



People & Change

Talent Development

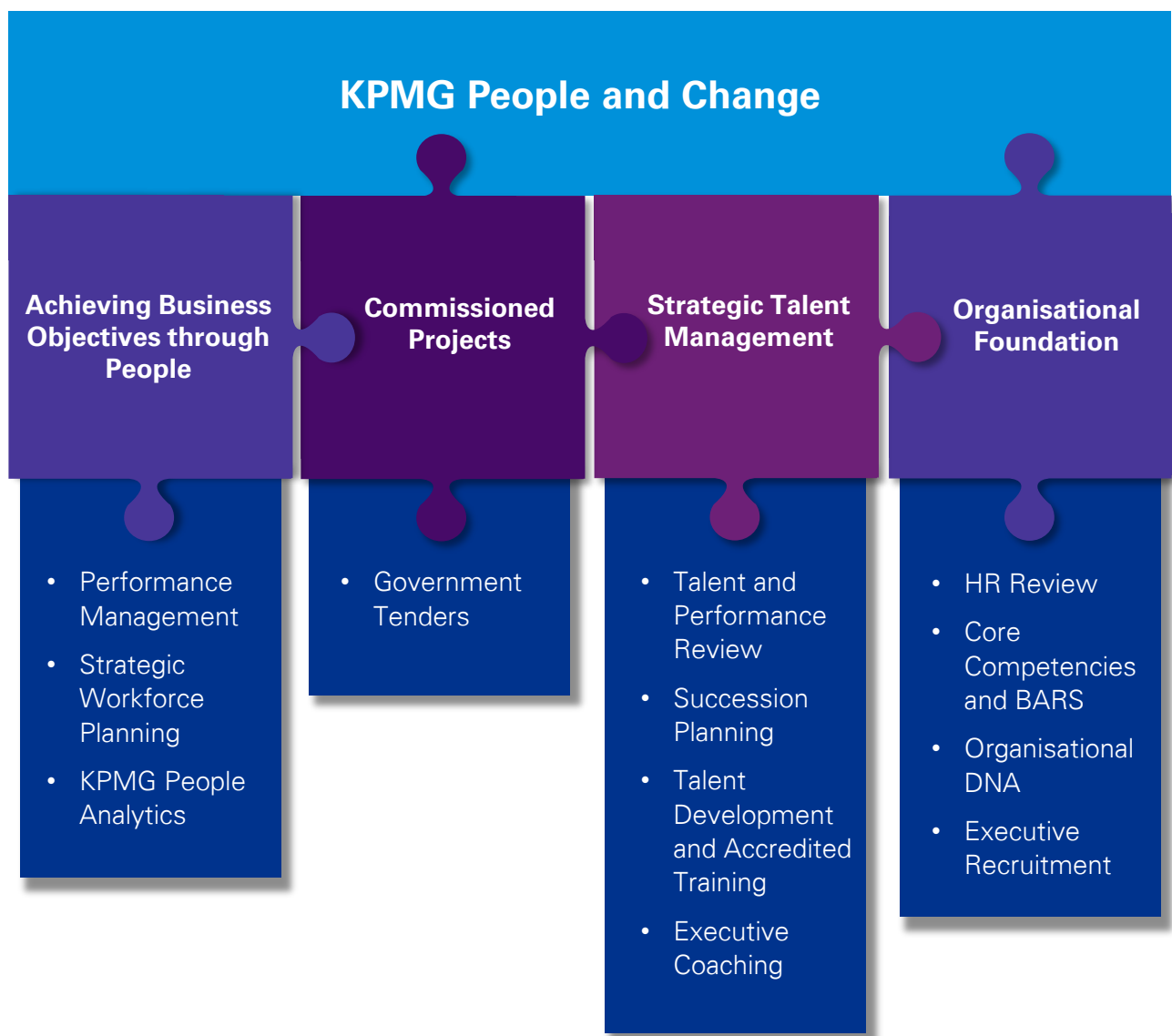
The Power of People

KPMG Malta 2022



Supporting organisations in achieving business success through their most valuable asset - their people.

KPMG's People and Change key offerings are suitable for organisations that are already established, as well as for newly founded start-ups:



Our experience across countries and industries

The People & Change Advisory team supports organizations in making people decisions that make business sense. Leveraging relationships from across the network of KPMG member firms, we successfully collaborate across Europe, the Middle East, and the Caribbean region, working with the private and public sectors, in providing support in the below areas:



- Working with the HR function and leadership/senior management team to develop and implement contextual talent management strategies, strategic workforce planning and organizational structure.
- Advising organizations on people-related matters such as leadership and talent development, executive coaching, employee engagement, organizational culture, performance management, succession planning, talent review, talent retention, and much more based on data gathered through people analytics.
- Conducting research projects for the private and public sector that focus on education, employee development, organizational structure, strategic workforce planning, or employment and employability.

Through our evidence-based approach, grounded in our expertise in business strategy, organizational psychology, and human behavior at the workplace, we support organizations in achieving enhanced business success through their most valuable asset – their people.



Talent Development

Customised Development Programmes for:

- **C-Suite**
- **Future Leaders**
- **Middle Management**
- **Workforce**

With many years of experience, our experts work with a wide range of organisations across industries and geographies, bringing a wealth of experience to their role in supporting talent to reach their full potential. Our talent development programmes are bespoke and built from a range of options, each of which employs our "Learning is REAL" (reflective, experiential, applied and long-term) philosophy.



What issues are our clients facing?

- Pace of change and certainty of uncertainty causing learning agility to become critical
- Limited talent availability making development a more attractive option
- Lack of "bench strength" in the leadership pipeline
- Retention risk threatening succession plans
- Core skills gaps, particularly with respect to communication and self-awareness



What do we do to help clients tackle these challenges?

- We offer a range of talent development interventions from short **masterclasses** and **management retreats** to full **talent development programmes** for each level of the talent pipeline.
- Our intensive 3-day **talent development centres** are designed to challenge future leaders and high potentials, provoke reflection and highlight strengths and areas for future development. Development centres:
 - can be delivered virtually (to accommodate different geographies and timezones);
 - provide a personalised experience with 1:1 observation in a safe learning environment;
 - provoke reflection on default behaviour, aspirations and accountability for development;
 - enable participants to demonstrate their strengths while becoming more aware of their development needs.

What our clients and participants say...

All of our attendees feel valued and invested into. Events are very well structured, engaging, fair and insightful.

Leader, Banking Sector

I've experienced various leadership courses but I can honestly say that this is the first one that I've done where I felt that it was really tailored to me in a personal way.

Participant, Insurance Sector



Case Study

Professional Services Organisation (International)

Talent Development Centres

Client Challenge

As part of its talent and leadership development strategy, our client commissioned the creation of a bespoke talent development centre that could be run virtually and simultaneously for participants in several jurisdictions on different timezones. The request originated during the COVID-19 pandemic because the client had for a number of years sent its future leaders to physical development centres in Europe and the UK.

Solutions

- Interviews were conducted with senior executives, department heads and Board members in a number of jurisdictions to gather data on the emerging trends, future skills requirements and identified development needs.
- A range of experiential and reflective learning activities (psychometrics, debate, role-play, presentation, etc) was created based on priorities emerging from the data collection.
- The organisation's behavioural competency framework was adopted to align development activities to the business strategy through its mission, vision and values.
- Executive coaches provided observational feedback and development suggestions throughout the programme, triangulated with the participants' line managers, and provided a written developmental feedback report for each participant.
- Participants went on to action a development plan over the following six months with the option of additional coaching support.

Outcomes

- Clarity on career progression and expectations of self and of the business.
- Heightened self-awareness, particularly of strengths and development needs.
- Commitment to continuous learning and self-development.
- Senior executives report an incremental and tangible increase in engagement and "big picture" thinking from participants.
- Commitment from the client to continue with virtual development centres beyond the pandemic due to cost and time advantages and flexibility of the virtual format.

Contact us:

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Links:

[People & Change](#)

[The KPMG Culture Assessment Survey](#)

[The KPMG Employee Engagement Plus Index Survey](#)

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