

Chasing Stars



Hiring and Growing Top Performing Talent

**An Interactive Workshop Hosted By
PERSOLKELLY Consulting Group & Led By Boris Groysberg,
(Professor Of Business Administration At Harvard Business School)**

PERSOLKELLY Consulting Group conducted a virtual corporate workshop (on 8th March 2022) led by Professor Boris Groysberg from Harvard Business School, on 'Hiring & Growing Top-Performing Talent'. It was an effective workshop attended by over 200 participants who were business and human resource leaders from key industries operating across the Asia Pacific region. Here's the summary of learning from the workshop as a reference for those who had the opportunity to attend it, and for those who have missed it due to full capacity. We hope this was helpful for you and we welcome you to register with us for our NEXT Executive Education event.

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Background Of Workshop

Talent is the most important aspect of organizational success. Organizations that have a competitive advantage in hiring and developing their star performers thrive, while organizations that struggle to attract and retain the high-performing talent they need cannot grow and face critical future risks as efficiently. Business leaders all over the Asia Pacific reported that hiring and retaining talent remains a top strategic priority.

The workshop aimed to discuss talent strategy when it comes to hiring and developing your most important highly performing talent. These high performers or "stars" often generate performance that is ten times (10x) or more than the results generated by their peers.

The two-hour workshop focused on overall talent strategy to enable strategic success. Based on the extensive research of Professor Groysberg, the workshop examined hiring and developing the highest-performing employees and suggested a hybrid approach to human resource management and leadership.



Intro Of Speaker

The interactive workshop was led by **Boris Groysberg, Richard P. Chapman Professor of Business School at Harvard Business School.** Professor Groysberg teaches courses on talent management and leadership in the school's MBA and Executive Education programs. He has won numerous awards for his research, which focuses on the challenges of managing human capital at small and large organizations across the world. His work focuses on how firms can achieve a sustainable competitive advantage by engaging employees in the implementation of business strategy.

Key Takeaways:

★ **Knowledge workers are ‘portable free agents’**

We need to remember that highly talented and high-performing individuals are mobile and have the freedom to choose their employment. Identifying and acknowledging their skills, contributions, and potential to grow or lead in the organization are key factors when planning for retention or fast-track programs.

★ **Integrating high performers hired from the outside is a key success factor for organizations.**

We select and hire stars to empower them to showcase their abilities, ideas, and potential--not to control and stifle their growth. Often, external high performers bring with them new insights and alternative solutions. We must be agile and open to change if we want to explore new ideas for success. The balance between trust and performance tracking is a key element to nurturing the growth of high-performing talent.

★ **Others’ research shows that star performers often generate results many times greater than their peers.**

It’s all about investing in stars. Superior results could yield from just one high performer who is dedicated to their job and works effectively. Hiring lower performing individuals with less experience and/or fewer abilities may require more headcount. Prioritizing quality over quantity is an essential factor in the new world of work.

★ **Star performance is not 100% portable across different firms.**

High performers perform differently in different environments and departments, and even under different leadership. These individuals have their personal preferences and skills for specific functions or goals. Offering development opportunities to high-performing individuals is essential to preserve their joy of service and drive to do more.

★ **Star teams often do better than a star individual when moving to a different firm.**

Much of the reason for the underperformance of stars when moving organizations has to do with the time required to re-establish trusted relationships with new peers. By hiring an entire team instead of just an individual, the time required to rebuild relationships can be saved, and star performers can perform more quickly in a new organization with the support of a familiar surrounding team.

★ **The winning talent strategy is a hybrid mix of hiring high-performing external talent while developing and retaining high-performing internal talent.**

Organizations able to capitalize on high-performing external hires while at the same time developing and retaining internal talent will have a significant competitive advantage. The mix of viewpoints promotes fresh thinking and new ideas which help to keep the team vibrant and its members interested in learning and contributing.

★ **Systematic strategic hiring and integration of talent can create significant value.**

Organizations that successfully hire and integrate high performers can significantly outperform their peers in an industry or market. These organizations have the best ROI on hiring externally and mitigate the potential initial underperformance when high performers change firms. Streamlining the onboarding process can improve the employee induction experience and help them come up to speed faster to optimize their performance.

Participant Feedback

“It was an opportunity to further enhance the strategic capabilities of the team and the organization. It helps a lot since it easily communicates the information related to HR and talent strategy.”

(Company Director)



Summary Prepare By Chris Sotomayor

Chris Sotomayor is a Senior Consultant with PERSOLKELLY Consulting Group Korea, based in Seoul.

A graduate of Harvard University, Chris has lived 13 years in Seoul, 10 years in NYC, and 3 years in Singapore. With 14 years of coaching over 3,500 professionals from 90+ countries on leadership, personal branding, and interpersonal effectiveness, as well as a variety of coaching and leadership development roles at UNC Kenan-Flagler and INSEAD business schools, along with international management consulting experience in projects spanning technology, strategy, marketing, finance, and human resources at firms including Samsung Electronics and McKinsey & Company. He's helped clients' leadership and organizational transformation strategies in Korea and APAC, bringing with him 25 years of consulting on strategy, technology, marketing, finance, and HR, while also appearing as a guest lecturer at SKK GSB, Seoul National University, Yonsei, and KAIST.

Coming-up soon!

Register With Us Now

PERSOLKELLY Consulting Group announced a plan to provide additional interactive workshops with Professor Boris Groysberg in June and September 2022. In addition, we have conducted a quick survey to know the audience preferred courses where we will cover topics helpful for HR planning and corporate management.

About Us

PERSOLKELLY is a joint venture established in 2016 between PERSOL HOLDINGS and Kelly Services to cater to the rising workforce employment needs of the emerging Asia Pacific market. We are one of the largest workforce solutions providers in the region, spanning over 45 offices across 13 markets including Australia, China, Hong Kong, India, Indonesia, Malaysia, New Zealand, Philippines, Singapore, South Korea, Taiwan, Thailand, and Vietnam. Our reach, scope, and scale of operations have set the industry standard for cross-border recruitment and holistic workforce solutions.

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