Overview
The ASQ Executive Roundtable, an invitation-only event for senior executives, is an interactive experience that provides executives with the opportunity to engage with other leaders on key global issues, explore solutions, share best practices, and network in an informal yet confidential environment.

Special thanks to Alcoa for sponsoring the Executive Roundtable; we value and depend on our partners to develop and offer similar events. We also would like to thank our speakers and moderator.

Speakers
• Adm. Thad Allen, USCG (retired)
• Owen Sullivan, Executive Vice President, ManpowerGroup and President, ManpowerGroup Specialty Brands
• Paul Borawski, CEO, ASQ

Moderator
• Michelé Boulanger, President, JISC-Statistics (Facilitator)

Conversation Highlights:
Adm. Thad Allen (retired), ASQ 2011 World Conference on Quality and Improvement keynote speaker, engaged industry leaders in a conversation based on his leadership philosophies.

Key takeaways:
1. Use the unique opportunity of the ASQ Executive Roundtable for unification to drive a common platform for quality.
2. Build agile organizations to be resilient to respond to extreme events.
3. Organizations should be:
   a. Change-centric
   b. Focused on continuous adaptation
   c. Flexible and agile
4. There are climate changes in the technical environment. Organizations have three options:
   a. Suffer
   b. Adapt
   c. Manage
5. There are no barriers to entry in the technological climate change era.
7. Give projects to the people who are not on the radar.
8. Catastrophic risk:
   a. What is the role of the board?
   b. Who is the voice of the organization?

Owen Sullivan, Executive Vice President, ManpowerGroup
Strategic Talent Management: Entering the Human Age
According to ManpowerGroup, the world is on the cusp of entering a new reality in which human potential itself will become the major agent of economic growth. Unleashing the spirit and potential will become the ultimate quest that we must seek to conquer, as the world enters the Human Age.
The Human Age will be an era of great transformation, radical changes, and new developments where business models will have to be redesigned, value propositions redefined, and social systems reinvented. Employers need to adjust their mindset to ensure that they have the right workforce models and people practices in place to attract, retain, and unleash the inner human potential of the right people to succeed in this era. (ManpowerGroup 2011)

Key takeaways:
Macro-economic forces changing the world:
1. Talentism
2. The global readjustment
3. Technological revolution
4. Social bifurcation

Structural changes are causing a fundamental shift requiring:
1. The redesign of business models
2. The redefinition of value propositions
3. The reinvention of social systems

World Economic Forum Survey:
Questions that more than 80 percent surveyed consider relevant/very relevant:
1. How can large organizations develop innovators and entrepreneurs from within?
2. How can we ensure the successful leveraging of human potential?
3. How can companies and countries attract the best and brightest minds?
4. How will demographic and macro-economic imbalances change the future of globalization?

As companies worldwide struggle to move beyond the great recession, many business leaders are adjusting their talent strategies to meet the shifting demands.
Capitalism → Talentism

The implication is that talent—as capital once was—is becoming the scarce resource in the economic world and a nation or corporation’s means of attracting, mobilizing, and liberating talent will be a key competitive differentiator.

Human potential will be the major agent of economic growth, and how to unleash then leverage that potential will be the key question organizations will need to answer.

Talent is emerging as the new “IT.”

Indicators of the Human Age: ManpowerGroup World of Work Trends

A. Demographics/Talent Mismatch:

Demographics and the talent mismatch are increasing the pressure to find the right skills in the right place at the right time as working age populations decline, economies rebound, emerging markets rise, and the nature of work shifts.

Thirty-four percent of employers worldwide report difficulty filling open positions.

Source: ManpowerGroup: 6th Annual Talent Shortage Survey

Global Results:

Top 10 jobs employers are having difficulty filling:

1. Technicians
2. Sales representatives
3. Skilled trades workers
4. Engineers
5. Laborers
6. Management/executives
7. Accounting and finance staff
8. IT staff
9. Production operators
10. Secretaries, PAs, administrative assistants, and office support staff

United States results:

1. Skilled trades
2. Sales representatives
3. Engineers
4. Drivers
5. Accounting and finance staff
6. IT staff
7. Management/executives
8. Teachers
9. Secretaries, PAs, administrative assistants, and office support staff
10. Machinist/machine operators

B. Rise of Customer Sophistication

Customers have more access to information, experts, and lower-cost channels, which increases visibility and subsequent pressure on companies to deliver value. Employers have become more sophisticated in assessing their workforce and are looking for specific skills that enable their companies to do more with less to meet ever-rising customer needs.

C. Technological Revolutions

Rapidly changing technology and greater global arbitrage increases individuals’ and organizations’ choice of where, when, and how work is performed, and with whom.

Technology is a great liberator of global potential. It allows the talented individuals to undertake professional jobs anywhere in the world, and gives employers access to talent on a global scale.

Technology has long transformed the way we work

Photocopier
Pocket Calculator
Cell Phone
PC
Laptop Computer
WWW
BlackBerry
Online Social Networks


Talent can be virtually accessed anywhere.

Competition is everywhere.

Manpower 2011
D. Individual Choice

Individual choice is eliminating the one size fits all approach and elevating the need for one size fits one.

Winning in the changing world of work requires a NEW way of thinking about and approaching your workforce.

New demands for:
1. Productivity
2. Innovation
3. Talent

Re-examine your assumptions about:
• Work models
• People practices
• Talent resources

Each generation approaches work differently, shaped by the economic, social, and political forces of their time.

How will you unleash the potential of your workforce?

**Work Models**
• How do we manage the talent ecosystem to drive productivity?
• How do we manage a diverse and virtual workforce?
• How do we inject flexibility into our workforce mix?

**People Practices**
• Today’s practices were created with out-dated assumptions – so why are we still using them?
• What new practices will we need in order to attract, develop and retain the talent?

**Talent Sources**
• How will you improve your talent supply?
• What talent strategies do I need to reach undertapped and untapped talent pools?

Manpower 2011
**What is futuring?**

Futuring is the field of using a systematic process for thinking about, picturing possible outcomes, and anticipating the future. Futuring involves:

1. Identifying the forces shaping the future.
2. Scenarios in which those forces play out.
3. Postulating the implications.
4. Identifying sensors to signal changes.

**2011 Future Forces**

1. **Global Responsibility**
   a. Globalization + social responsibility (SR)
   b. Evolving the understanding of SR
   c. Less philanthropy and more leadership
   d. Lifecycle stewardship

2. **Consumer Awareness**
   a. Vastly increased knowledge
   b. Internet is widely available
   c. Social media—instantly available
   d. Massive databases of customer preferences
   e. Zero wait times
   f. Flexibility is essential

3. **Globalization**
   a. Declined from no. 1 driving force to no. 3
   b. From opportunity, to threat, to irreversible reality
   c. Global customers and global supply chains
   d. Growing complexity to imagine and manage
   e. A world of finite resources

4. **The Increasing Rate of Change**
   a. Technology is the gas pedal
   b. Population growth easing as fuel
   c. Threat and opportunity
   d. Growth is predictable, technology is not
   e. Emerging (disruptive) technologies—bio, nanotechnology
   f. Short product/service lifecycles

5. **Workforce of the Future**
   a. New notions of talent, work, workplace, and learning
   b. The search for talent will drive workforce flexibility
   c. New meaning for lifetime learning
   d. Challenge—capturing wisdom of the past
   e. “Formal” education—shift from imparting knowledge to enabling learning
   f. Competency assurance = premium value

6. **An Aging Population**
   a. A challenge to world resources
   b. Amplifying healthcare crisis
   c. Straining social welfare models
   d. Economic and labor demand will create new golden years concepts
   e. By 2025 the majority of the population will be 65+
   f. Quality for life considerations

7. **21st Century Quality**
   a. Quality is evolving
   b. Quality of product to quality of enterprise
   c. Processes, systems, enterprises, “communities”
   d. Taking quality for granted = folly
   e. Waste will be abhorrent
   f. Control and improvement, change and transformation
   g. Quality differential—a competitive advantage

8. **Innovation**
   a. Clearly the buzzword of the times
   b. Innovation vs. R&D?
   c. Innovation vs. improvement?
   d. Innovation = lifeblood
   e. Increased rate of change demands mature change management practices
   f. Will innovation replace manufacturing as the source of wealth in a nation?

**Phase 2 – Implications**

The study creates a framework to conduct dialogues about the future of quality. Phase 2 will involve an engagement process called stakeholder dialogues. Stakeholder dialogues offer a tool to engage people in discussion about the implications of the future forces through a designed and facilitated process. Feedback will be collected on the implications to quality, organizations, and quality practitioners. The final study will be available in fall 2011.
### Role of Quality in Resolving Talent: Management Challenges Faced by Businesses

1. What form of talent management challenge is or could be helped by quality experts? Why?
2. What strategies can be developed and implemented?

<table>
<thead>
<tr>
<th>For United States</th>
<th>For APAC/BRIC Countries</th>
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</thead>
<tbody>
<tr>
<td>1. Hiring/Training/Retraining</td>
<td></td>
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<tr>
<td>• Assumes developing and knowing customer needs</td>
<td></td>
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<tr>
<td>• Sustaining a quality culture that supports the enterprise, operation</td>
<td></td>
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<tr>
<td>• Leader’s quality is important</td>
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<tr>
<td>• Quality = audits</td>
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<tr>
<td>• Lack of training</td>
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<tr>
<td>2. Strategies</td>
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<tr>
<td>• Selling</td>
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<td>• Influencing</td>
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<td>• Coaching</td>
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<td>• Mentoring</td>
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</tr>
<tr>
<td>1. Hiring/Training/Retraining</td>
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<tr>
<td>• Can’t convince managers</td>
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<td>• Skills</td>
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<td>• Project management</td>
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<td>• Technology</td>
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<td>• Soft management</td>
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### Multi-Generational Workforce and Impact on Organizational Knowledge

What is the impact of “baby boomers” leaving the workforce and being replaced by younger workers with different working and learning characteristics?

1. What are the key challenges in the next five years for organizational knowledge?
2. What root causes need to be addressed? How?

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<tr>
<td>1. Key Challenges – Next Five Years</td>
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<tr>
<td>• Not retiring with the same company—leaping companies</td>
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<tr>
<td>• Experience is leaving fast—how to capture and transfer wisdom, knowledge, and skills</td>
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<tr>
<td>• Platforms are changing—may have less opportunities to learn</td>
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<tr>
<td>• Massive training may lead to less time in R&amp;D, operational excellence</td>
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<tr>
<td>• What is quality (definition) to each generation?</td>
<td></td>
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<tr>
<td>• Need to understand learning characteristics</td>
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<tr>
<td>2. Root Causes</td>
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<tr>
<td>How do we communicate the values of the company to these new employees? SELL</td>
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<tr>
<td>• Corporate employment brands</td>
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<tr>
<td>• Marketed through various media</td>
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<tr>
<td>• Rapidly consumable form</td>
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<tr>
<td>• Define employee value proposition</td>
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<tr>
<td>• Training—multi-directional</td>
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<tr>
<td>• Must be imbedded in the way we do our job—in meetings, in one-on-ones, with teachable moments</td>
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<tr>
<td>• Formal training/education: between industry, academic, and government</td>
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<tr>
<td>• Must acknowledge the y-gen use of the Internet, etc. (self discovery)</td>
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<td>• Apprenticeships on broader scale</td>
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<td>• Reverse Mentoring</td>
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<tr>
<td>• Learn from the next generation</td>
<td></td>
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<tr>
<td>• Put y-gen in leadership roles to teach us (tracked closely)</td>
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</tr>
<tr>
<td>1. Key Challenges – Next Five Years</td>
<td></td>
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<tr>
<td>• Are their experiences the same as those of the United States—are they satisfied the same?</td>
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<tr>
<td>• “Copy exact” globally—standards are the same, so PPU is the same</td>
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<tr>
<td>• Culture alignment may be very different—need to frame the culture and communicate</td>
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<tr>
<td>• Language may be a barrier—keep mentors with knowledge of that language</td>
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<tr>
<td>• Education alignment—build/schools</td>
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</table>
WORK MODELS AND TECHNOLOGY TO SUPPORT THE WORKPLACE OF THE FUTURE
What changes in work models and in technology to support these models do you foresee having a need for within five years in order to attract the best talent?

For United States

1. Changes in Work Model and Supporting Technology
   - Cloud computing will change almost everything in how your company manages IT/information today
   - Much more virtual positions—WW
     - Still need some face time to build relationships
     - Need to learn and teach social skills in a virtual space
     - New social behaviors will lead to new tools/skills
   - How do you get new employees on board?
     - Need new process
   - Strategic planning face time
     - Telepresence and video will help
   - All new product introduction will require you to interpret social media sites, etc.
     - Wave metrics—knowledge and sentiment
     - Expands the role of quality professionals—insights to data to action (speed)
     - Seek speed not perfection
     - Take more risks!
     - Balance risk dependent on industry!
     - IP—how to manage in the future
     - Contact centers—may change
       - May enable consumers to engage with you in a more proactive way
     - Opportunity to ignore social media is gone, or be gone!
     - Increased opportunity to engage the retirees with the increase in virtual positions globally

For APAC/BRIC Countries

1. Changes in Work Model and Supporting Technology
   - Work from home
   - Work on the road
   - Work in teams
   - Project work
     - Mass hiring/release
     - Cultural collisions
     - Connect/train capabilities
     - Virtual work
     - Building colonies
     - Ensure social connections
     - Mobility infrastructure and simplicity
     - Extend/understand crowd sourcing
     - Connection to organized labor
     - Training for x culture
   - Translation technology
     - Effect on economy
     - Skills searcher
     - Extend global quality standards

KEY THEMES:
1. Change agent: Skill is both in short supply in quality and of great value to resolve talent management challenges.
2. New processes/technologies to encourage and support collaboration of people worldwide are viewed as needed in the next five-year horizon. This will enhance creativity and innovation and speed up results, but what will that do to protect intellectual property?
3. Agility is crucial for an organization to respond to expected challenges in the future, including talent and crisis management.
4. Social networks and cloud computing create an environment that encourages the development of new skills and new work models that in turn will impact how talent will be managed in the future.
5. Quality skills and processes need to evolve with the new work models and technologies expected to be developed in the future to manage organizations globally more efficiently and effectively.
RESOURCES

Talent Management: From Competencies to Organizational Performance

Leadership Development Strategy: Linking Strategy, Collaborative Learning, and Individual Leaders

Next Generation Human Resources: Driving Organizational Excellence

Human Capital Management Pulse Survey 2009

“Advice From the Talent Management Trenches”
APQC, February 2010

“Defining Workforce Planning: Enabling Future Business Success”
APQC, August 2007

“How Best-Practice Organizations Retain Top-Level Talent”
APQC 2008

“Managing a Multigenerational Workforce”
Quality Progress, December 2007

“Strategic Human Resources Management: Are We There Yet?”
The Journal for Quality and Participation, January 2009
http://asq.org/quality-progress/past-issues/index.html?fromYYYY=2011&fromMM=01&index=1

“Strategic Work Force Planning: Developing the Tools and Techniques”
APQC, July 2009

The Journal for Quality and Participation, January 2007
http://asq.org/data/subscriptions/jqp_sub/2007/01/jqp0107mccauley.html

“Total Quality Management Now Applies to Managing Talent”
The Journal for Quality and Participation, July 2008

Workforce Development Brief
Issue 1, summer 2010:

Issue 2, February 2011:

Quality Progress Salary Survey workforce trends:

“Happiness Helps: Career Development Breeds Employee Engagement, Boosts Organizational Performance”

“Career Climb: Five experts give the lowdown on moving up”

“Do Performance Appraisals Work?”

“Continuous Learning: Explore every possible training opportunity”

“Words of Wisdom: Preparing for current and future career opportunities”

“Survive and Thrive: Highly skilled quality pros can make it through hard times”
Special thanks to our speakers and moderator, and to Alcoa Inc. for sponsoring the Executive Roundtable. We value and appreciate our partners:

- Owen Sullivan, ManpowerGroup
- Michelé Boulanger, JISC-Statistics
- Adm. Thad Allen, USCG (retired)
- Alcoa

Companies represented:

- 3M
- Abbott
- AB InBev
- ADWEA
- Alcoa Inc.
- Americas for British Standards Institute [BSI] Management Systems
- Bechtel Group
- The Boeing Company
- CareFusion
- Caterpillar Inc.
- Coca-Cola
- Danbury Hospital
- Dow Chemical Company
- DuPont
- FedEx Ground
- Ford Motor Company
- General Motors
- General Electric
- Hewlett-Packard
- Ingersoll Rand
- L-3 Communications
- Lockheed Martin
- Lockheed Martin Aeronautics
- ManpowerGroup
- MBQNA
- Nokia
- Northrop Grumman
- Quest Diagnostics
- Raytheon
- Taj Hotels
- TATA Group
- Turkish Airlines
- UnitedHealthcare
- West Paces Hotel Group LLC

About ASQ:

ASQ is a global community of people dedicated to quality who share the ideas and tools that make our world work better. With millions of individual and organizational members of the community in 150 countries, ASQ has the reputation and reach to bring together the diverse quality champions who are transforming the world’s corporations, organizations, and communities to meet tomorrow’s critical challenges. ASQ is headquartered in Milwaukee, WI, with national service centers in China, India, and Mexico. Learn more about ASQ’s members, mission, technologies, and training at [www.asq.org](http://www.asq.org).