

EXECUTIVE SUMMARY

CHRO ROUNDTABLE

HOST AND PRESENTER:

Lynn White

EVP, CHIEF TALENT OFFICER OF NORWEGIAN CRUISE LINE HOLDINGS LTD.

ROUNDTABLE TOPIC:

Tailoring the Talent Management Process

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Upon completing a cycle of enterprise risk management, the CEO and board of directors at Norwegian Cruise Line Holdings (NCLH) were spurred to formalize talent management processes across the organization. They turned to Lynn White, executive vice president, chief talent officer, to research, select and implement a program. As White learned more about the tools available, she quickly realized that none would be a good fit for NCLH. White's solution: develop a customized talent management system that fit the organization's culture. Leader assessments, talent development, and succession planning were the areas that needed the most innovative solutions.

LEADER ASSESSMENTS

NCLH's assessment process requires each leader to rate their own effectiveness as high, medium or low in each of the five NCLH corporate competencies. Individuals also have the opportunity to share their background, career goals, areas of strength, and skills they would like to further hone. The leader then meets with their supervisor to discuss the assessment and incorporate supervisor feedback. The assessment also ranks each leader on how soon they would be ready to step into their senior leader's role as a successor. The assessments are effective and a good fit for NCLH's culture because they are designed to be simple, straightforward, and offer a high level of transparency. The individual assessments are provided to the board along with the aggregated data from all leader assessments to measure the team's development year over year.

TALENT DEVELOPMENT

As organizations review their talent development, it's important to determine what will work best for their people. During the review process, White realized that her people were hungry to learn, but that the robust online learning platform they had was underutilized; employees preferred more interactive learning in group settings. This meant that the online platform

needed to be replaced with programs such as leadership chats, a global talent exchange program, courses for emerging leaders, mentoring connections, and executive coaching. Various resources are now available to all NCLH employees depending on their level of responsibility within the organization.

SUCCESSION PLANNING

During the assessment process, successors for each leadership role are identified: individuals who could step into the role immediately and others who are being developed as successors within the next few years. The board, the leader, and successor candidates are aware of the succession plan. The transparency of this process has allowed employees to pursue their career goals and benefits NCLH by ensuring that the right people are serving in the right positions, keeping the organization lean.

TAILORING YOUR TALENT MANAGEMENT PROGRAM

White shares the following recommendations when implementing a talent management program for your organization:

- Secure buy-in and support of senior leadership.

- Tailor the process to fit organizational culture.
- Refer to your work often; continually enhance, expand, and improve the system.
- Overestimate the amount of work involved for HR staff; it will take more than you anticipate.
- Keep the process as simple as possible.

