



“TIME TO **RETHINK**
YOUR TALENT
STRATEGY ”

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| | | | |
|--|--------------------------------------|---|--------------------------------|
| ORGANIZATIONAL CONSULTING | TALENT STRATEGY | BUSINESS CAPABILITY ACADEMY X | IVY LEAGUE UNIVERSITY PROGRAMS |
| SKILL INTELLIGENCE | ASSESSMENT CENTER | LEADERSHIP, STRATEGY TRAINING | IVY LEAGUE CONTENT LIBRARY |
| RE SKILL UP SKILL CROSS SKILL JOURNEYS | NATIONAL TALENT DEVELOPMENT | INTERNATIONAL PROFESSIONAL CERTIFICATIONS | GLOBAL LEARNING PROGRAMS |
| COACHING, MENTORING, CONSULTING | TECHNOLOGY, FUNCTIONAL SOFT SKILLS | ESG PROGRAMS | VR ENABLED TRAINING PROGRAMS |
| LEARNING EXPERIENCE PLATFORM (LXP) | DIGITAL CONTENT DEVELOPMENT WITH SME | IMMERSIVE LEARNING & METAVERSE | PRIVATE GEN AI SOLUTIONS |
| INTERNAL TALENT MARKETPLACE | HIRE TRAIN DEPLOY SOLUTIONS | VR/MR CONTENT DEVELOPMENT | THOUGHT LEADERSHIP EVENTS |



TFG

TALENT 4.0

WORLD'S LARGEST TALENT MARKETPLACE



ONE PLACE =
OVER 25+
 SOLUTIONS





DR ALLEN BABY MBA, PhD, M.IOD
CEO- Talent Fourth Gen Group (TFG)

Profile Highlights

- **Talent Strategy Thought Leader**, Expert in National Talent Acceleration Strategy
- Former **Chief Learning Officer**, Emirates Institute of Finance (EIF), UAE
- **Architect of ETHRAA**, Most acclaimed Nationalization upskilling project in MENA which became **first CIPD global Nationalization case study in MENA**
- Oxford Alumni, PhD Finance (UK)
- Fortune 500 Corporate & Investment Banker
Newspaper Columnist

Board Member & Advisor

- **UAE Govt Skills Committee Member** : UAE Ministry of Education – Financial sector Skills Committee (RNDC)
- Advisory Board Member: **University of London South Bank**
- **Global Learning Council Member** : CFTE ,UK : World's leading Fintech Training Institution
- Future Skills Forum, Chair
- Advisor/ Board Member


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DR. Allen Baby



1% Top Management Consulting Voice on LinkedIn



LinkedIn Top Global Voice in 3 Areas HR, Consulting & Education Leadership



Cambridge University
Published MENA Specific Talent Framework



CIPD Case Study
CLO of ETHRAA
First National Talent Case study in MENA



CHANGING NATURE OF SKILLS

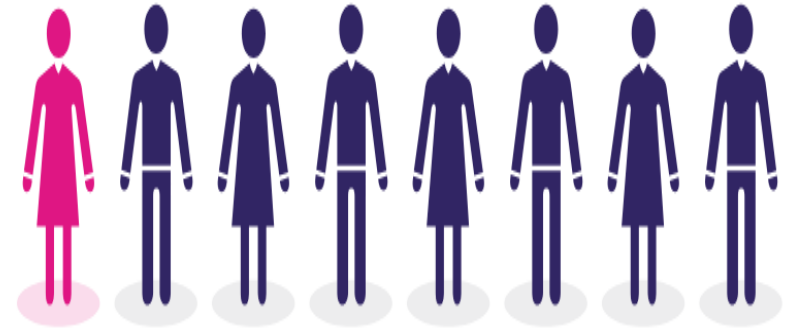
TECHNOLOGY IS 'EATING' JOBS BUT...

1 in 8 roles in financial services are tech roles

- Tech Skills are important for each role
- Human Skills continue to be critical for the future



13 FUTURE SKILLS 'FUTURE SKILLS REPORT 2024'



All Skills **Technical** Behaviours

But everyone needs to know Tech

| | | | | | | |
|----------------------|------------------|---------------------------|-----------------|-----------------------|-------|----------------|
| | | | | | | |
| Software Development | Digital Literacy | Data Analytics & Insights | User experience | Machine learning / AI | Agile | Cyber security |

All Skills Technical **Behaviours**

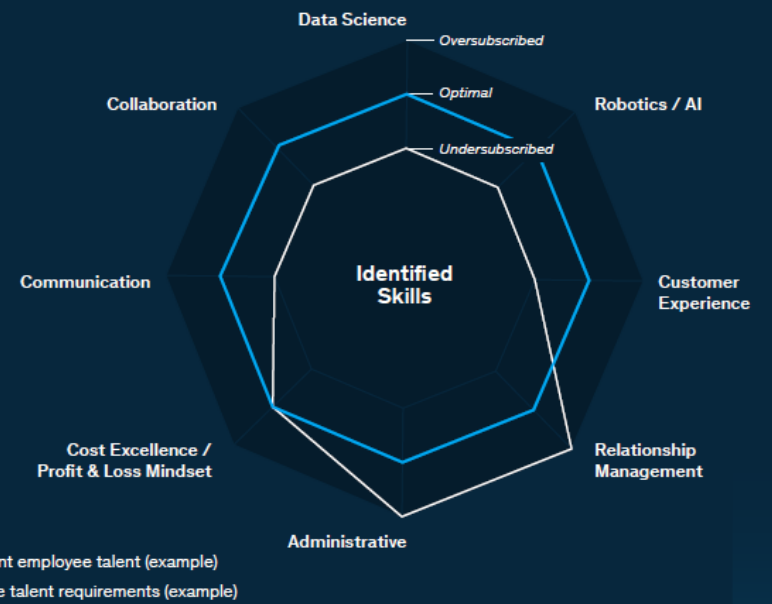
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| | | | | | |
| Creative Thinking | Coaching | Empathy | Adaptability | Relationship management | Teamwork |

Understand future talent requirements.

1

43% of all bank working hours can be automated with current technologies.

Consequently, talent requirements are shifting from basic cognitive skills to socio-emotional and technological skills. Banks will need to analyze where they have long-term gaps and develop a plan to close them.

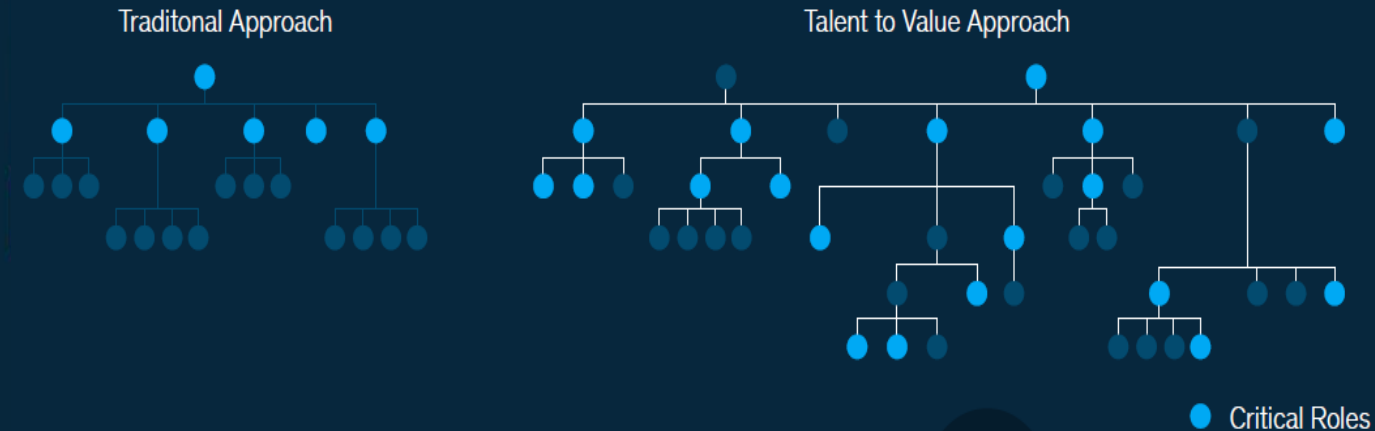


McKinsey Future of Talent Report

Identify critical roles and manage talent accordingly.

2

About 50 roles drive 80% of business value. Banks will need to identify these roles based on data rather than traditional hierarchy. In fact, 90% of critical talent is missed when organizations only focus at the top.



Then, banks must match the best performers to these roles and actively manage their development.





World **Economic** Forum estimates **44%** of core
workforce skills to **change** by 2028

Solve your business **challenges**
with **power** of Talent





WHY TALENT STRATEGY ?

“

CEOs worldwide see **human capital as a top challenge**, and yet

they rank HR as only the **eighth or ninth most important function** in an organization. Clearly, this is a **disconnect** that needs to be addressed.

To keep up with rapid change, CEOs need to bring **HR to the forefront or risk being left behind.**

”

McKinsey Global Future Talent Readiness Survey Report

YOU WILL NEED TO RETHINK YOUR TALENT STRATEGY **IF...**

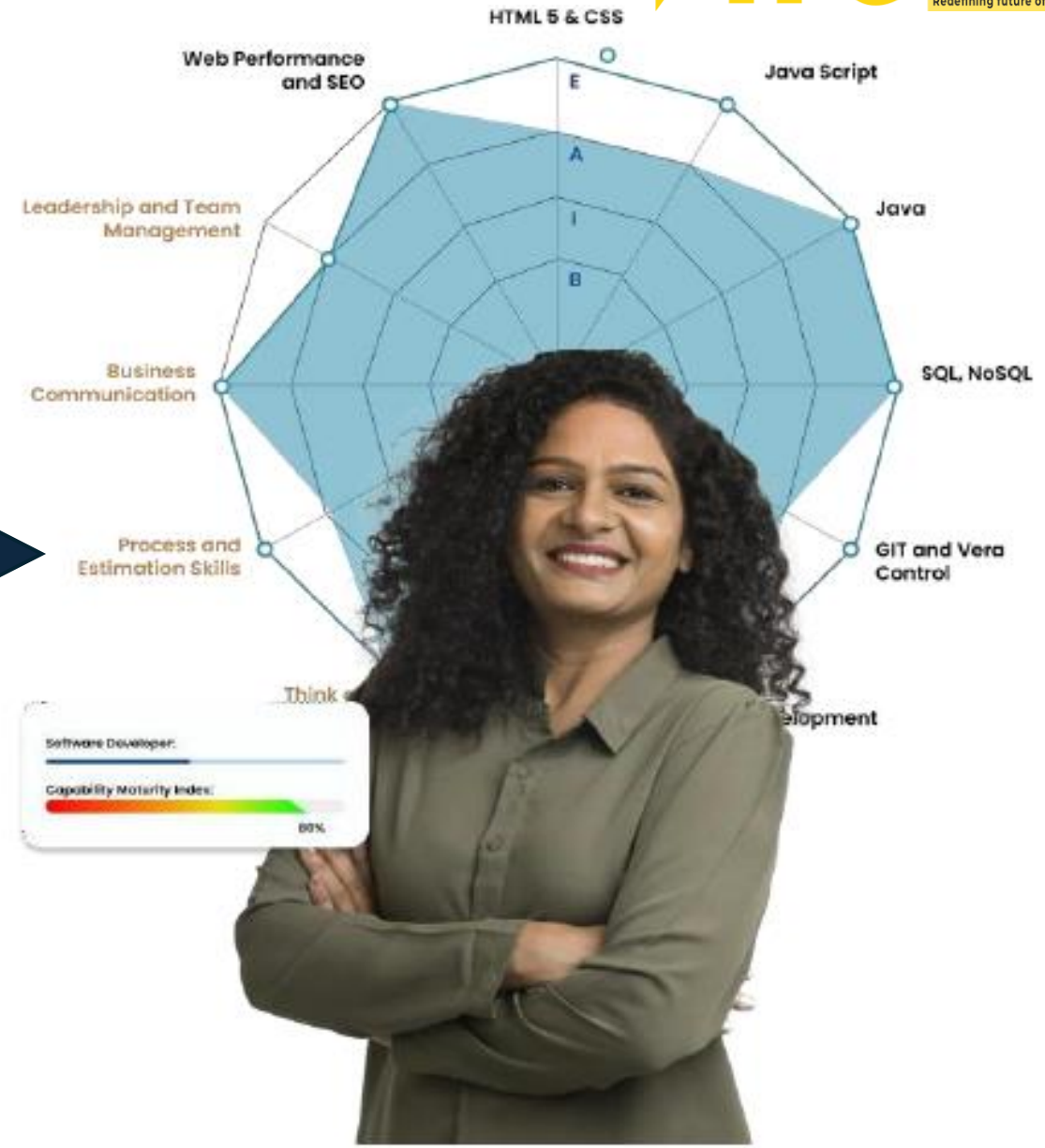
Key Strategic Questions to HR & Business Leaders

1. Approximately **20%+** of your workforce could be in roles **already redundant** or would be redundant in next two years. Do you want to identify and redeploy them ?
2. **45% of Core skills** of employees will change by 2028. Have you created your Internal Talent Marketplace for **Reskilling, Upskilling, Cross Skilling** on Priority ?
3. Do you have a strategic **Talent Acceleration agenda** for your National Talent, especially to Reskill people in frontline roles, to avoid a major skills problem
4. Do you know the key Skill gaps, **especially functional skills gaps**, department wise and have addressed them ?
5. Do you have a strategy to **manage the skill gaps** in the organization ? Are you planning to Build, Borrow or Buy
6. Do you have a strategic **AI Learning** Strategy and **ESG Learning Strategy** in place ?
7. Is **improving Productivity** and Efficiency a top priority of your Business leaders?
8. Do you **know the Critical job roles** in the organization and are you doing enough to get and retain best talent there ?
9. Are you still struggling to deliver **learning initiatives** that is designed to build business capabilities and solves **business problems** ?
10. Do you have a strategic plan for **reimagining the future of work** and learning

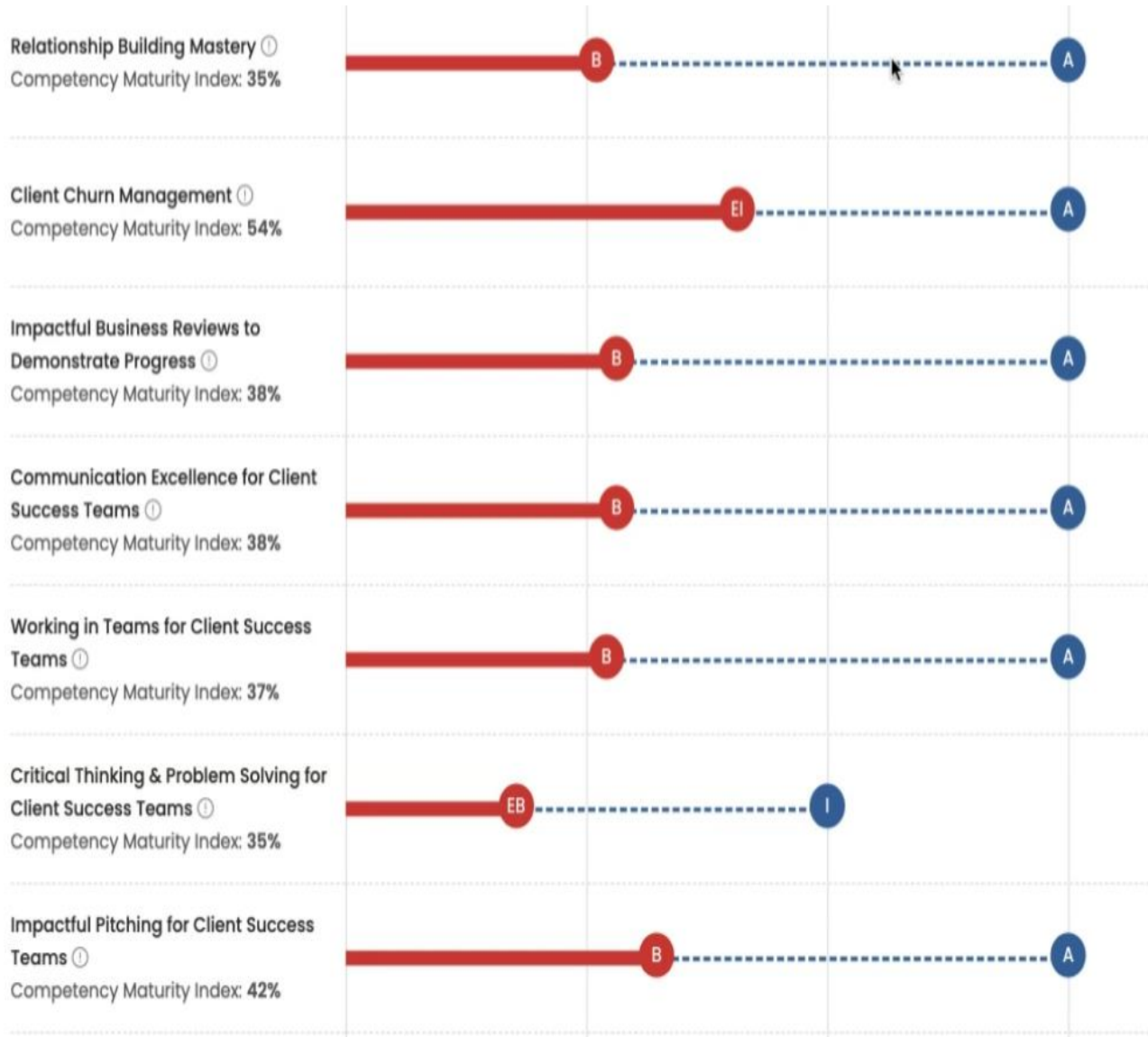


SKILL INTELLIGENCE DASHBOARD FOR LEADERS

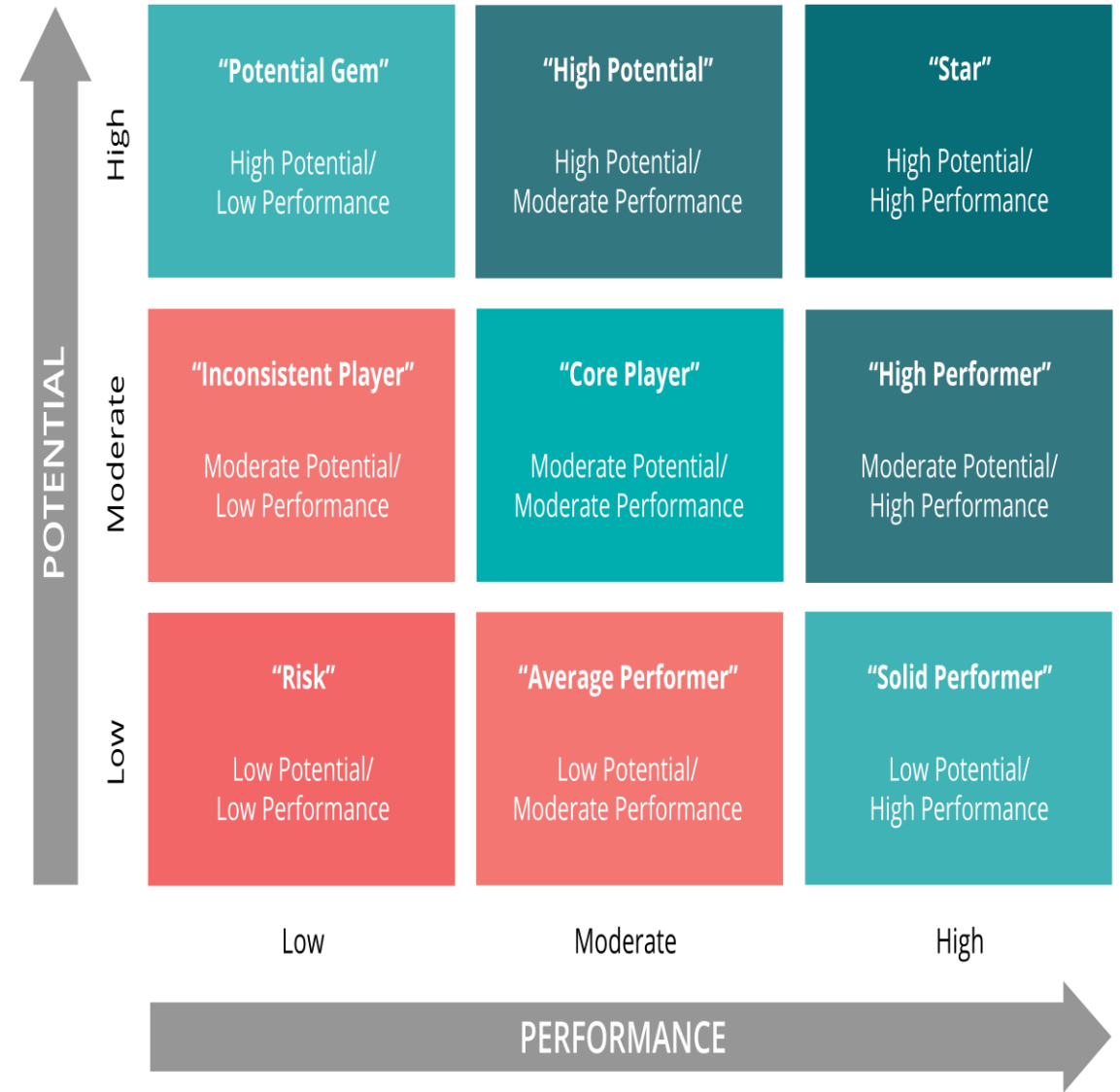
Know the gaps and frame the strategy



IDENTIFYING SKILL GAPS & CRAFTING L&D STRATEGY



IDENTIFY, GROW, RETAIN TALENT



MEASURABLE OUTCOMES

Select a Business Performance Metric

Revenue Generated

Data is from June 2024

64%

Conversion Rate

Data is from June 2024

91%

CRM Data Accuracy

Data is from June 2024

48%

Loan Default Rate

Data is from June 2024

85%

Average Loan Approval Time

Data is from June 2024

45%

Employee Productivity And Satisfaction

Data is from June 2024

39%



Novice

Beginner

Intermediate

Advanced

Pre-call Planning

Readiness Score:19% %

EB

Early Beginner

A

Sales planning and forecasting

Readiness Score:25% %

B

Beginner

A

Handling Negotiations

Readiness Score:53% %

EI

Early Intermediate

A

Objection handling

Readiness Score:65% %

I

Intermediate

A

Product and Domain Knowledge

Readiness Score:98% %

EA

A



RETHINK YOUR NATIONAL TALENT STRATEGY

INTERNAL TALENT MARKETPLACE FOR 'NATIONAL TALENT ACCELERATOR'

Based on the most successful National Talent Upskilling Project which solved UAE's Five Decades old Specialist Talent shortage in Financial Sector

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Solving an enduring national talent development puzzle: EIF

A case study on how the Emirates Institute of Finance (EIF) created a programme to support talent development and workforce nationalisation

28+
Critical Position
Learning
journeys

250 Roles
Across 20
Specialist
Critical Areas

80%+
Pass in
International
Professional
Qualifications by
'Fresh Graduate'
Learners

CIPD
Success Global
Case Study &
MENA Award

INDUSTRY PROBLEMS

Before ETHRAA

1. **Less than 2500 Nationals in 'Critical Areas'** in Banking & Financial Sector in UAE, despite **five decades** of Banking sector
2. Industry used to complain about lack of **'Qualified, Skilled nationals'** for Critical areas
3. **Less than 10%** of them were 'Internationally Professionally Qualified'
4. Graduates entering workforce need jobs which are sustainable with **Career growth Opportunities'**, not Retail Banking jobs. Graduate attrition in year 1 at **high double digits**
5. **Sustainability Risk** on the Financial system in the long run
6. Nationals needed in the **Future Critical Areas** like Technology, Fintech, ESG
7. Strong **pipeline of Talent** needed for Leadership roles in 10-15 years

Before

After

OUTCOMES

After ETHRAA

1. **New 2000 Nationals** started careers in 'Critical Areas' in Banking & Financial Sector in UAE, **doubling workforce in Critical areas just 2 years. 50% roles** in Critical areas by 2026
2. Solved industry problem at scale. **Globally benchmarked** National Talent Capability
3. **50 % of Critical Workforce** of them were 'Internationally Professionally Qualified'
4. **Career journeys** of 2000 learners launched in Specialist Areas. Graduate Attrition down to **low single digits.**
5. Helped to reduce risk of **not Qualified people running critical job functions** in Financial sector
6. New Pipeline of **Future Ready Talent** Launched
7. Future Leaders of UAE Financial Sector Talent pool identified and to be grown through



**DOES INVESTING IN TALENT MAKE
IMMEDIATE BUSINESS CASE ?**

CFO: what happens if we train our employees and they leave?



CEO: what happens if we don't train them and they stay?



YES... INVESTMENT IN TALENT, IF WELL STRATEGIZED, IS A GAME CHANGER

RE SKILL

- Reskill : Moving Employees to a totally new area

BENEFITS

- Re deploy employees, especially in roles becoming redundant
- **Internal mobility** from Operations to Business or business enabling functions, **thus increasing profits**
- **Identify and grow High Potential Talent**
- Improve Employee Engagement, Burn out, Retention
- Increase **Productivity, Revenues & Profits**

CROSS SKILL

- Cross Skill : Employees acquire skills in a **new complimentary area**
- Ensures significant cost saving
- Ensures multi dimensional skills which is critical for organizations today
-
- Thus, a **cost saver and productivity booster**

ETHIHAD AIRLINE ABUDHABI PILOTS TRAINED FOR BOTH A350/A 380



AIRBUS 380



AIRBUS 350

Make Bold Futuristic Investments in Talent strategy – It is NOT a cost, it is a cost saver and productivity booster

Takeaway 5

Skill Intelligence : Identify, monitor, act on the Skill gaps, critical roles. Embrace best Global practices and capabilities

Takeaway 4

Business landscape in is getting disrupted. Become a 'Future ready' Institution

Takeaway 3

Having HR Plans & Policies, Training Policies, Recruitment Policies or many such policies doesn't make a 'Talent Strategy'

Takeaway 2

CEOs/ Boards/ Regulators should prioritize Skill based Talent Strategy as a topmost Priority

Takeaway 1



KEY TAKEAWAYS