



GENERAL  
ATLANTIC

# The Need for Speed

## Rethinking the Talent Strategy

Anish Batlaw

April 21<sup>st</sup>



**COMPANIES THAT GET TALENT RIGHT IN THE FIRST YEAR  
ACHIEVE A 2.5X RETURN ON INITIAL INVESTMENT**

# GETTING IT RIGHT IS HARD

---

>50%

OF SENIOR  
LEADERS  
RECRUITED  
FROM OUTSIDE  
AN ORGANIZATION  
EXIT WITHIN  
24 MONTHS



ONLY 61%

OF NEW  
HIRES  
WOULD BE  
REHIRED



# ...AND IT'S GETTING HARDER!

---

**69%**

OF COMPANIES GLOBALLY  
ARE HAVING DIFFICULTY  
FILLING JOBS – THE  
HIGHEST IN OVER 15  
YEARS!



BY 2030, THERE WILL  
BE A **TALENT SHORTAGE**  
OF MORE THAN

**85M**

PEOPLE

Sources:

[https://go.manpowergroup.com/hubfs/Talent%20Shortage%202021/MPG\\_2021\\_Outlook\\_Survey-Global.pdf](https://go.manpowergroup.com/hubfs/Talent%20Shortage%202021/MPG_2021_Outlook_Survey-Global.pdf)

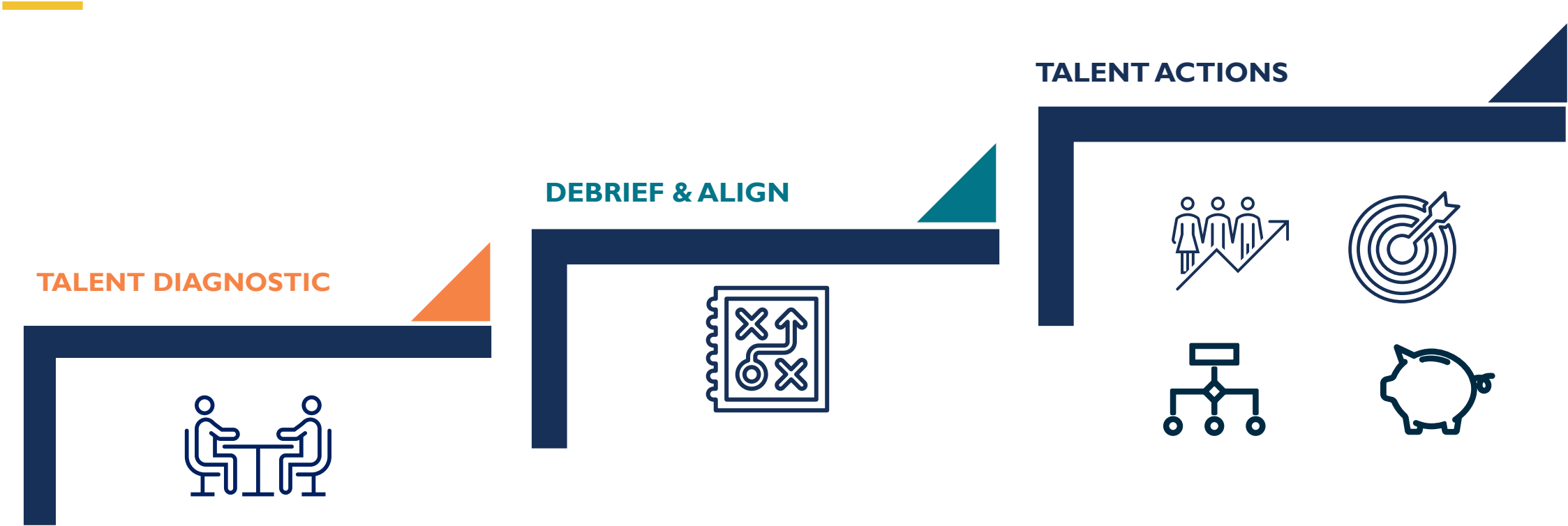
<https://www.mckinsey.com/industries/private-equity-and-principal-investors/our-insights/a-playbook-for-newly-minted-private-equity-portfolio-company-ceos>

<https://www.kornferry.com/insights/this-week-in-leadership/talent-crunch-future-of-work>



**NOW IS THE TIME TO** **RETHINK THE TALENT PLAYBOOK**

# THE TALENT PLAYBOOK



**BUILD THE RIGHT MANAGEMENT TEAM WITHIN 6 MONTHS**

# 01

Phase 1:

## TALENT DIAGNOSTIC

- ASSESS READINESS TO DELIVER ON THE  
VALUE CREATION PLAN
- IMMERSE, LISTEN & COLLECT DATA
- DEVELOP TALENT STRATEGY



# 02

Phase 2:

## DEBRIEF & ALIGN

 PROVIDE **DIRECT FEEDBACK**

 ITERATE, DEBATE AND **ALIGN**

 AGREE ON **TALENT ACTIONS**





# 03

Phase 3:

## TALENT ACTIONS

 **COACHING & DEVELOPMENT**

 **ORGANIZATIONAL DESIGN**

 **EXECUTIVE / BOD RECRUITING**

 **COMPENSATION & INCENTIVES**



# CASE STUDY



## TALENT DIAGNOSTIC

- Kicked off process with intros pre-deal
- Met with team <30 days post-deal close
- Summarized and presented findings to CEO ~3 weeks post diagnostic

## DEBRIEF & ALIGN

- Gave CEO candid and direct feedback
- Iterated on talent strategy
- Aligned on “BU” org structure
- Significant mgmt upgrades needed (Pres., CFO, CHRO, GC, CMO, BD, etc.)
- Decided to stage searches to onboard team effectively starting with President search

## TALENT ACTIONS

### Leadership Development:

Coached CEO who matured as a leader and invested in himself / team

### Org Design:

Implemented structure. Worked with team to determine local vs. centralized activities.

### Exec/BOD Recruiting:

Leveraged search partners for Pres., CFO searches. Others hired through TB & network

Added 2 diverse directors through TB ahead of IPO

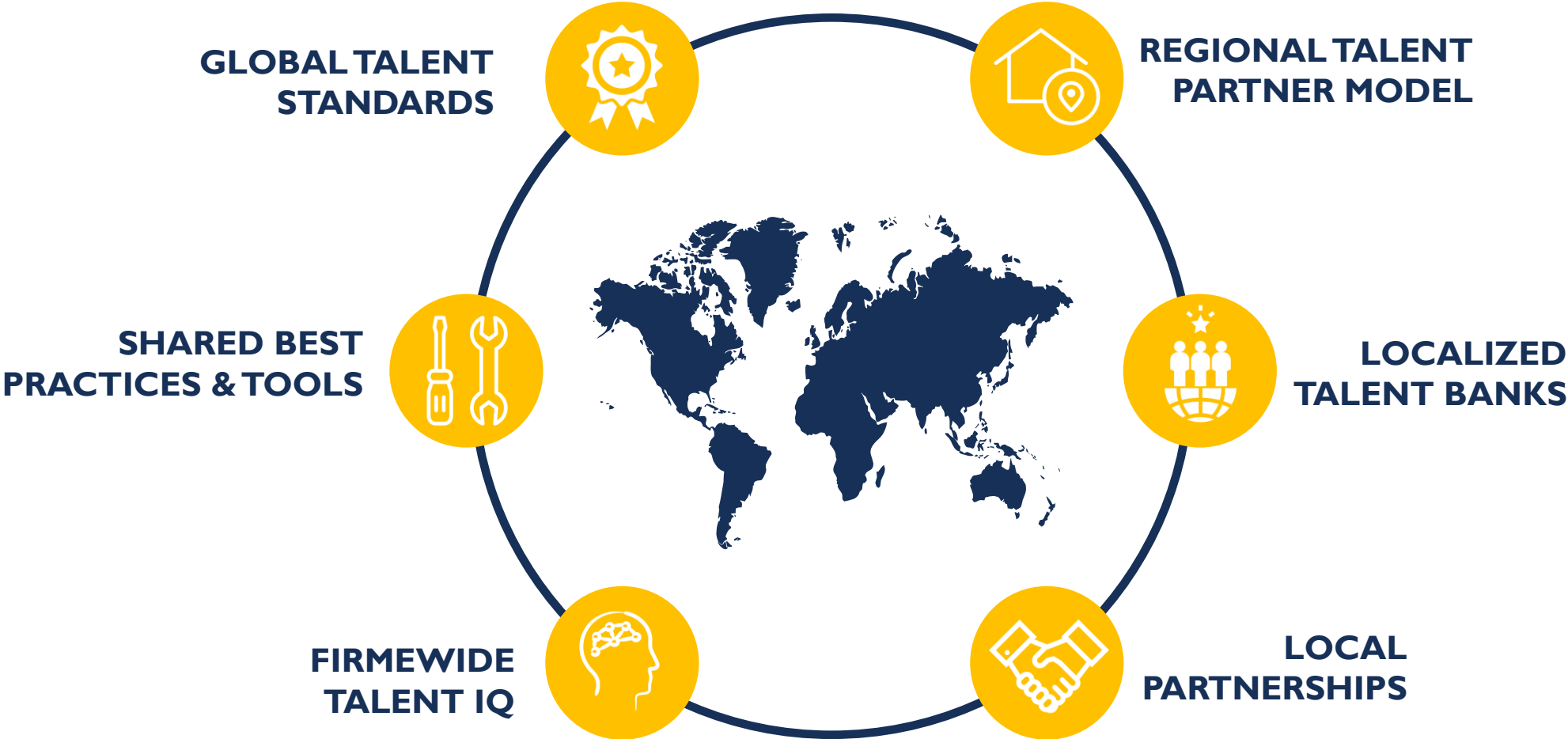
### Compensation & Incentives

Developed new LTIP at time of deal

Supported private to public transition

# ONE GLOBAL PLAYBOOK

---



A world map is shown in a light blue outline against a dark blue background. The map covers the entire globe, showing the continents and their borders. In the center of the map, the words "THANK YOU" are written in a bold, yellow, sans-serif font.

**THANK YOU**