Building a Global Leadership Pipeline for the 21st Century

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MetLife

A Fortune 50 Company with a 140 year Heritage

- **Over 65,000** employees in **49** countries
- MetLife serves **100 million** customers globally
- **#40** Fortune 500® companies
- Serves 90 of the top 100 Fortune 500® companies
- **Top 5** positions in over 20 markets
- Global Leader in Life Insurance and Employee Benefits
- For over **140 years**, MetLife has been insuring the lives of people who depend on us
- Long history of social responsibility, strong leadership, sound investments and innovative products and services

Make Life Matter
Key Facts: Established in 2010 – London - USA - Dubai – 100+ associates worldwide

Consultancy
- Objective Assessment
- Development Solutions
- Leadership & Personal Effectiveness Skills Training

Resourcing
- On-demand & flexible resourcing of expert Assessors, Coaches and Role Players

Technology
- Unique Talent Management Technology
- Design & delivery of customized psychometric assessment tools and AC simulations

Make Life Matter
Executive Summary

Context
• An opportunity to build a sustainable leadership pipeline for critical roles
• A significant gap in our succession bench strength for General Managers

Task
• Develop a realistic assessment and development process that combines The MetLife Leadership Competency Framework, MetLife Values and GM Critical Experiences to identify and develop the next generation of Leaders

Action
• MetLife implemented the “Day in the Life of a General Manager” assessment and development center with the Global Leadership Development Program and next generation GM talent

Result
• An innovative, fair and transparent selection and development process
• Ongoing coaching and development ensures participants are well positioned to become future leaders of the enterprise
Business Challenge:
How do we ensure we are selecting and advancing the RIGHT talent for leadership roles?

Address Leadership Success Bench Gaps (Buy / Build)

Accelerate Development of our Pipeline (Build)
Our Global Leadership Development Program Vision

World-Class Leaders

World-Class Company

01
Build GM bench strength over a long-term horizon

02
Early visibility and focused career development deeper in the organization

03
Action learning projects to provide innovative and fresh perspectives on business challenges
GLDP Candidate Profile: Next-Gen Global Leaders

- **A-Level Talent**
  - General Management / Leadership Potential
  - MBA Graduate From a Top Tier school
  - Passionate about a GM Career
- **Diversity**
  - Relevant Business Experience
  - Fluent English / Multi-lingual
  - Global Perspective
- **Global Mobility**
  - Cultural Adaptability
  - Flexibility and Collaboration
  - Learning Agility
The GLDP Selection Process

- Applications
- Campus Interviews & Screening
- Video Interviews & Shortlist
- On-line assessments
- Final Interviews at MetLife Regional Offices
- 10 week summer intern Experience
- “A Day in the Life of a GM” Assessment Center
- Final Selection Into Full Time Program

500 MBA 1st years
25 Summer Interns
15 Full Time Employees
We combined potential and GM Framework elements to develop a MetLife Blueprint of Leadership Potential.
MetLife Portfolio of Assessment Tools

- SavilleConsulting Wave Personality Questionnaire
- The Hogan Development Survey
- Cut-e shapes Personality Questionnaire
- JCA Emotional Intelligence Profile
- Cut-e views Values Questionnaire
- SavilleConsulting Ability Tests
- Cut-e scales Ability Tests
- Customized Situational Judgment Test
- Competency Based Interview
- Customized 360° Feedback Questionnaire
- Assessment Centers
- Development Centers
GLDP Development Center Process

Step 1: Foundational Assessment 1

Step 2: Foundational, Growth & Career Assessment

Step 3: Career Assessment

Assessment Method (Examples)

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Participants receive robust feedback to build into a career development plan

**Individual Feedback Reports**

**Manager Feedback Reports**

**Talent Management Reports**

**Coaching and Feedback**

Consultants will work with participants in one-to-one and multi-feedback conversations:
- Part 1: Assessor and Participant
- Part 2: Post Assessment Tri-partite discussion with Participant, Line Manager, and Consultant
Conclusions

• We are identifying and developing **global top talent and future leaders**

• Our selection processes are **innovative, fair and transparent**

• We are providing **coaching, development and critical experiences**

• **Continue to adapt** processes to remain competitive