

THE WAR FOR TALENT



Louis Lim

MODULE LEADER

Louis Lim is both Senior Consultant, LHC and faculty member, EHL. In missions across Europe, Asia, the Middle East, Africa and the Americas, he facilitates seminars, designs training courses and consults for hotels, hotel schools, cruise and airline caterers, hospitals and clubs, in Human Resource Management and Development, F&B, Sales, Customer Care and Communication. He holds a BA in Business Administration and Human Resource Management, Webster University, Geneva, and a Hotel Management Diploma, SHATEC/EHL. In Business Protocol, Louis consults for and trains hoteliers, restaurateurs, private and commercial airline executives and cabin crew, bankers, construction engineers, architects, Swiss ambassadors and their spouses and butlers of royal households and state receptions.

RECOMMENDED READING

- Michaels, E., Handfield-Jones, H. and Axelrod, B. (2001), *The War for Talent*, Harvard Business School Press, Boston, Massachusetts, ISBN 1-57851-459-2
- Siker, P. (2007), *Proactive Recruiting in A War for Talent Economy*, Advanced Recruiting Trends, Virginia, ISBN 978-0-9788674-0-9

PRICE

CHF1,800 (~€1,100)

Prices in Euros (€), as at September 2007, are only an indication; payment will be in Swiss Francs (CHF)

MODULE DESCRIPTION

Why should talented people join your company? Or rather, why would talented people want to work with you or for you? And further, why would talented people want to remain working with you or for you?

First coined by McKinsey in 1997, "the war for talent" slogan has since gathered momentum, and in some industries and countries—even developed into a crisis. Yet, few companies and managers are doing much to fight the war. At best, they adopt defensive, reactive approaches instead of offensive, proactive tactics to attract and retain the best talent in the global knowledge economy.

The best talents are passive job seekers—those already gainfully employed and not actively looking for a job. The operative word is "not actively." Many studies show that 10 to 25% of top executives, even in the best of companies, even those happy in their jobs, are either still looking at job offers on a regular basis, albeit casually, or do not plan to stay beyond three years, or worse—are actively solicited by headhunters. If I want good managers, where do I find them? And if I have good managers, how do I not lose them?

So, come to the Module and we will dress you in battle armour, artillery and fusillade. Then return home for a call to arms—for brains.

LEARNING OBJECTIVES

By the end of the war camp, conscripts will be armed to

Knowledge

- Explain why people work for people, not companies
- Elaborate the perceptions and expectations of the Silent/Traditional Generation, the Baby Boomers and Generations X, Y and Z

Competencies

- Critique and compose the following recruitment tools
 - Employment advertisement
 - Cover letter and curriculum vitæ
 - Online job postulations and e-mail candidatures

Mindset

- Link organizational culture to talent management
- Justify talent management as a love story—a two-way street

LEARNING METHODOLOGIES

- Pre-module guided reading articles, lecture-discussions, psychometrics, case studies, role plays and practical checklist tools

PARTICIPANTS

- People looking for talent
- Talent looking for people