

AFP®



# Annual Conference

OCTOBER 27-30, 2013 | LAS VEGAS

ORIGINAL → ESSENTIAL → UNBIASED → INFORMATION

## Retaining Talent in High Growth Markets

Karen Hom  
Standard Chartered

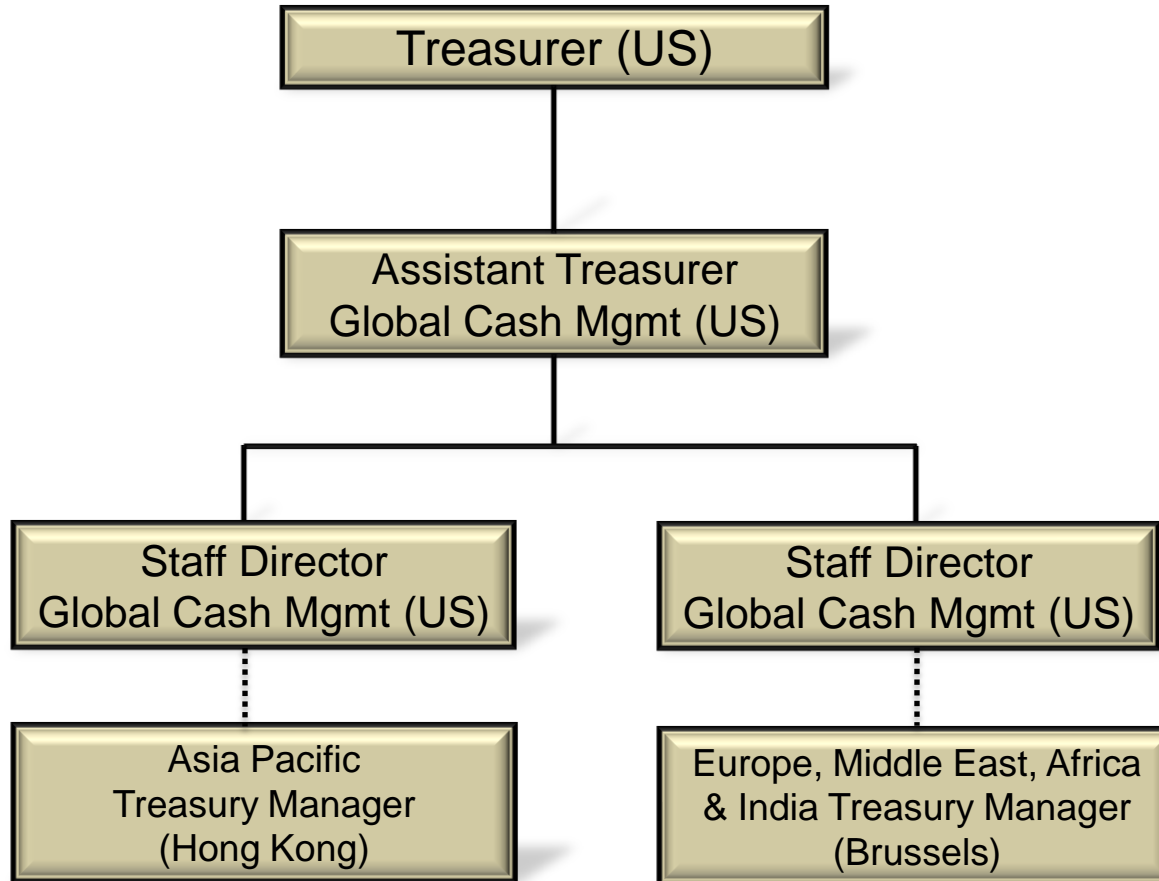
Rene Bustamante  
FedEx

Gloria Griesinger  
Cummins

*October 28, 2013  
8:30am – 9:30am*

# Introduction – Karen Hom

- **Challenges in high growth international markets:**
  - Treasury roles are expanding
  - Global talent shortage
  - What motivates top talent
- **Successful management strategies include:**
  - Mentoring
  - Policies & Procedures
  - Recruiting
  - Retention



# Experience from a Centralized Treasury – Rene Bustamante

- **Manage and Develop Talent**
  - Open and continuous communication
  - Accessibility to HQ at all times
  - Mentor employees
  - Create training opportunities
  - Create a team culture
- **Learn from Experienced Treasury Leaders**
  - Expose staff to Senior Treasury Management
  - Elevate the Regional Treasury Centers (RTC) exposure with regional CFOs, Tax, Accounting and Legal Groups
  - Participate in regional strategic projects
  - Increase scope of influence
  - Effectively utilize local, regulatory and business knowledge

# Experience from a Centralized Treasury – Rene Bustamante

- **Mentoring**

- Spend time getting to know the staff
- Show them the strategic role they play
- Make training opportunities available across regions
- Allow them to assist with other regions

- **Policies & Procedures**

- Automate processes
- Develop Global Treasury project list and share across the regions
- Share Treasury best practices and highlight accomplishments of the groups

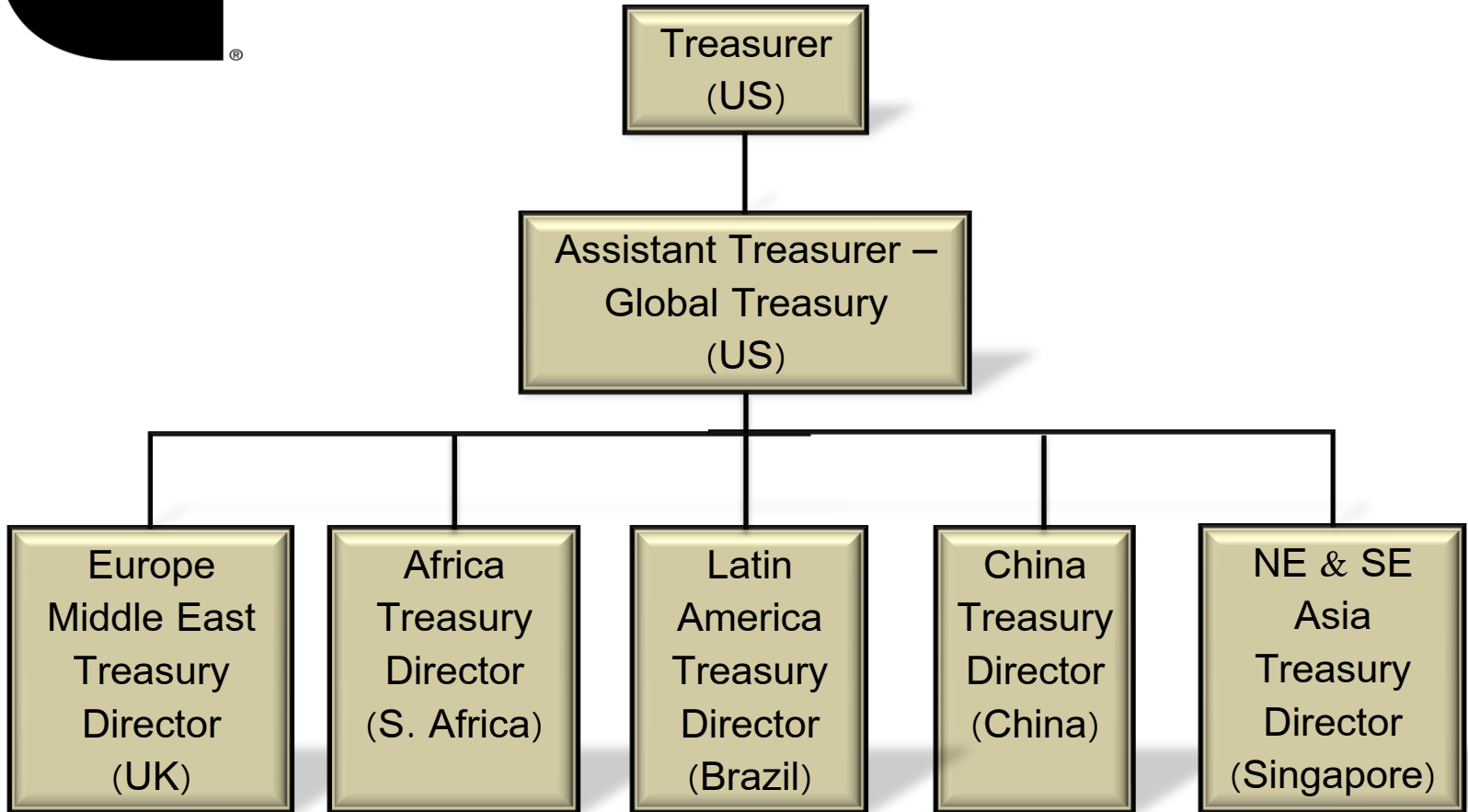
# Experience from a Centralized Treasury – Rene Bustamante

- **Recruiting**

- Hire local talent
- Create a professional career path
- Provide training from HQ
- Fight to retain talent
- Emphasis on soft skills to manage employees effectively

- **Retention**

- Recognize efforts through company awards
- Elevate Treasury staff to a strategic level
- Promote professional development and share experiences



# Experience from a Regionalized Treasury

## Gloria L. Griesinger

- **Communication – regular individual and group staff calls during *their* business hours**
    - Be available to them 24/7 if possible
    - Foster communication between the regional teams to develop a global staff that “follows the sun” and operates as a TEAM
    - Instill a sense of service to the business and sense of urgency
    - Two way communication
      - Headquarters should not direct or initiate everything
      - Regional personnel can lead meetings and projects with team members from headquarters and other regions
  - **Learn How their Region Operates**
    - Cultural differences within the region and versus other regions
    - Treasury/Banking/Legal differences with the region and vs other regions
    - Use knowledge gained in one place to anticipate needs in others
    - Senior level/CFO support for Regional Treasury to get close to the business units
    - Help them learn that Treasury is there to support growth with solutions while mitigating risk
- 
- Do not want Regional Treasury to be seen as dept of sales prevention



# Experience from a Regionalized Treasury

## Gloria L. Griesinger

- **Mentoring**
  - Guide personnel on how to approach issues and prioritize
  - Coach and develop and assist them in coaching their staff
  - Discuss career options within Treasury/Finance, Regionally/Globally
  - Plan a career path with options for all Treasury Staff who want a Treasury Career
- **Policies and Procedures should consider all regions**
  - Not be North American-centric
  - Let regions take lead in developing treasury policies and controls
  - Document well and share by region

# Experience from a Regionalized Treasury

## Gloria L. Griesinger

- **Recruiting**

- Difficult to find experienced Treasury personnel in some places such as African countries
- Need to develop internal talent within the regions
- Allow 3-6 months to hire personnel
- Employment contracts requiring 2 months notice are common

- **Retention**

- Provide opportunities for training and broad/stretch experience
- Rotational programs within corporate office and other regions
- Monitor true market salary rates and work with HR to provide
- Provide exposure to senior management
- Recognition and rewards when possible

# Takeaways

- **Balanced approach with competitive compensation and rewarding work environment are key to success**
- **Lessons from centralized treasury**
- **Lessons from regionalized treasury**
- **Q & A**