

# Centre of Excellence

WELCOME TO COE's *BEST PRACTICE BUZZ!*

*What makes one business more successful than the other?  
The ability to harness information and utilize it  
better, faster and more effectively than the competition.  
Join us in learning about what happens in the world of  
development and how we apply it in our daily people  
practices to support the development of Toyota Approved  
people!*

COE's  
Best Practice Buzz



## HUMAN CAPITAL DEVELOPMENT

Edition 3

The success of any business depends on its ability to develop, organize, synergize and deploy its human capital, i.e. the knowledge, skills, competencies, attitudes and other individual and collective human attributes of all its employees. By continuously developing our human resources, it provides the organization with the competitive edge that is needed to compete effectively and outperform our competitors.

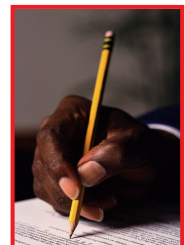
As we recognize that people are core to the success of our organization, we need to ensure that we are continuously increasing their capabilities enabling them to deliver G'Value.



Decisions about people should be made with the same rigor, logic and precision that are applied to decisions about capital investment, products, technology, and physical assets. To do anything less than this is to risk creating an organization that cannot perform effectively.

Uncertainty and caution are the words that best describe 2009. It is clear that it will be a tough year economically, politically and socially. According to research by the Aberdeen Group (December 2008) (<http://www.aberdeen.com/>), the top external pressures driving all organizations are:

- Economic instability/uncertainty posed by the current downturn;
- Increased competitive business landscape; and
- Lack of available skills in the current talent market.



Everyone is looking to get more from less — more from their people, their processes and their technology.'

# INTERESTING STUFF!



What can employees expect, in return, from an organization?

- Clear accountability and authority specifications for all roles;
- Competent managers;
- Opportunities to participate in task assignment and [employee] policy development;
- Challenging work;
- Timely managerial feedback regarding personal effectiveness;
- Fair differential remuneration based on level of work;
- Assurance of continued employment so long as there is no redundancy and the individual continues to be capable of doing the work; and
- Entitlement to be adequately advised of vacancies and to be provided with an equal opportunity to apply and be considered.

*Leadership's job is to build the people who are going to build the company.*

