Retaining Talent in High Growth Markets

Karen Hom
Standard Chartered

Rene Bustamante
FedEx

Gloria Griesinger
Cummins

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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
Treasurer (US)

Assistant Treasurer
Global Cash Mgmt (US)

Staff Director
Global Cash Mgmt (US)

Asia Pacific Treasury Manager
(Hong Kong)

Staff Director
Global Cash Mgmt (US)

Europe, Middle East, Africa & India Treasury Manager
(Brussels)
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