GHR 2023

Global Talent Acquisition Strategy

2023.11. 02

Sunghyun Hwang | Quantum Insight Inc.

About Me

SUNKYONG 鮮京그룹

APPLIED MATERIALS®

YAHOO!®

TOWERS PERRIN

Linkage
Create lasting leadership impact

Google™

Google

shopkick

kakao

HANCOM 한글과컴퓨터

가천대학교 Gachon University

50+
Start-ups

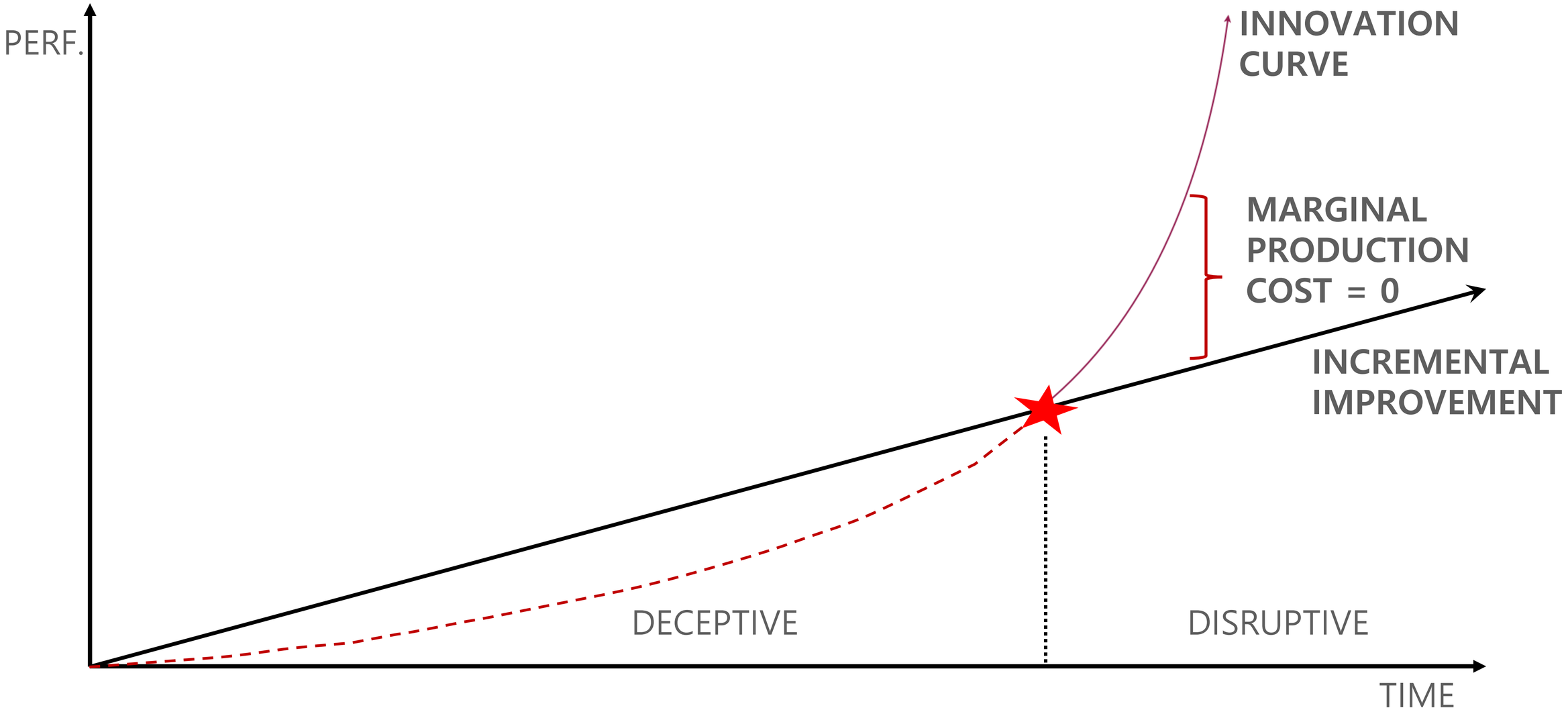
Agenda

1. 세상의 판이 변하고 있다.
2. Globalization 과 인재 정의의 변화
3. Workforce Framework
4. Key Things to Consider

Quantum Insight Inc.

Sunghyun Hwang

4TH INDUSTRIAL REVOLUTION.. AND ITS MEANING



INDUSTRIAL REVOLUTION AND ITS IMPACT ON ENTERPRISES

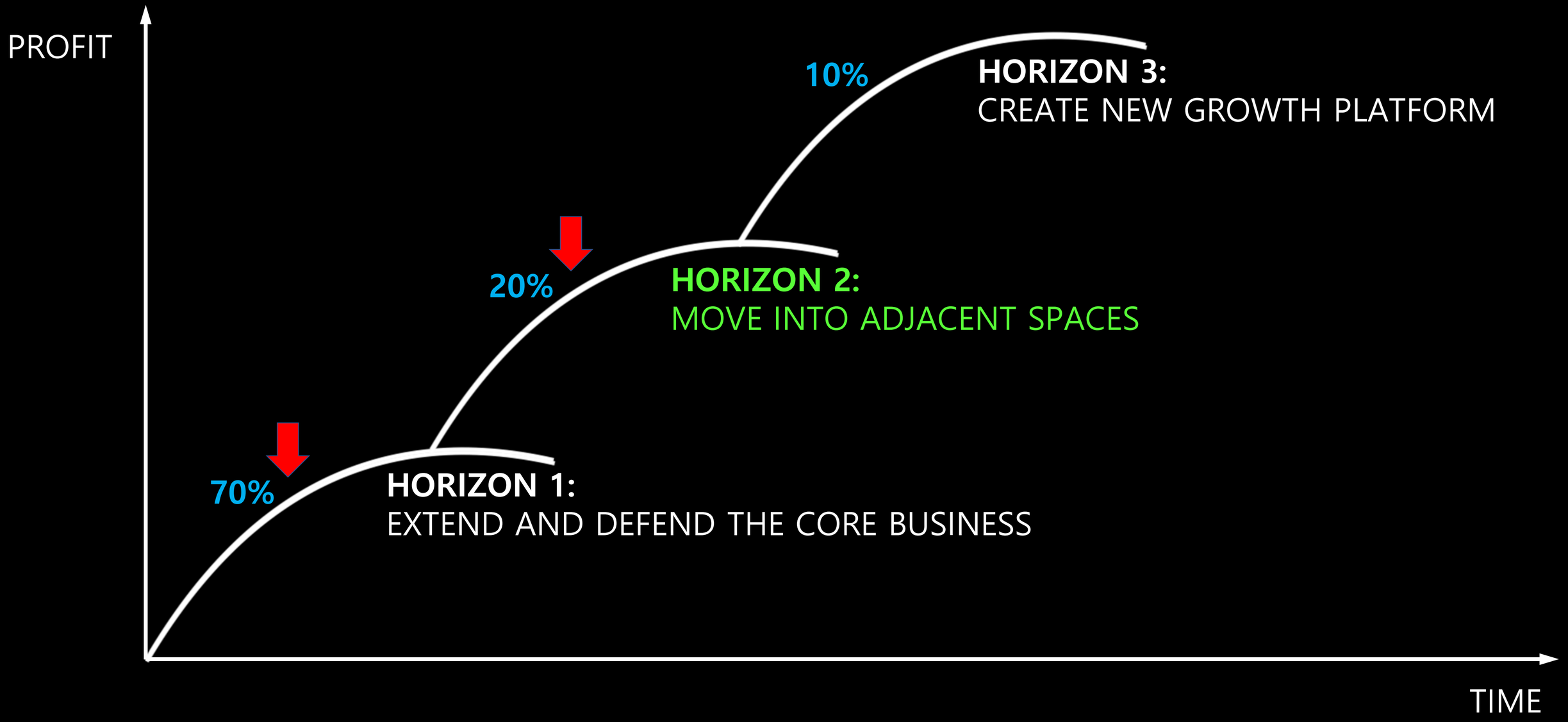
- ORG. STRUCTURE & DECISION-MAKING PROCESS
- **ADAPTABLE WORKFORCE**
- **FAST & CONTINUAL LEARNING**
- COMMUNICATION CHANNEL
- TECHNOLOGY INFRASTRUCTURE

채용 기준의 변화 - Hiring Criteria

과거: 성실성을 기반으로 한 Linear 한 인재

미래: 전문성을 기반으로 한 Exponential 한 인재

Three Horizons Theory



Source: https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/enduring-ideas-the-three-horizons-of-growth

전략적 인재 확보를 위한

Key Questions

Next Horizon을 구현하기 위해

요구되는 조직 역량은 무엇인가?

새로운 세상에서 요구되는

조직 역량을 채워 줄 수 있는

개인의 역량은 무엇인가?

What is the “globalization”?

Globalization is the growing interconnectedness and interdependency of countries, people and companies.

What is the globalization?

1. Economic: The extent of the flow of trade and investment across borders and reaction to that flow.
2. Social: The spread of ideas, exchange of knowledge, the free passage of citizens across border.
3. Political: The growth of government policies and institutions that support cross-border economic and social activity

Events that cleared way for Globalization

1. Political Changes
2. Removal of economic barriers
3. Technological advances
4. Investment in Telecommunication and education
5. Advanced business processes

Forces that led Organizations toward Globalization

1. Search for new markets
2. Increased cost pressure and competition
3. Shortfalls in natural resources and labor supply
4. Government policies
5. Trade agreement
6. Greater strategic control
7. A globalizing supply chain

Stages in Globalization

Domestic Company

The product or service is developed in the home country and produced and sold there.

Int'l Company

A Company begins to export a product or services to foreign coutries. The strategy, product and processes are developed in the home country.

Multi-Nat'l Company

The org. is decentralized. Many MNC are staffed by host-country nationals, but key managers come from the HQ. Key decisions are made at HQ as well.

Global Company

The org. views the world as a single, global market and offers global products that have little or no national variation. Straegy, ideas, and processes emanate from HQs.

Transnat'l Company

The org's production or service process becomes more globally diversed and interconnected. Some facilities may become "experts" in certain areas. Strategy is developed globally.

Source: The New Standard for Global HR, SHRM (2012)

Stages in Globalization : Staffing Orientation

1. Ethnocentric: HQ maintains tight control over int'l operations by staffing key positions in subsidiaries with HQ personnel
2. Polycentric: HCN usually staff and manage the local subsidiary. HCNs do not usually get promoted to HQ positions
3. Regiocentric: Communication and Coordination are high within the region, but no high between the regiona and HQ
4. Geocentric: Management talent comes from any location in the enterprise

Source: The New Standard for Global HR, SHRM (2012)

Stages in Globalization : Companies Born Global (1)

Domestic Company

The product or service is developed in the home country and produced and sold there.

Int'l Company

A Company begins to export a product or services to foreign coutries. The strategy, product and processes are developed in the home country.

Multi-Nat'l Company

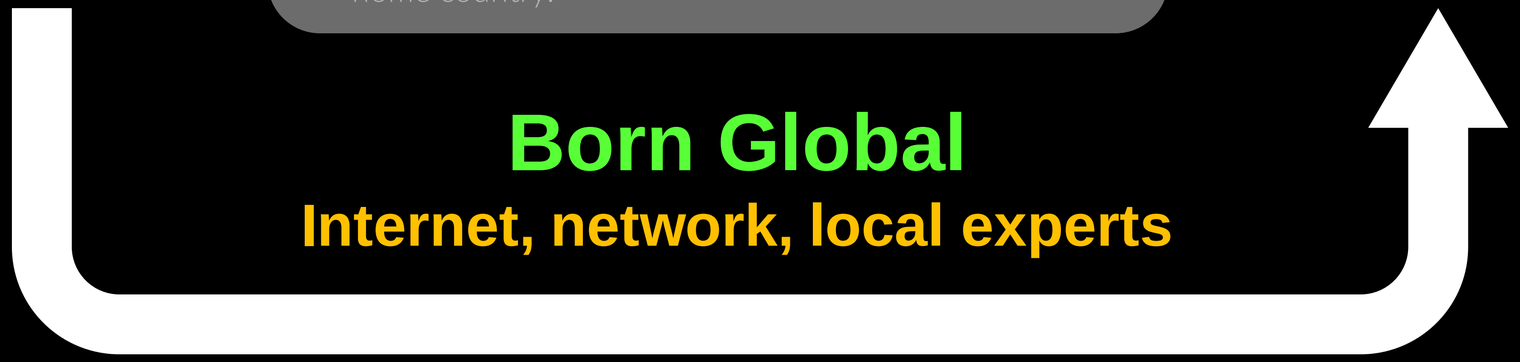
The org. is decentralized. Many MNC are staffed by host-country nationals, but key managers come from the HQ. Key decisions are made at HQ as well.

Global Company

The org. views the world as a single, global market and offers global products that have little or no national variation. Straegy, ideas, and processes emanate from HQs.

Transnat'l Company

The org's production or service process becomes more globally diversed and interconnected. Some facilities may become "experts" in certain areas. Strategy is developed globally.

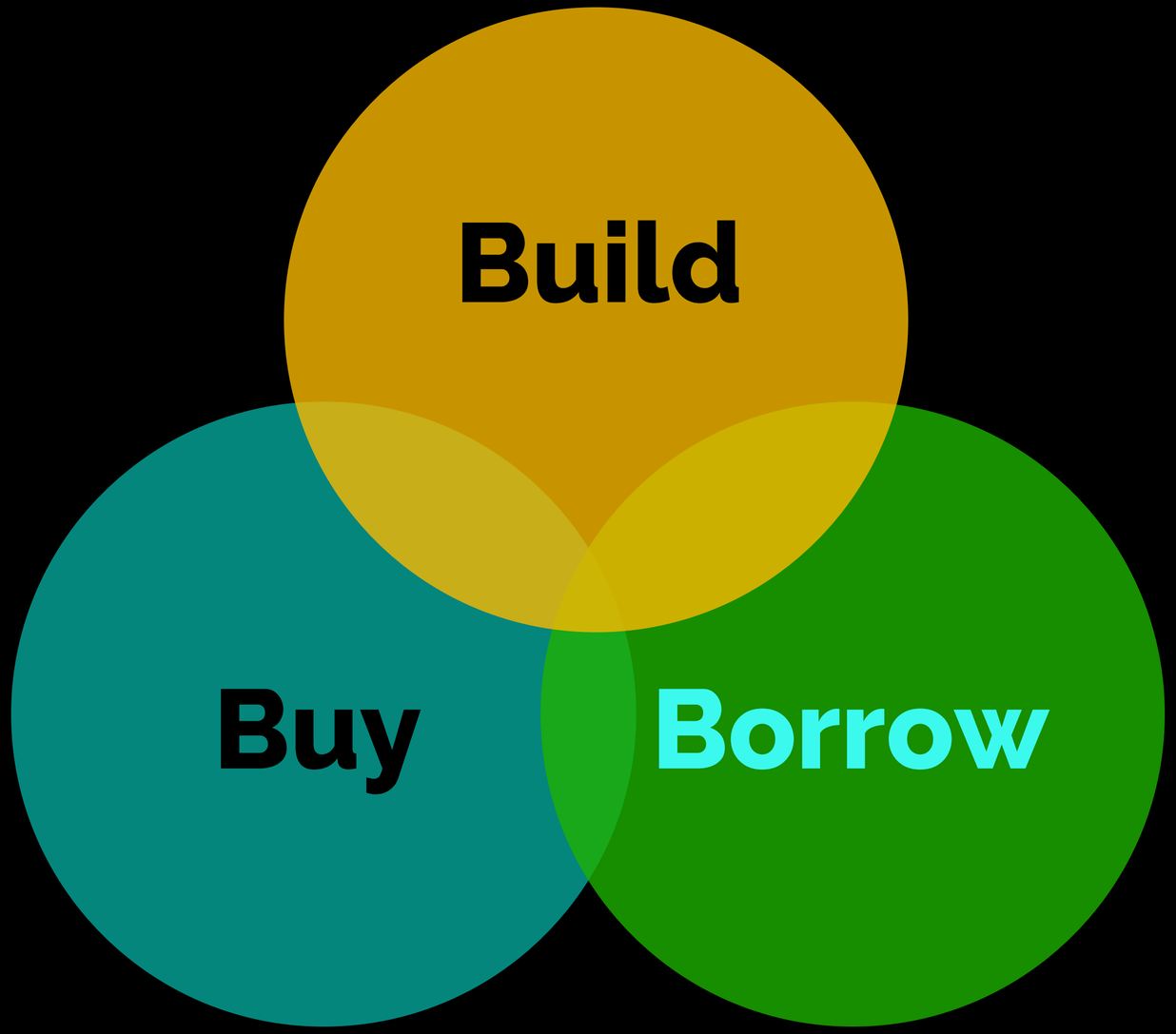


Born Global

Internet, network, local experts

Different Views on Global Talents

Changes in the Workforce Framework



What is your people strategy?

Where are your talents?

Where would you borrow them from?

전략적 인재 영입의 전체 상

Key question: 우리의 비즈니스 전략에 비추어 볼 때, 어떠한 인적자원이 필요한지, 언제 필요한지, 얼마나 필요한지, 예산은 얼마나 소요될 것인지 파악하고 있는가?

Key question: 현재의 역량 수준과 미래 필요한 역량 수준을 파악하고, 그 GAP 또는 Surplus의 크기를 파악하고, GAP/Surplus를 줄일 수 있는 방법을 파악하고 있는가

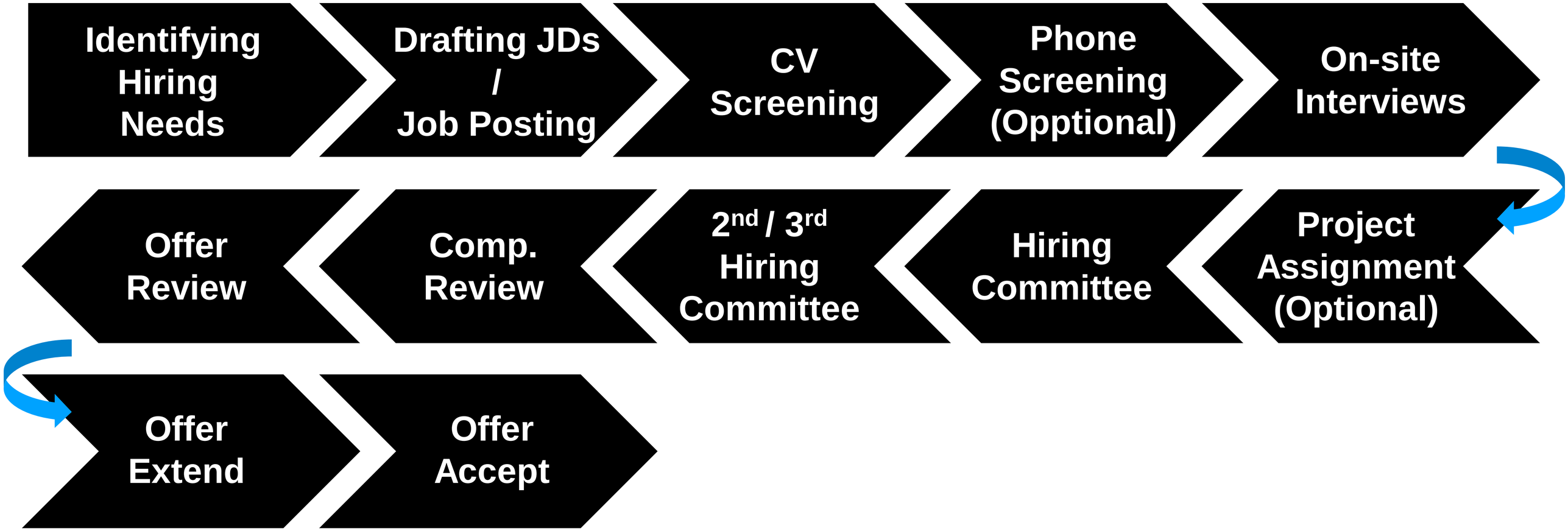
Key question: 그러한 인재를 어떻게 찾고 유인할 것인가?

Key question: 우리에게 필요한 인재를 평가할 수 있는 적합한 기준 및 그 방법을 확보하고 있는가?

Key question: 적합한 인재 채용을 위해 보상 조건 등 채용 계약을 채용하는 절차가 잘 갖추어져 있는가?

Key question: 조직 내 인재를 효과적으로 채용하고, 퇴직시키고, 전보 배치하는 방법을 알고 있는가?

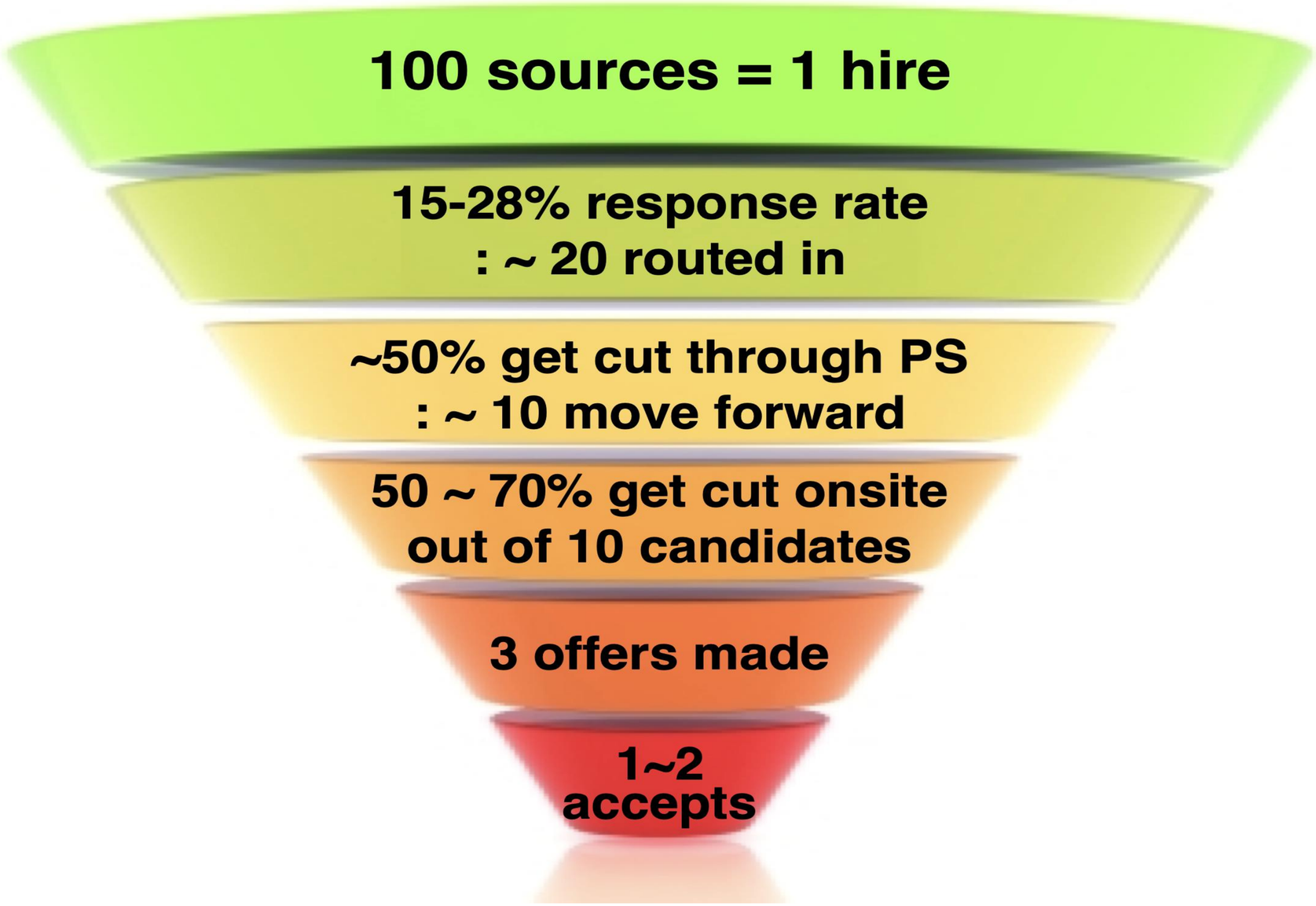
Recruiting Process (Generic)



채용 기준 - Hiring Criteria

1. GCA (General Cognitive Abilities)
2. RRKE (Role Related Knowledge & Experiences)
3. Leadership
4. Cultural Fit
5. Growth Mindset

RECRUITING FUNNEL



1. Recruiting Funnel 의 의미
2. Recruiting Funnel 의 적용: 내부 추천제 사례

What does "the Diversity" mean to you?

Key Things to Consider / What to prepare (1)

- Clearly articulated Mission, Vision and Values
- Shared hiring criteria
- Great thought leaders / Roles of leaders
- Great peers
- Employer Branding - Glassdoor / Blind
- Working Environment
- Great recruiting experiences
- Compensation vs. Benefits

Key Things to Consider / What to prepare (2)

Check and prepare
the global competency of
Finance / HR Org. (HQ)

Legal & Compliance

Staff on Demand / Global SaaS Tools /
Language

LET’S KEEP IN TOUCH

Sunghyun Hwang / Quantum Insight Inc.