

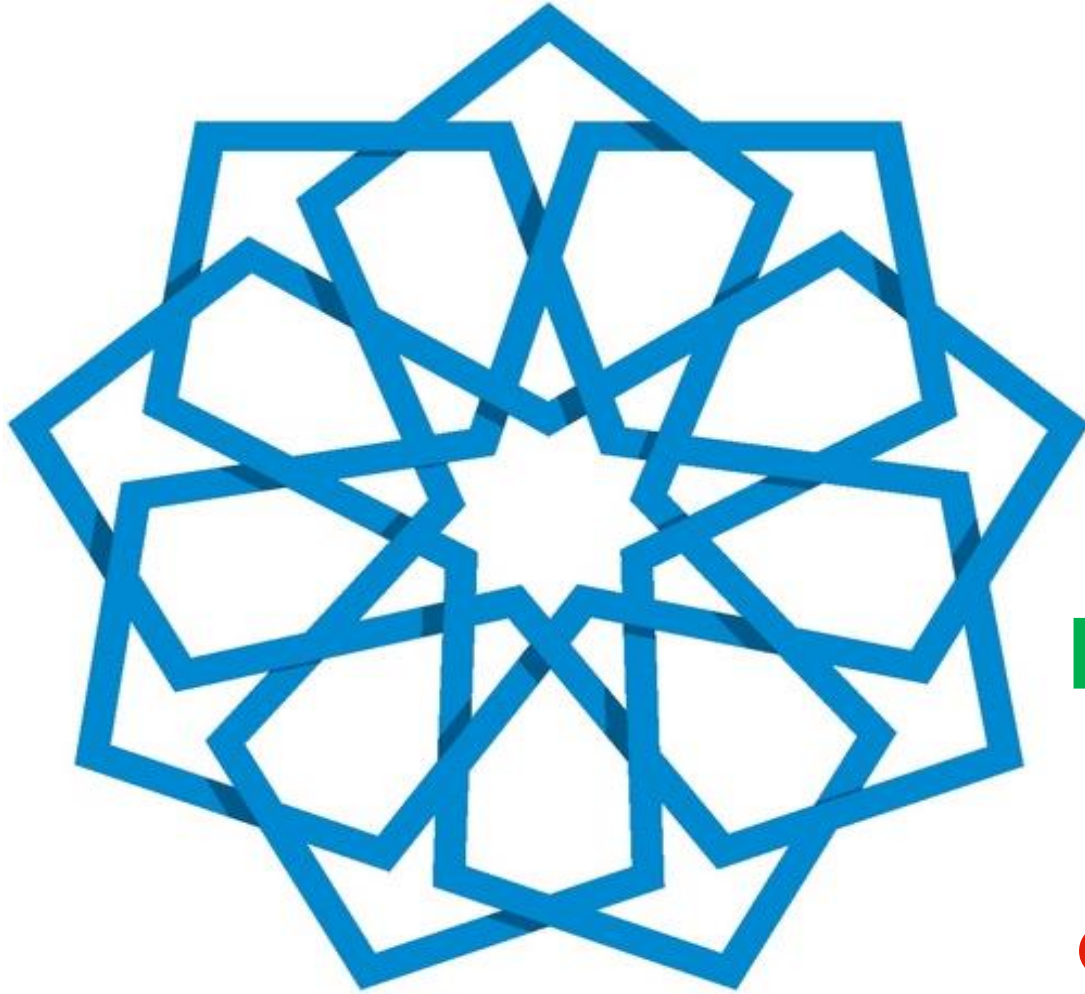
Al Masar: The Path Towards Human Capital Excellence

Impact of Expo 2020 on the Talent Landscape

David Jones & Radhika Punshi | The Talent Enterprise

FAHR Conference | 29 April 2014

Download the Report: www.fahrforum.com
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“Our goal is to build a **better future** for the region’s youth. The UAE will achieve it through **collaboration** and **inspiration** at Expo 2020.”

H.H. Sheikh Mohammed Bin Rashid Al Maktoum, on Winning the Expo



Agenda for Today

- **WHAT:** The Impact?
- **WHO:** Skills in Demand?
- **HOW:** Your Role?
- Look forward to your questions!

What Will Be the Human Capital Impact of Expo 2020?



INTANGIBLE BENEFITS

- ✓ Strengthen sense of national pride and belonging.
- ✓ Unite and celebrate **diversity**.
- ✓ 'Feel good' factor, **happiness** and **well-being**.
- ✓ Inspire and **motivate youth**.
- ✓ A **strong legacy** and a better future in a more globally connected world.



TANGIBLE BENEFITS

- ✓ **300,000¹ additional jobs** by 2020.
- ✓ **90%** of job opportunities from 2018 to 2021.
- ✓ **Multiplier effect** of over 1 million new opportunities via **internships, traineeships, apprenticeships, part-time, contract working** etc.
- ✓ **New career options** for Emirati youth.
- ✓ Greater **inclusion of women**.

¹Standard Chartered Research

Key Growth Sectors As a Result of The Expo

1



Hospitality, including the MICE Industry

2



Transportation and Logistics

3



Real Estate and Infrastructure

4



Retail

5



Banking and Financial Services

Other Sectors Impacted?

- Entrepreneurship & SME's
- Arts, Publishing, Media
- Telecom
- Broader Travel & Tourism
- Education
- Role of the Public Sector?

Top 10 Hot Skills That Will be Most in Demand

1. Customer Service

2. Project Mgmt, Planning and Execution

3. Engineering and Technical

4. Architecture, Urban Planning and Infrastructure Development

5. Digital Business Skills

6. Digital Design Skills

6. Social Media & Web 2.0

7. Event Management, Marketing and PR

9. Health, Safety and Environment

10. Financial Analysis, Due Diligence and Monitoring

Right Behaviours and Attitudes
Would be As Critical!

An Incredible Opportunity for HR Professionals

PRO-ACTIVE

YOUR STRATEGY

RE-ACTIVE

2

Organisations who are Indirectly Impacted as a Result of the Expo, with a Proactive Strategy

1

Organisations with Direct Impact on Growth and Expansion as a Result of the Expo, with Proactive Strategy

4

Organisations who are In-directly Impacted with Future Growth and Expansion as a Result of the Expo, with Reactive Strategy

3

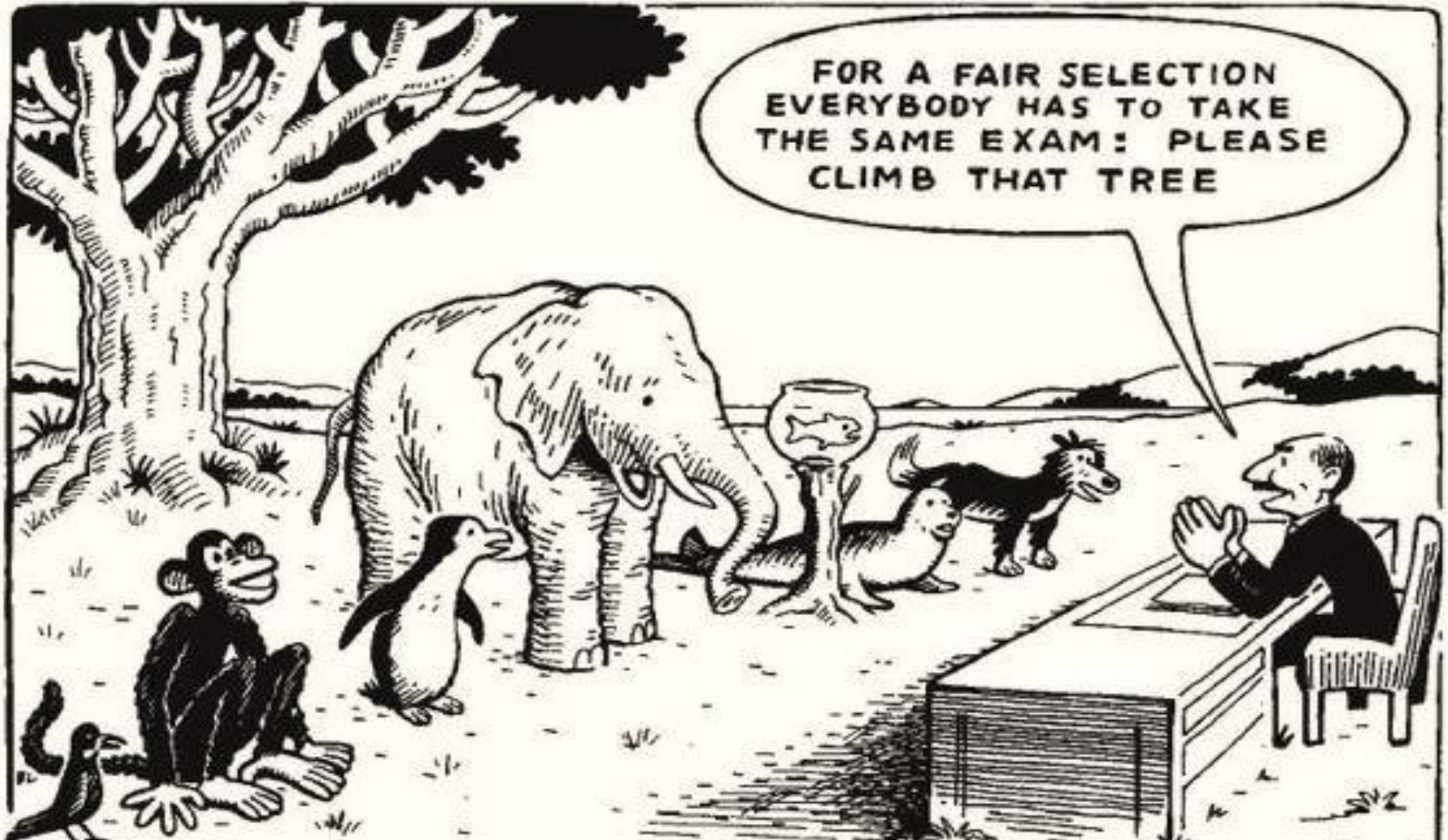
Organisations with Direct Impact on Growth and Expansion as a Result of the Expo, with Reactive Strategy

INDIRECT

GROWTH AND EXPANSION AS A RESULT OF THE EXPO

DIRECT

Future Role of HR Professionals?

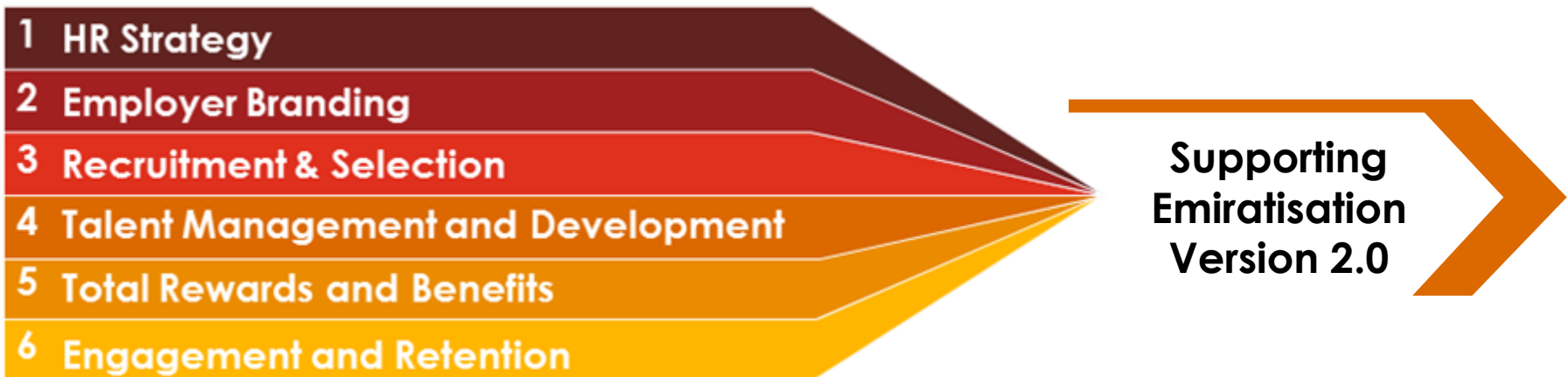


A traditional, 'one size fits all' approach to select, engage, develop or retain talent will not work, irrespective of whether you're a public or private sector organisation.

Future Role of HR Professionals

- ❖ **Differentiated HR strategy** in terms of policies, practices and frameworks, **holistic approach** to human capital.
- ❖ Along with **recruitment**, focus on the **increased performance, productivity, engagement, development and inclusion** of talent.
- ❖ **Private sector** employers to **innovate and be flexible** in attracting and retaining Emirati talent.

Priority Areas for HR from 2014 to 2020 and Beyond



Supporting Emiratisation Version 2.0



- ❖ A fundamental **re-boot** of the current approach to nationalisation.
- ❖ Private sector to **fuel employment growth**.
- ❖ A shift from a **quota-driven approach** towards 'right people' in 'right jobs'.
- ❖ Focus on **identifying strengths** and **developing skills**.
- ❖ A more **strategic** and planned **approach to workforce planning, aligning education to employment**.
- ❖ **Diversification of opportunities, non-traditional career paths for youth and females** in particular.

Al Masar: Your Journey Begins Today!

	2014 – 2015	2016 – 2017	2017 - 2020
HR Strategy	<p>Initiate the discussion. How does the Expo impact my organisation?</p>	<p>Define key HR metrics.</p> <p>Use of technology and social media.</p>	<p>Be agile & innovative.</p>
Recruitment and Selection	<p>Evaluate future hiring.</p> <p>Transparent, efficient and scalable process.</p> <p>Using relevant psychometrics.</p>	<p>Mapping the market.</p> <p>Ramp up hiring.</p> <p>Innovative hiring strategies to broaden candidate pool.</p>	<p>Hire top talent and grow internal talent.</p> <p>Alternative working arrangements.</p>

Al Masar: Your Journey Begins Today!

	2014 – 2015	2016 – 2017	2017 - 2020
Talent Management and Development	<p>Hot skills and attributes for Expo.</p> <p>Talent segmentation.</p>	<p>Strengthening entire talent pipeline.</p> <p>Succession planning, manage key person risk.</p>	<p>Role and visibility of leadership.</p> <p>High potential talent to lead.</p> <p>Career paths and rewards.</p>
Total Rewards, Policies and Benefits	<p>Positive and progressive policies.</p> <p>More flexibility in benefits.</p>	<p>Emphasise the entire employment experience and career paths.</p> <p>Launch long term incentives.</p>	<p>Premiums for hot skills.</p> <p>Manage costs.</p> <p>Retain compensation positioning in market.</p>

Concluding Thoughts & View From 2021

- ❖ The 2020 Expo will impact everyone living and working in the UAE, directly or indirectly.
- ❖ Human capital professionals have an essential role to play in shaping the future.
- ❖ A planned, pro-active strategy will go a long way – before, during as well as after the Expo.
- ❖ After 2020?



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