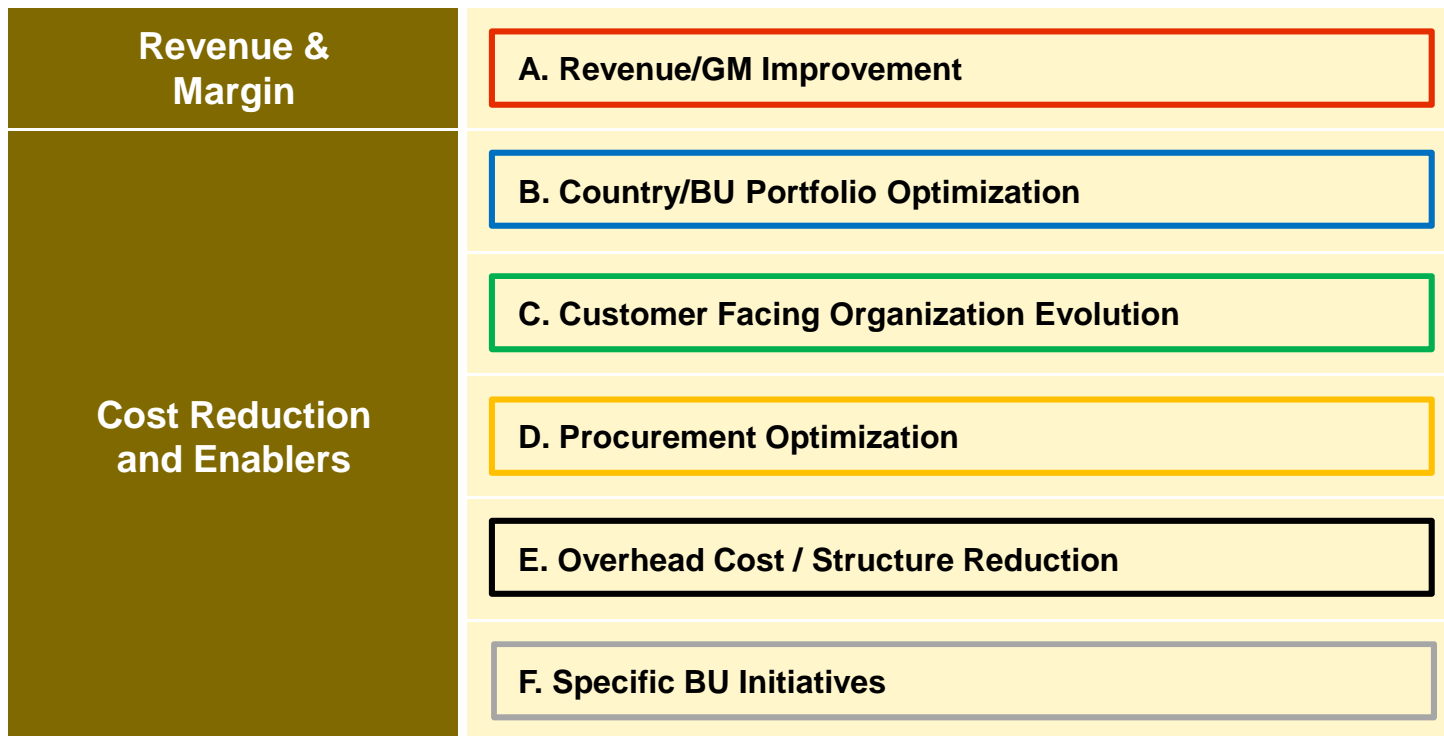
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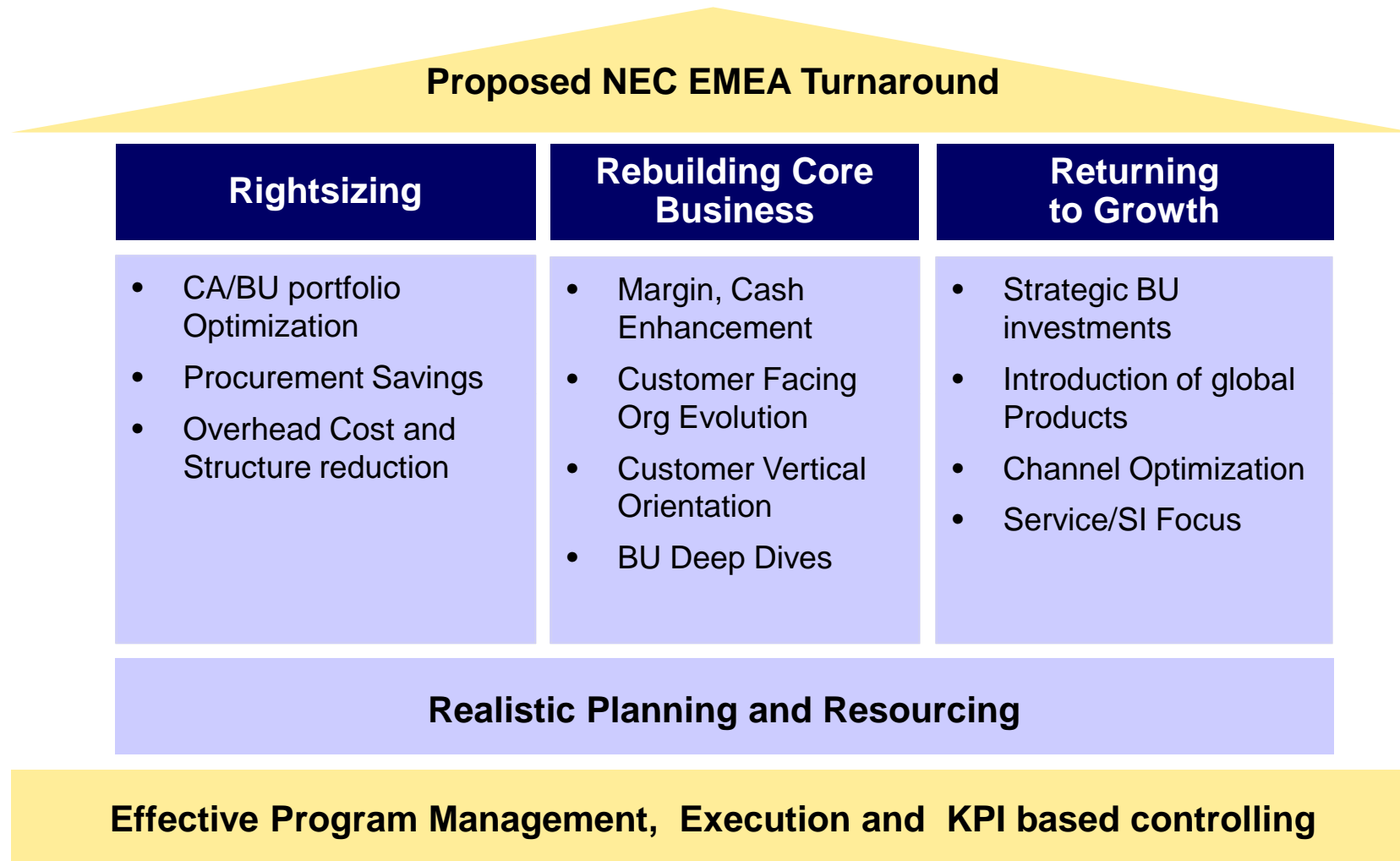
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# Six Improvement Areas reviewed -> basis for the proposed NEC EMEA Turnaround Plan

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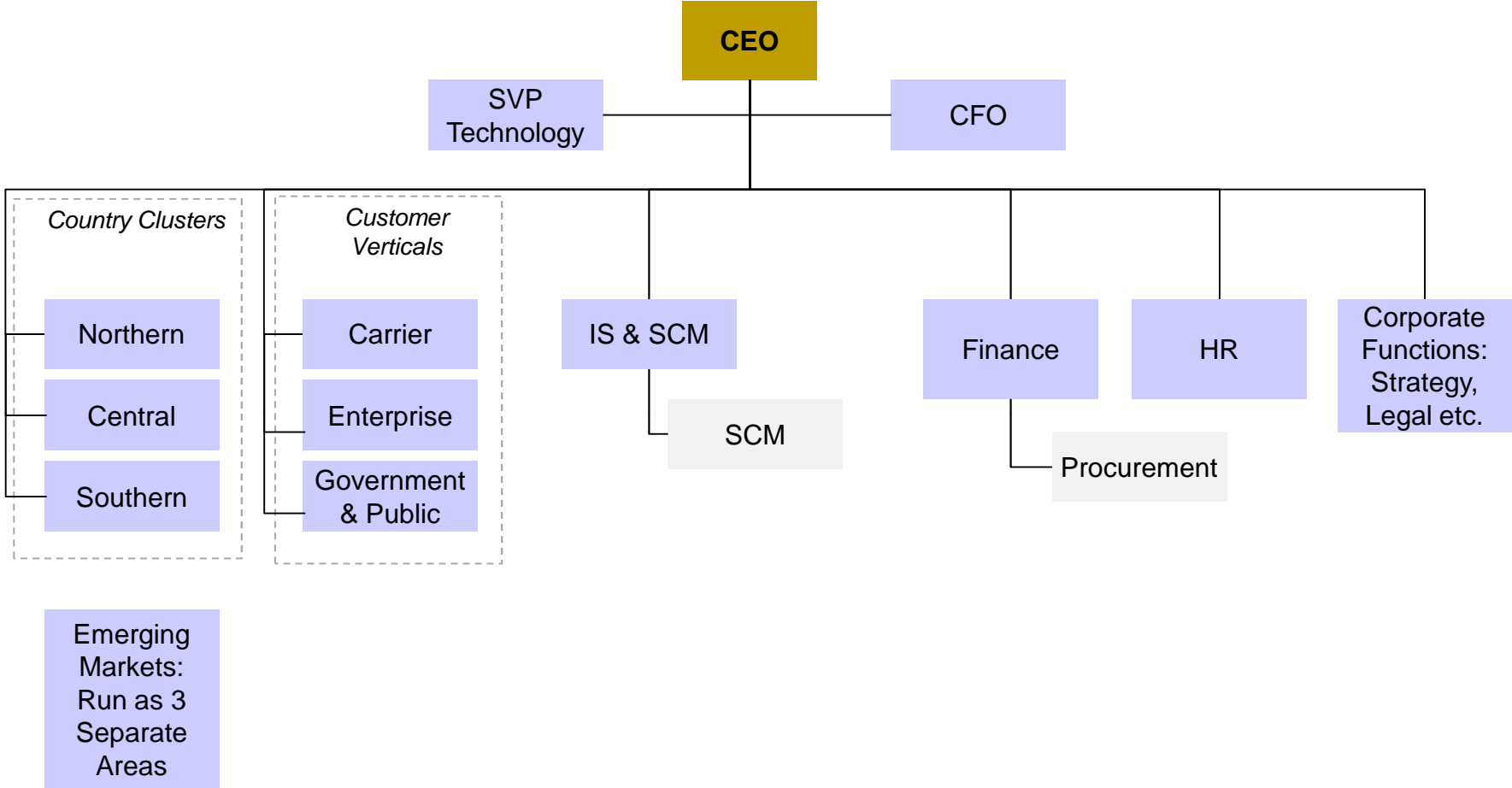


# Three Phase Turnaround Plan proposed





# New Organisation



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# Recognized Talent definition

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1. Strong accountability and learning attitude
2. Excellent performance in current role
3. Readiness for next career step in 2 years

HIGH PERFORMANCE + HIGH POTENTIAL = RECOGNIZED  
TALENT



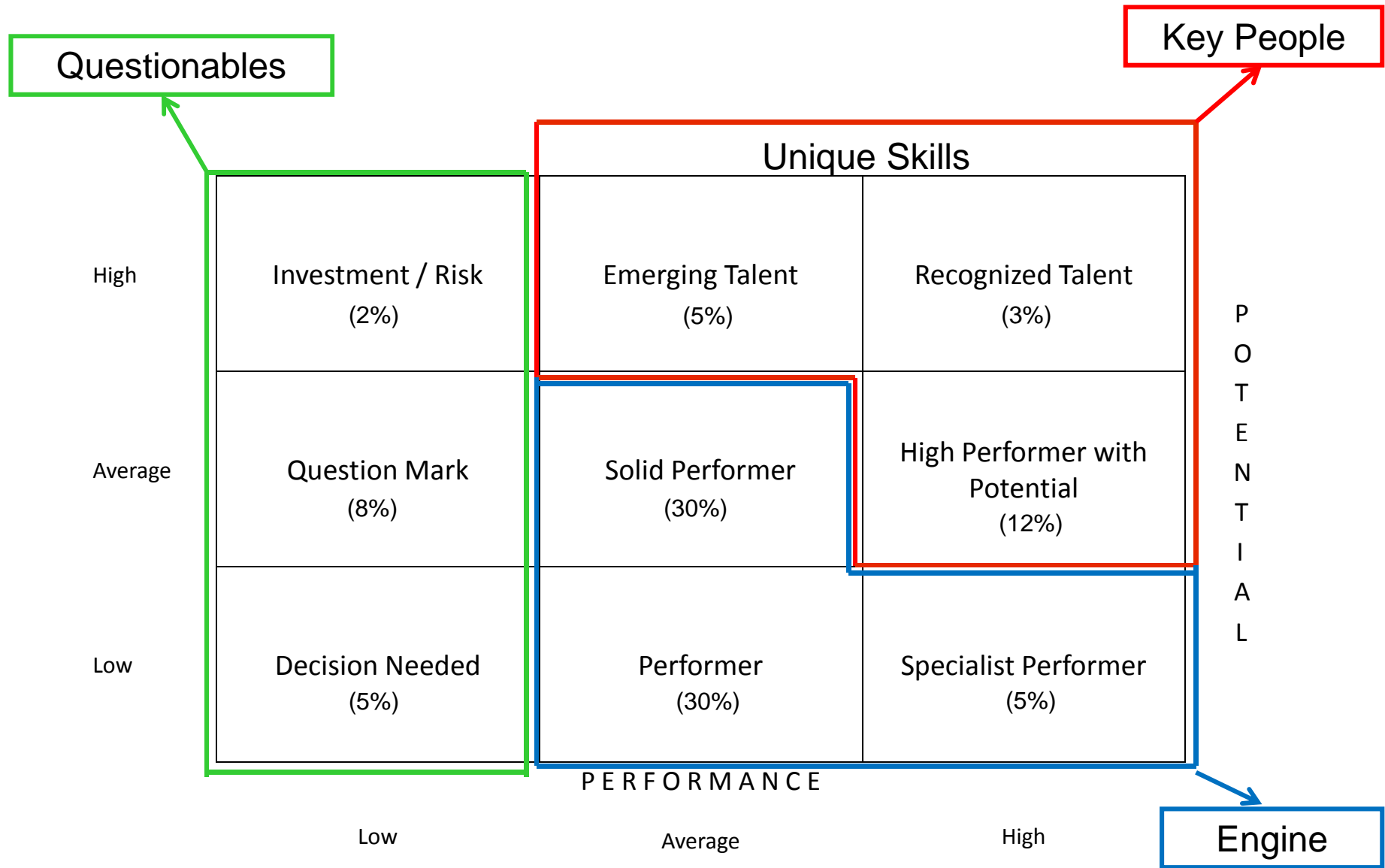
# Key People definition

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- Recognized Talent
- High Performer with potential
- Emerging Talent
- Unique Skills



# Key People Portfolio Matrix



# Key People Pool Strategy

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The following categories of staff fall within the Talent Pool of the future:

- **Recognized Talent**
  - **High Performer with Potential**
  - **Emerging Talent**
- 
- Our strategy with the 'Recognized Talents' is to create a pool of top talents who we invest in for the future enabling NEC to
    - build a **'cadre' of 'change agents'** to support NEC's Turnaround
    - be better able to **provide career progression for our key people** and be able to promote from within

# Cezanne help

X axis: Performance, gathering employee performance rating

**OBJECTIVES EVALUATION - JULIA ROBERTS**

**MAIN TOPIC**

Appraisal Summary

**REVIEW**

Reviewer: BRAD PITT

Status: Published Sett (Oct)

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**SCORE**

Performance rating: 3

Track Key People rating and extract reports to be validated

Person Code	Org. Unit Comp	Business Area	Work Contract	Job Profile Family	Job Profile	Category
1549126	NEC Scandinavia	BA21 LCD	Permanent Emplo	JF-Channel Sales	Sales & Marketing	Solid Performer
2075733	NEC Deutschland	BA10 HPC	Permanent Emplo	JF-Business Development/Direct Sale	Scalar Business S	Solid Performer
3232838	NEC Neva Comm	BAZZ F Finance	Permanent Emplo	JF-Finance	Senior Financial A	Emerging Talent
4509927	NEC Europe Limit	BA28 Femtocell	Permanent Emplo	JF-Technical Sales Support	Solutions Consult	Decision Needed
4554392	NEC Italia SpA	BAZZ H HR	Permanent Emplo	JF-Human Resources	Italy, Greece HR M	High Performer with Potential
5792976	NEC Nederland B	BA16 Unified Solu	Permanent Emplo	JF-Technology Product Development	Senior Manager N	Solid Performer

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# Cuddle or first row?

Cuddle & protect



Get them in first row – learning on the job



# The Kontiki Program - Rediscovering the route to success

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**Why KONTIKI?.....A challenging journey, rediscovering our past, outstanding success - despite overwhelming adversity!**



# Objectives of the Program

- Giving visibility of the individual ELT members **leadership style and business vision** for their organisation.
- Delivering a change program to facilitate **business results**, where training is only a part of the initiatives.
- Delivering a program that can have **practical** and **credible results** & “**cascade**” through all level of the organization (a ‘viral’ approach)

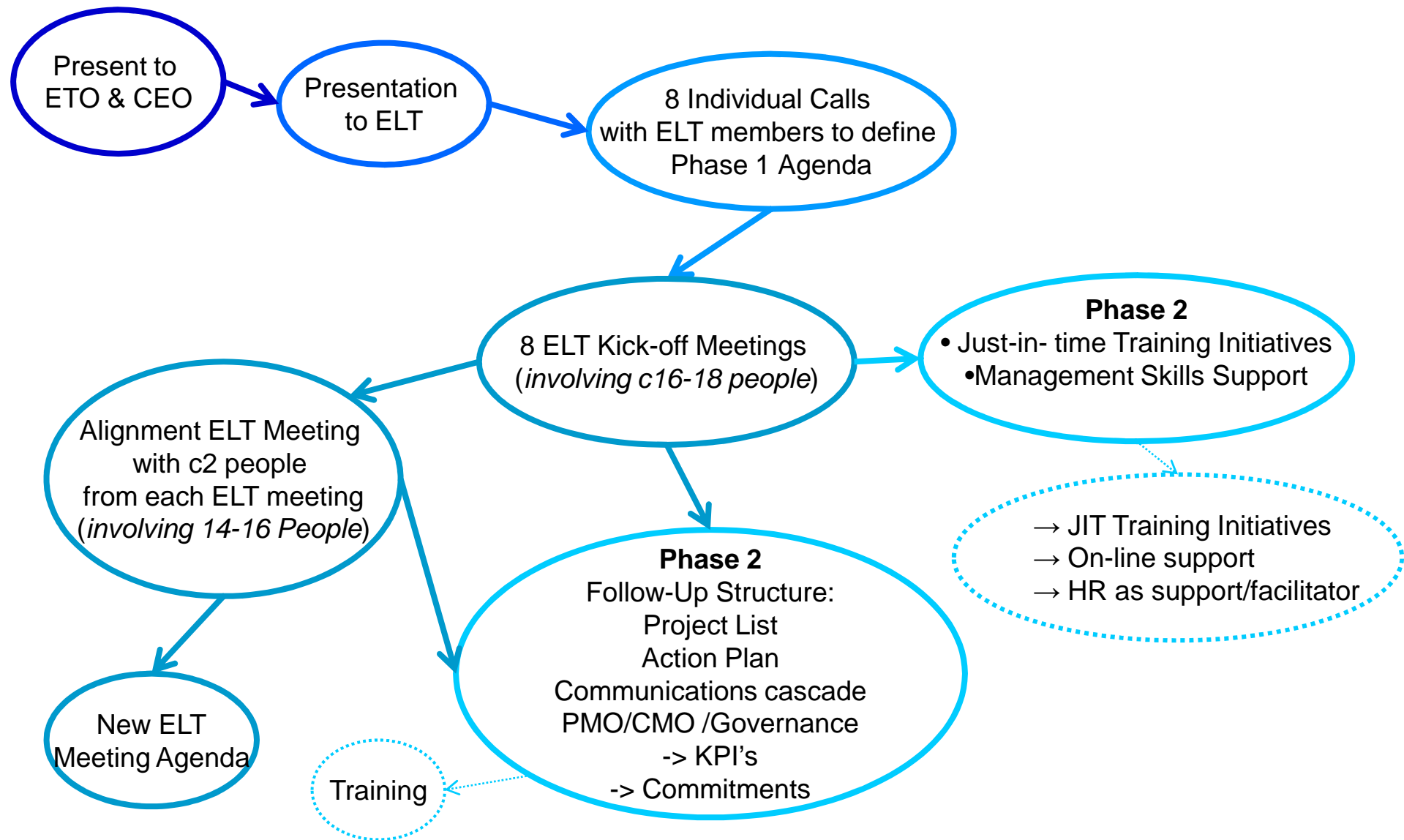


■ Support NEC Leaders during the Turnaround in:

- Building **Relationships** with the new 2° Line Managers
- Building **Commitment** on targets and budget related to MRP
- Preparing a **shared and aligned action plan**

■ **Involving Talents**

# The Program Structure



# Talents / Key People Change Coordinator

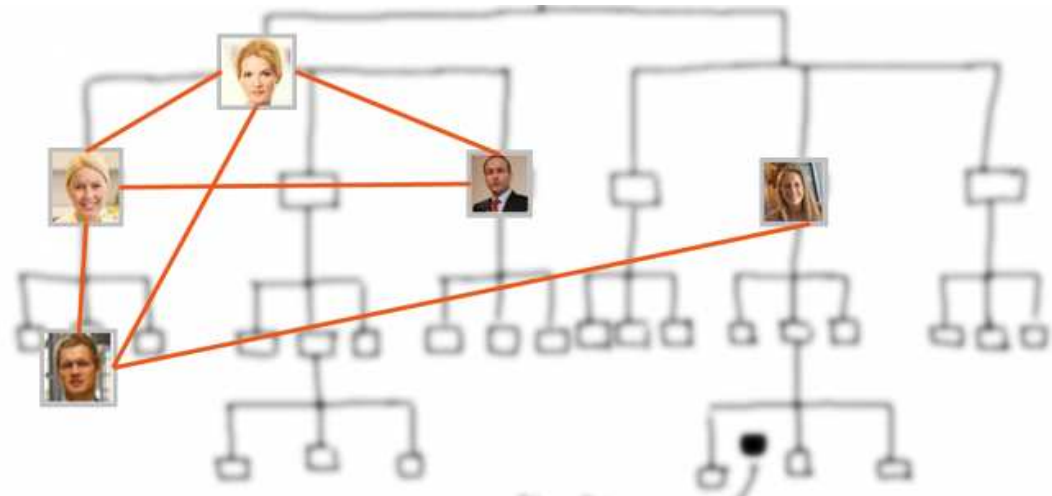
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- Participating to Kontiki meeting, discussing strategy and business objectives and **learning on the job**

- Appointed as **Change coordinators**

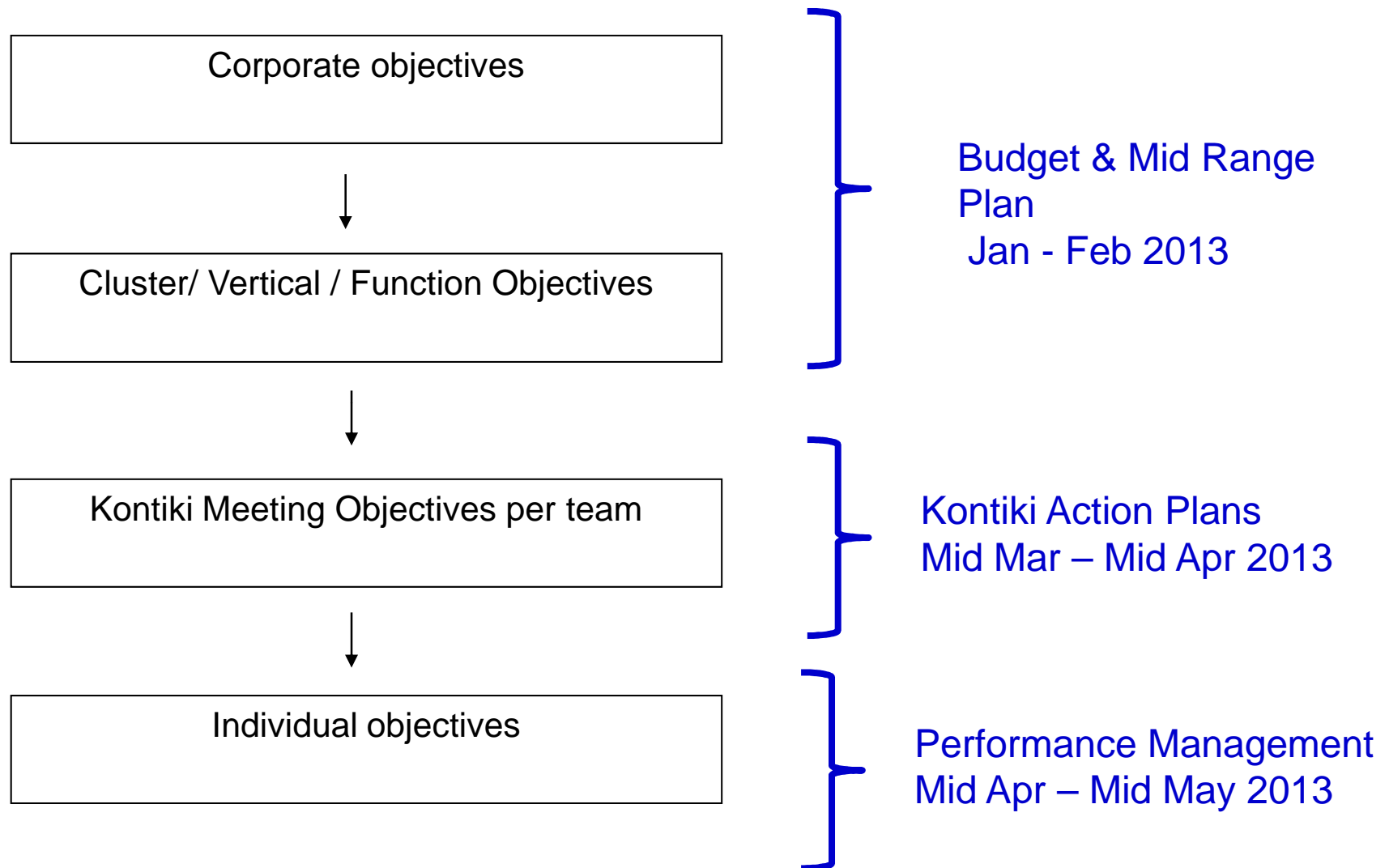
- Owning** business projects

- Disseminate** change



# Kontiki Objectives linked to Performance Management

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# General Themes of Engagement Survey

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## Sr. Leadership

Ambiguity of business direction/strategy  
Lack of Sr. Leader presence across the organization  
Lack of understanding of local market  
Lack of linguistic and cultural competency

## Performance Management

No performance management  
No feedback on performance review

## Career Opportunities

No culture of recognition for achievement  
Lack of career progression  
Limited or no L&D opportunity

## Organization Reputation

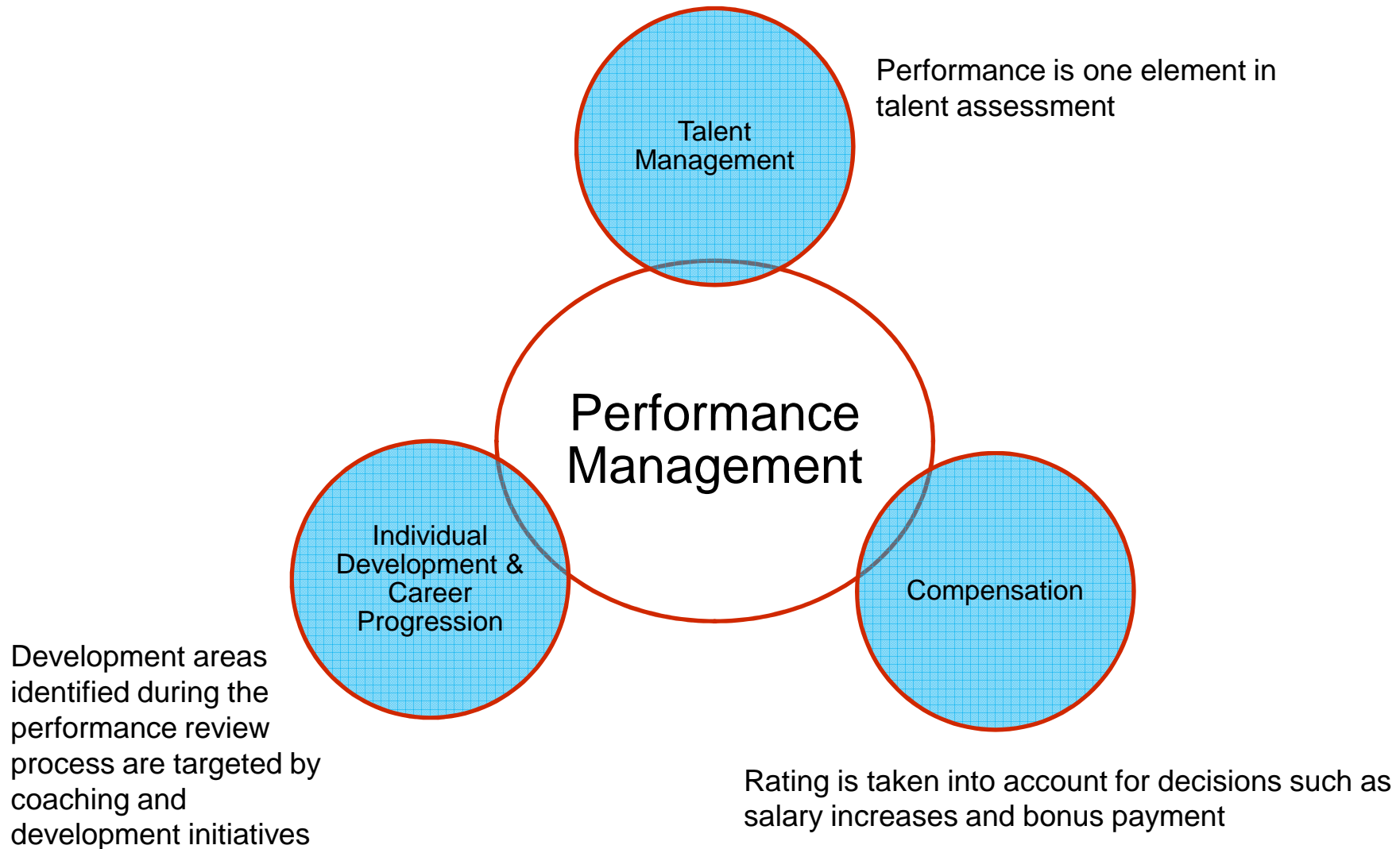
Japanese culture is deep rooted  
Lack of trust between Japanese Expat and Local staff  
No room for bottom-up improvement approach  
Necessity of Branding as an ITS company in the region  
“One NEC” initiative does not provide the promised deliverables

## Brand Alignment



# How is the output used?

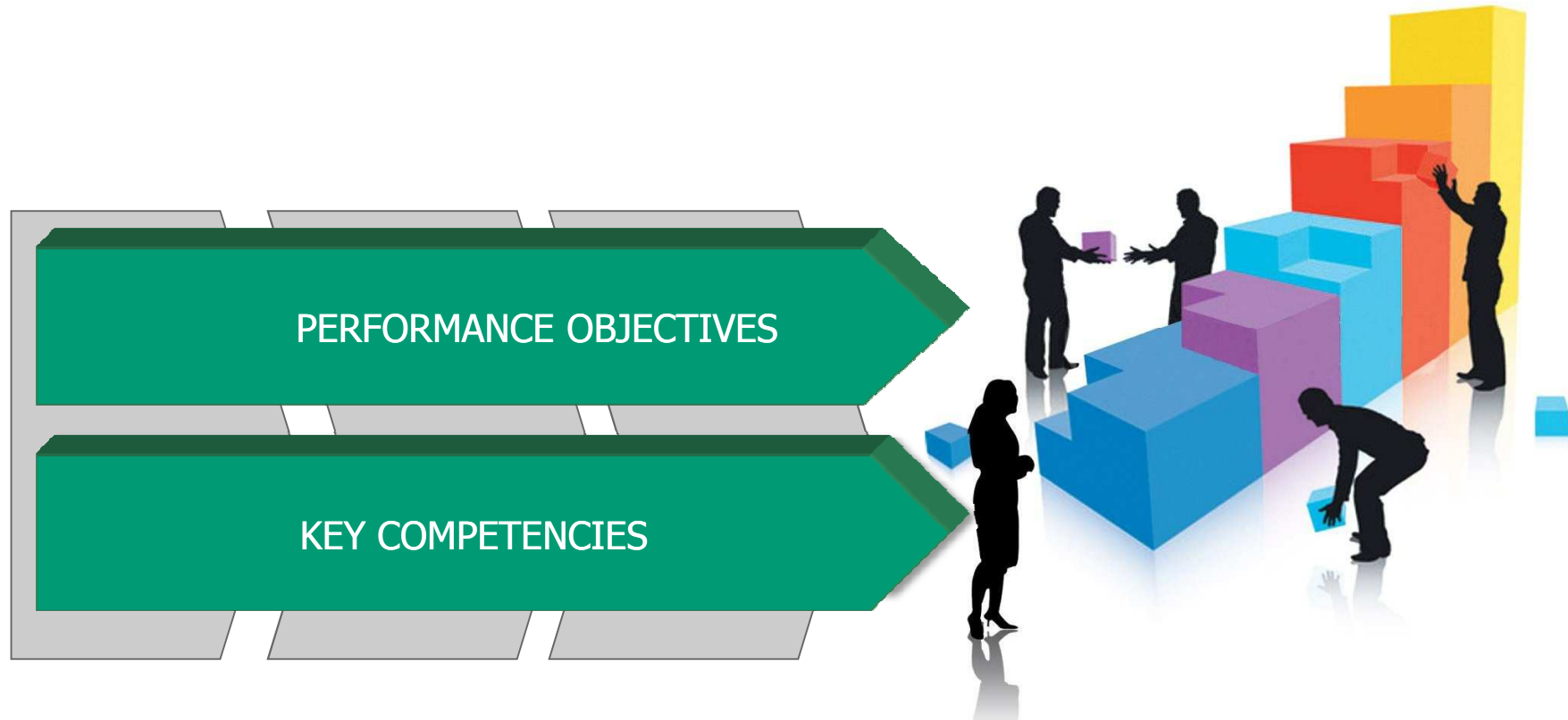
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# Components of our Performance Management System

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The Performance Review is based on **two components**:

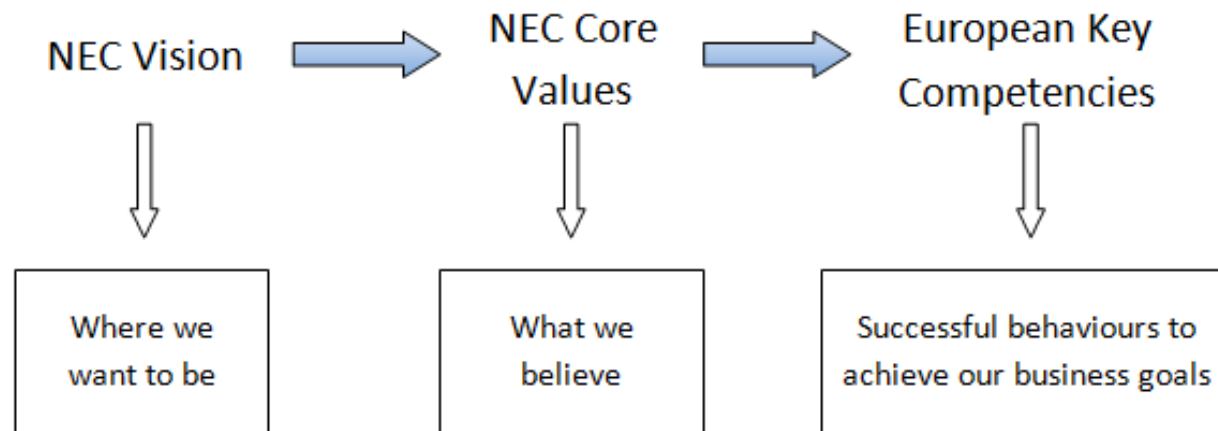


All employees of the company will be evaluated on these components.

# Where our key competencies come from

## INTRODUCTION

**THE NEC VISION:** “To be a leading global company leveraging the power of innovation to realize an information society friendly to humans and the earth.”



This document aims to clarify the link between the Group Vision, Core Values and the European Key Competencies, which are all important for the success of our business. The Vision, Values and Key Competencies should become the pillars on which we will build our day-to-day behaviour, HR policies and overall management policies.

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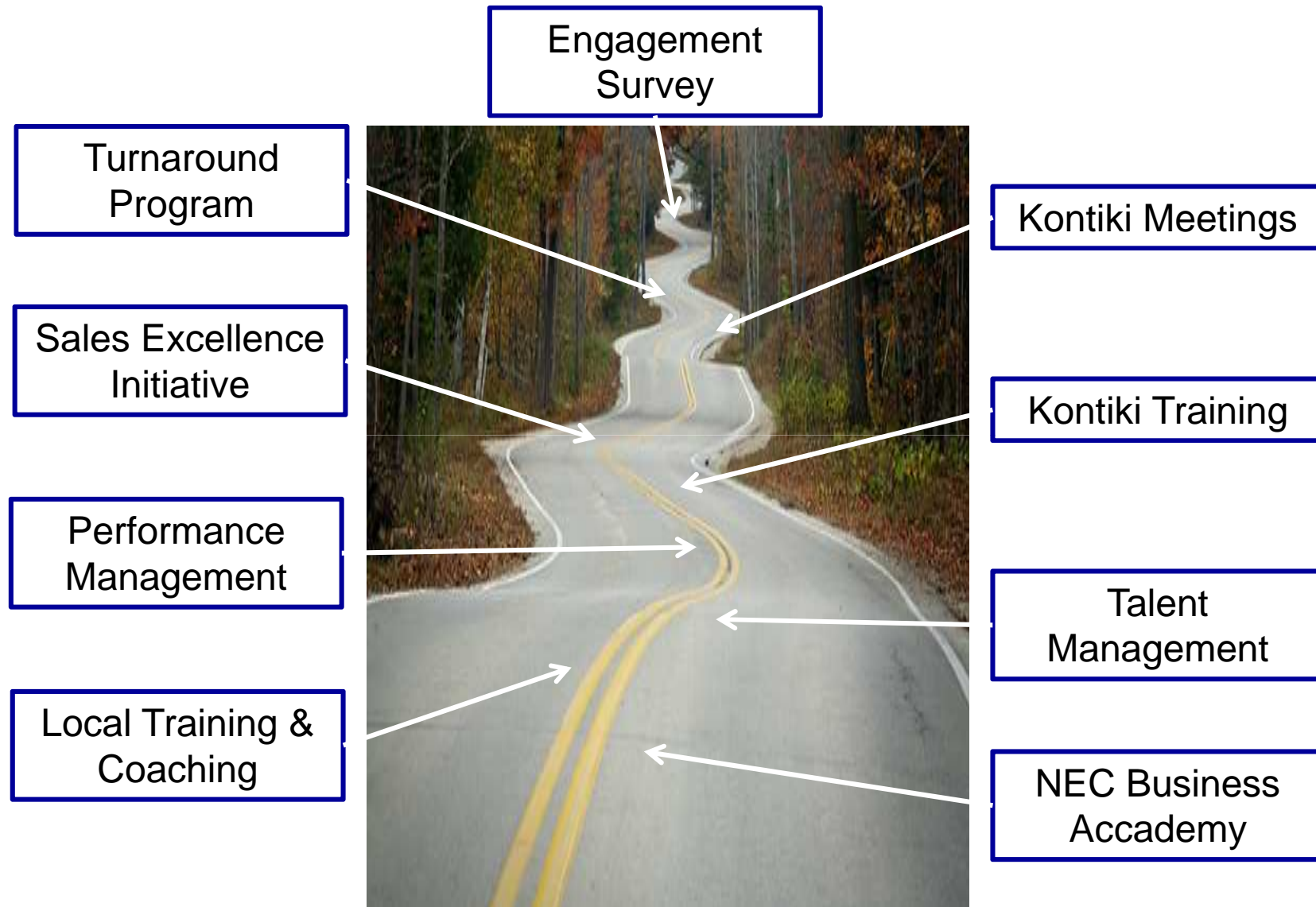
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# Continuous Development Journey

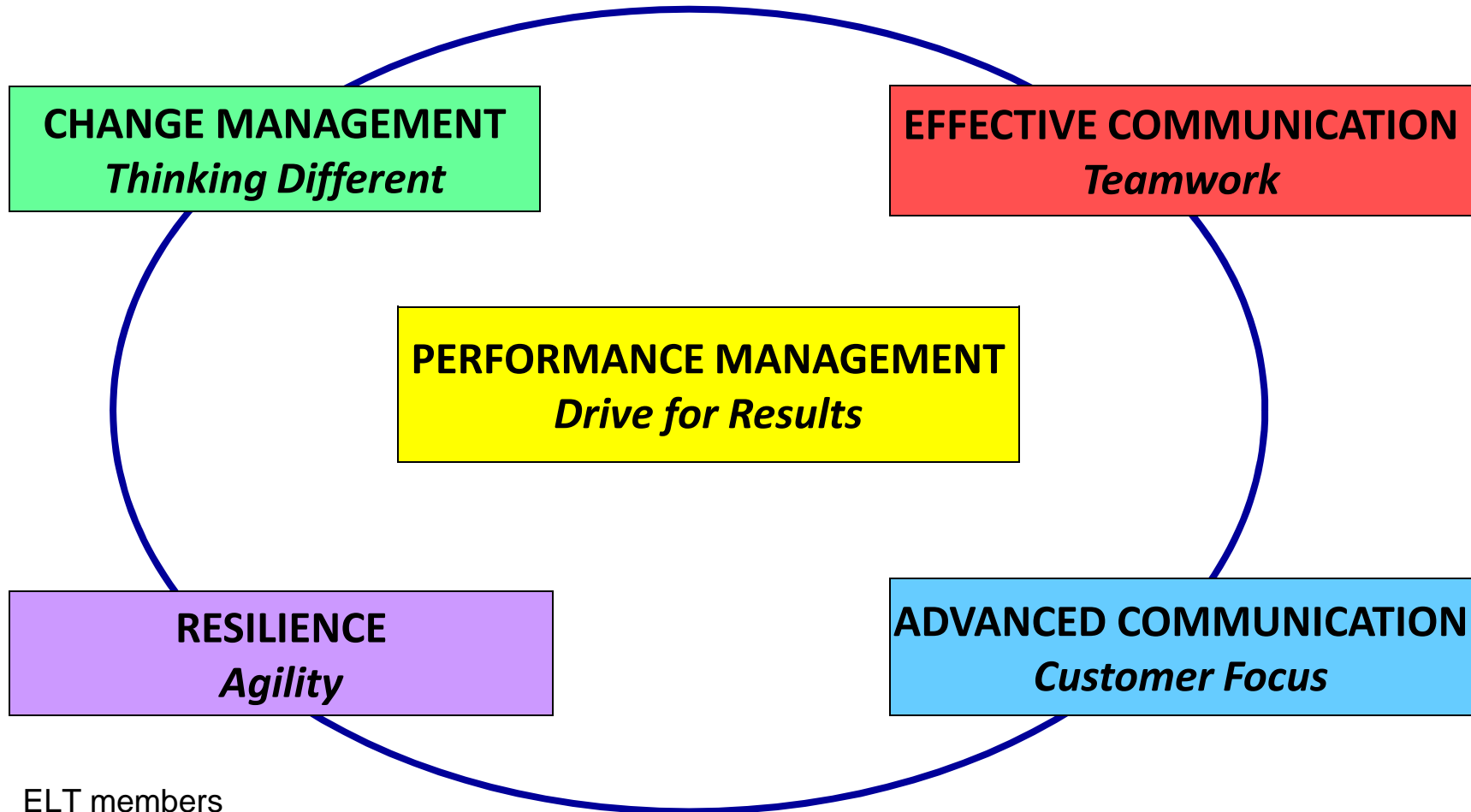


# NEC Europe Key Competencies - 2013

<b>1. Customer Focus</b>	<i>Satisfies customer requirements and seeks to exceed the expectations of both internal/external customers. Anticipates clients' needs and desires and makes their fulfilment a priority, in order to become the "Global Best".</i>
<b>2. Drive for Results</b>	<i>Sets ambitious targets and high quality standards and works for continuous improvement. Shows dissatisfaction with average level performance. Acts with integrity. Perseveres until improvements, results and success are achieved. Capable to build robust relationships (internal and external) in order to facilitate the result achievement.</i>
<b>3. Thinking Differently</b>	<i>Thinks differently to innovate or develop improved alternatives for existing products, services and approaches. Challenges the status quo and personally contributes to the effective implementation of improvements. Ensures a clear understanding of the real issues and the facts in each situation. Understands that change is continuously required.</i>
<b>4. Teamwork</b>	<i>Contributes effectively to the achievement of common results, finding the required solutions to mutual/customer issues or problems. Listens, is open-minded, shares, respects and encourages diversity. Plays for the team, collaborates and works well with others outside of their group, division, organisation. Utilises expertise of colleagues across the organisation as required. Gets involved even when the subject is not directly connected with their role.</i>
<b>5. Agility</b>	<i>Optimises processes and reduces the time taken to complete tasks. Manages time as an investment, balancing important/urgent issues. Makes decisions and acts in a timely manner. Finds the most effective organisational and operational ways to achieve the desired results for each business transaction or project. Displays adaptability, flexibility and has a set of competences that allows for playing a larger role.</i>

# Training to support Change linked to Key competencies

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- ❖ ELT members
- ❖ 1° & 2° Line Management
- ❖ Key People
- ❖ Viral Change Agents

Empowered by Innovation

**NEC**

