

# Research Working Group

## Engaging Your Critical Talent in Asia-Pacific



As a business leader with a workforce in Greater China (China, Hong Kong, Macau, and Taiwan) and Singapore, you understand that the “war on talent” extends beyond competing effectively for future talent – it also requires a workplace that supports retaining and motivating employees who work in roles critical to your business. Retaining and leveraging this “critical talent” is essential for successfully navigating the current economic climate as well as positioning yourself competitively for the eventual economic recovery.

Building your “critical talent” strategy as part of workforce segmentation has two key components: First, you have to develop an employee value proposition (EVP) that targets the extrinsic and intrinsic needs of employees in critical roles; second, you need to closely monitor and understand the dynamics of employee engagement (EE) as it relates to this vital segment of your workforce.

The Conference Board’s Research Working Group on **Engaging Your Critical Talent in Asia-Pacific** will help you clearly assess your current EVP. It will also provide an opportunity to determine whether this EVP aligns with the needs of your critical talent and, consequently, whether that alignment results in engaged and motivated employees who contribute to your business’s success. Finally, it will provide deep insights into your workforce to help leverage critical talent.

As a member of this RWG, you will work alongside researchers who are global experts in the field of EVP and EE. You will:

- Assess your firm’s current EVP by interviewing senior managers and analyzing messages you send to employees regarding the value of working for your firm
- Identify critical roles in your workforce using a step-by-step process
- Recruit key employees in critical roles to participate in an online survey that combines elements of both EE dynamics and EVP
- Assess the alignment to your firm’s EVP and the expectations of your critical talent
- Determine how to improve the alignment to retain and leverage critical talent

This RWG will build on earlier groundbreaking research by The Conference Board, which successfully identified a globally valid method of measuring engagement and determined the combinations of employee engagement drivers that are most important for employees in Asia.

### Who Should Join?

Business leaders working at multinational companies operating in Asia-Pacific who are looking to retain and attract critical talent for executing well thought out business strategies.



## The Conference Board Team

### **Diane Piktialis**, Research Working Group Leader

Diane Piktialis is program director at The Conference Board for the multigenerational workforce. She has 35 years of experience in program development in the private and public sectors. Piktialis has published widely in journals such as *Business and Health*, *Quality Review Bulletin*, *Benefits and Compensation Solutions*, *Compensation and Benefits Review*, and *HR Executive*.

### **John Gibbons**, Research Working Group Advisor

John Gibbons joined the human capital team at The Conference Board after more than 17 years in the field of human resources management. He leads the global employee engagement program and the initiative on evidence-based human resources at The Conference Board. The latter examines the means by which human capital creates operational and financial value.

### **Winnie Peng**, Research Working Group Researcher

Winnie Peng is lead business researcher at the Hong Kong office for The Conference Board. She conducts both qualitative and quantitative research geared toward the Chinese and Asia-Pacific markets.

### **Sibson Consulting**, Additional Resources

Sibson Consulting is a leading human resources consultancy with particular expertise in assisting multinational firms optimize their employee value proposition and workforce performance.

## What Is a Research Working Group?

RWGs provide a confidential, hands-on forum for a select network of senior executives from global companies to explore a common, critical business challenge. Participants work with expert researchers from The Conference Board to forge realistic, actionable solutions via continuing in-person and online dialogue, customized research, and a genuine interest in strengthening company performance.

## Benefits and Deliverables

- Identification of the critical roles in your organization that are necessary for sound implementation of business strategies during the economic recovery
- An individual assessment of your firm's EVP for employees in critical roles, which is based on interviews with senior managers, as well as analysis of websites and key documents
- Two customized diagnostic assessments based on a survey of employees in your organization's seven most critical roles:

- How employees perceive your EVP
- Your employees' level of engagement and its drivers
- Benchmarks against other firms in the RWG and/or against a set of global firms that are part of the proprietary employee engagement database at The Conference Board
- Working knowledge of how to use the EVP and EE models together
- A copy of the full report, available exclusively to RWG members, for guiding future talent recruitment, engagement, and retention initiatives

## Additional Opportunities

- A research team from The Conference Board to present results, interpretations, and overall solutions to a select group of executives at your firm
- The opportunity to build on RWG findings by conducting a full customized survey for your firm
- Deep price reductions for conferences and webcasts by The Conference Board

## Research Working Group Schedule

The RWG will meet three times in person and two to three times via web conference over the course of six to nine months – the first meeting will take place in Hong Kong; others will be decided by the group. Between meetings, researchers from The Conference Board will conduct research guided by the interests of working group members.

Inaugural Meeting: January 2010

Participation fee: \$12,500

In order to participate, companies must be members of The Conference Board.

The fee covers participation of two executives from the organization and includes the cost of administering the program and producing the research. It also includes all meeting room facilities and group meals. Members are responsible for their own travel and hotel arrangements.

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