

## Talent Management Assessment and Improvement in Xyzlive: A Digital Start-Up Company

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### ABSTRACT

This paper assesses the talent management system of XYZLive, a tech startup in Indonesia specializing in video-on-demand and livestream services. The company faces challenges in recruitment, talent retention, and organizational development. Through a comprehensive methodology involving questionnaires, interviews, and direct observation, key issues were identified in inflow, throughflow, and outflow talent management processes. Solutions proposed include defining core competencies, establishing a talent pool, nurturing a coaching culture, and implementing a structured training and development pipeline. The implementation of these strategies aims to enhance recruitment efficiency, reduce employee turnover, and ensure continuous employee growth. Ultimately, the report offers actionable solutions to improve XYZLive's talent management system, fostering sustainable organizational growth and employee satisfaction.

**Keywords:** Talent Management, Recruitment, Employee Development, Coaching Culture, Organizational Growth.



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### INTRODUCTION

#### Situation Analysis

##### *Company Introduction*

XYZLive was established in 2018 as a video-on-demand platform, but slowly pivoting into livestream in 2021. It is part of XYZCO as an Entertainment Group. The company is providing Video-On-Demand (VOD) Services & Livestream Application Services by focusing on Indonesian

contents, including films, series, and live shows. The day-to-day business operation is supported by a total 80+ employees with more than 30 content creator support as their strategic partnership (Santosa & Adji, 2007).

##### *Company Vision and Mission*

Company vision is to assist Indonesia content creators to succeed by drawing in engaged

audiences with fresh and exciting content (Global Human Capital Trends, 2017).

Company mission consist of 5 main points such as:

1. Trusted  
Provide positive contents for audiences and viable platform for content creators.
2. Local  
Deliver the best available made-in-Indonesia contents for Indonesian tastes.
3. Dominant  
Become the biggest digital entertainment platform in Indonesia.
4. Sustainable  
Enable content creators to become wealthy and popular.
5. Discoverable  
Help content creators to find new audiences and connect with them.

#### *Existing Competitors*

The competitor of Video on Demand Services such as iflix, Wesee TV, Genflix, Primevideo, Bioskop online, Viddsee, Viu, Netflix, Mubi, Klikfilm, Stro, MolaTV, Mubi, Vidio, Display Star, Catchplay and HBO.

The competitor of Livestream services such as Kumu, Bigo Live, Twitch, Youtube live features, Instagram Live and Facebook Live.

#### **Problem Identification**

##### *Key Focus Area of Talent Management*

Our assessment result was focusing on the key focus are talent management (Armstrong & Mitchell, 2019) with 4 main area such as:

1. Inflow Talent Management
  - Recruitment
  - Selection
  - Job Analysis
  - HR Planning
2. Throughflow Talent Management
  - Talent Pool
  - Training and Development
  - Competencies

- Performance Management
3. Outflow Talent Management
    - Resignation
    - Termination
    - Retirement
    - Redundancy
    - Retrenchment
  4. Organizational development
    - Organization Function
    - Organization Chart
    - Organization Culture

#### *The Assessment Results*

After we finished the assessment result from the methodology data collection, we found analysis of pros and cons for each area as below:

##### *Inflow Talent Management*

Pros as below:

- Recruitment: The process is well managed, without having to participate in XYZCO (group company) recruitment process. Although, some improvements could be made to increase efficiency.
- Selection: In determining a “hire” or “no hire” decision for each applicant, the company prefers attitude over skill
- Job Analysis: HR are well aware that job analysis needs to be done.
- HR Planning: Workforce planning is conducted each year by managers to determine their budget.

Cons as below:

- Recruitment: The company is having difficulty attracting Engineering talents because the salary they offer is not really competitive compared to bigger tech start-ups outside of the company’s industry.
- Selection: No referral program inside XYZLive to add more “validity” in the selection process.
- Job Analysis: As in most tech start-ups, job description for most roles is very wide and vague, so it might become a challenge for the analysis.
- HR Planning: Due to limited resource and

budget, some staff might be overwork.

### Throughflow Talent Management

Pros as below:

- Talent Pool: No specific talent pool exists in the company's talent management system.
- Training & Development: XYZCO has their own learning platform similar to MOOCs such as Coursera that can be accessed by all employees.
- Competencies: The company is following a well-structured career path named Employee Leveling Structure (ELSU) to make sure employees on different level possess the required competencies.
- Performance Management: Currently XYZLive is still participating in XYZCO 360° Performance Management System, in which employees would be reviewed by: (i) themselves - self review; (ii) peers (max 3 persons); (iii) manager; and (iv) direct reports (if any). The company implements OKRs to track overall performance.

Cons as below:

- Talent Pool: No specific talent pool exists in the company's talent management system.
- Training & Development: No specific programs were designed and mandatory for employees in both XYZCO and XYZLive.
- Competencies: No shared understanding yet on what should be the basic competencies for all XYZLive employees
- Performance Management: Performance appraisal only done twice a year. Lack of periodic meetings to discuss the team's performance. KPI is non-existent to track individual performance with a clear target.

### Outflow Talent Management

Pros as below:

- Resignation: Some ex-employees that have resigned from the company had expressed interest to rejoin.
- Termination: No employees have been

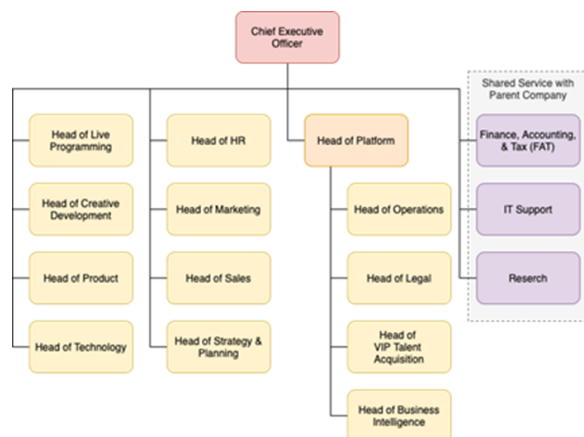
terminated.

- Retirement: No employees have retired (most of the current employees are in their 20s - 30s).
- Redundancy: Reduction of positions resulting from organizational restructuring - due to the pivoting - did not affect the workforce. Some roles were adjusted to meet the new business requirements.
- Retrenchment: No reduction of workforce due to an economic downturn had happened in the company.

Cons as below:

- Resignation: Turnover rate in the company is in the middle-high bracket, more or less the same as most tech startups. Reasons for resignation: problem with team leader, not align with the company's direction, higher offer from other companies.
- Termination: No employees have been terminated. Before
- Retirement: No employees have retired (most of the current employees are in their 20s - 30s).
- Redundancy: no cons
- Retrenchment: No reduction of workforce due to an economic downturn had happened in the company.

### Organization Talent Management



XYZ Live - Organizational Chart

Based on the existing Chart Organization we analyze and found some pros and cons.

Pros as below:

- Organization Functions: Company has multifunction department from product created until launched.
- Organizational Chart: no pros found.
- Organizational Culture: Monthly town hall meetings were held by the CEO where employees can ask any questions, participate in games, and listen to announcements of work anniversaries, birthdays, etc. Open door policy, everyone in the company can talk to and chat with any VPs and the CEO himself.

Cons as below:

- Organization Functions: Lack of dedicated Finance Functions since managed by the Finance Shared Services from the Holding Company.
- Organizational Chart: Company viewed as a hierarchy, with hierarchical decision rights, structure, and leadership progression.
- Organizational Culture: Cultures ruled perceptions of others.

### Problem Statement

Based on the assessment result, we found 4 problem statement as below:

1. What are the core competencies that employees should have at the current & future stage of the company and what is the company's strategy to recruit the right talent based on those competencies?
2. What is the strategy of the company to develop its own talent pool and nurture a company-wide coaching culture?
3. How to ensure that employees are growing continuously in the company?
4. Does the company need to change the Organization for the Finance function that is still managed by the Holding and what is the company's future strategy for the Future Organization?

## OBJECTIVE, BENEFIT

### Objective

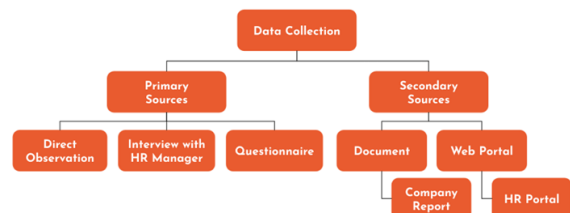
The objective of this community service is to assess talent management systems in the company, an Indonesian livestream tech start-up, and based on that assessment, identify problems that might become obstacles in the company's growth and solve those identified problems with talent management tools & approaches that will result in actionable solution & improvement plans.

### Benefit

By creating solutions and improvement plans for the identified talent management problems in the company, we hope it will help the company to tackle its problems and assist them in prioritizing which problems should be solved first. We understand that the company has limited resources to implement the solutions that we provided in this report. Nevertheless, with this report, they can at least start to address the issues that they are facing related to talent management and take the first step to solve them, one at a time.

## METHODOLOGY

For this community service report, we use several methods to collect information for the assessment stage, including questionnaires, direct observation, and interviews. In addition, to generate the solution & improvement plan, we followed the industry's best practices, referred to talent management literatures, and benchmarked approaches implemented by other companies.



## Data Collection

### A. Primary Sources

#### Direct Observation

One of the team members of our group is an

employee of the company. During the community service period, he observed and scrutinized each talent management aspect of the company - as an insider - to assess how the system is working and what can be improved based on that observation.

#### *Interview with HR Manager*

We did several rounds of Zoom interviews with the HR Manager of the company to gain a deeper understanding of what is happening in the organization in regards to its talent management system. Topics that we asked during the interviews including:

- a. Recruitment
- b. Onboarding
- c. Career Path
- d. Challenge of Start Up Company
- e. Compensation and Benefits
- f. General Talent Management Issues
- g. Attrition Rate

#### *Questionnaire*

To understand employees' perspective on the talent management system in the company, we created a survey and distributed it to several employees. The insights that we received from the questionnaire helped us identify the problems in the company. The questionnaire design and results can be seen in the Exhibit section.

### **B. Secondary Sources**

#### *Document (Company Report)*

We referred to the company's strategy and business objective deck to collect data on vision, mission, and business trends.

#### *Web Portal (HR Portal)*

We referred to the company's HR portal to collect data on the current employees levelling structure and organizational chart.

### **Solution Creation**

To generate the solutions and improvement plans, we benchmarked other talent management

practices in similar companies and looked at literature study from both talent management books and case studies on talent management as well.

## **RESULTS IMPLEMENTATION AND DISCUSSION**

### **How to recruit good talent?**

To grab a good talent, it is important to define core competencies as the most integral skills or characteristics an employee must possess in order to effectively do their job that is aligned with Company goals and vision. The core competencies include job responsibilities and expectations. According to the company's vision there are basic competencies that are needed including technical skills, teamwork, communication, flexibility, adaptability, integrity and customer excellence. In the future, we need the competencies of problem solving, decision making, planning and organizing.

Below are two recruitment strategies that we propose as a solution to get a good talent because it is not just recruiting, but effective recruiting that is more important.

- a. Employee Referral Program
  1. Design an incentive or rewards based on referred level, the higher level the more incentive amount is given.
  2. Transparent Process to the referee so they can follow the process.
  3. Creating a talent pool for referral, so every time the company need a new talent they can find in the database.
- b. Create a Bank Case Study that will apply to all candidates when hiring, in order to get insight and consider whether the candidates fit in with the organization culture.

### **What is the strategy of the Company to develop its own talent pool and nurture a company-wide coaching culture?**

According to the survey's result, XYZLive as well as most tech companies has a high attrition rate. A high attrition rate causes problems in the tech

industry. The high employee turnover has a negative impact to the business such as revenue loss due to higher cost in replacing the top performer; productivity loss due to hiring duration that commonly takes around one month, creating bottlenecks due to the knowledge gap that must be filled, and lower employee morale. The worst thing is when the snowball effect is found in the company that the more employees leave, then the more will follow. Based on the Human Resource Management by Gary Dessler, there are some ways to reduce attrition. This might include more training and development, better compensation, and improved career opportunities. Nevertheless the emphasize is not on giving better compensation. By discussing the issue with the HR Manager and employees of XYZLive, we proposes two solutions to deal with the attrition rate issue. The solutions are talent pool creation strategy and framework for developing coaching culture. Those solutions were chosen because of the correlation between talent pool and career opportunities. Besides, one of the powerful tools for training is by conducting meaningful coaching.

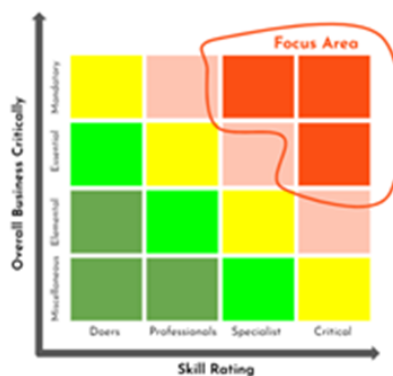
*Talent Pool Creation Strategy*



Creating a talent pool might not be the top priority for XYZLive considering the high turnover rate – a similar problem faced by many tech startups, but if they want to advance their talent management system, the company should start thinking about its own talent pool. A talent pool is a database of potential job candidates that have the potential to meet an organization’s

immediate and long term needs. Talent pool creation is important for effective succession planning. Building an organizational talent pool is essential to support Company’s Succession Planning.

As XYZLive was experiencing a pivoting strategy, then it is essential for the company to start identifying the critical position. A critical position defines a company's ability to conduct normal business. It depends on the future plans, organizational strategy of the company, and Market conditions. Defining critical positions can be done by combining the Skill Rating and Overall Business Criticality Rating. Skill Rating has four quadrants based on the scoring of skill value which determine the company’s profit, revenue, sales order, and the scoring of skill uniqueness which determine the unique selling proposition of the company. The skills needed are then evaluated and determined. The Overall Business Critical Rating was obtained through the questions given to the specific position. The questions should identify how crucial the job is to meet the strategic objectives of the company, how important the job is to the stakeholder, the level of non-availability of the resource pool at that position, how difficult it is to transfer knowledge, etc. The score is divided into four levels which are low, medium1, medium2, and high. The critical positions will be based on the Overall Business Criticality and Skill Quadrant. Those are the focus areas. By referring to the area, XYZLive needs to put more focus into the critical position.



After identifying critical positions, then the company has to identify critical resources (Top Talents). The critical position is identified by doing assessment on current performance and future (potential) performance. The 9-Box matrix Template is proposed to XYZLive in identifying Top Talents within the company. The characteristics of Top Talents are good performance in a variety of assignments, big picture thinker, problem solver, self motivated, and best candidate for succession planning. Each performance or potential has underlying factors & sub-factors to determine a number such as Communication, Motivation, Delegating, Positivity, Trustworthiness, Creativity, and others depending on the company's value (Exhibit 2). Each of the factors should be scaled from one to ten. The result will show the position of the employee within these quadrants of Critical Resources. The manager can make a decision for each box, for example giving promotion for top talents, lay-off for under performers, training for the rising stars, and re-position in organization for the experts.



#### Developing Coaching Culture

Coaching culture is essential to train the employee from current reality to achieve the vision (Armstrong, Mitchell, 2019). Grow stands for Goal, Reality, Options, and Wrap Up. The GROW model was developed by Sir John Whitmore (1937-2017) in conjunction with colleagues in the 1980s and disseminated through his book

'Coaching for Performance' (Whitmore 2019), first published in 1992 and now in its 25th edition having been translated into 20 languages. GROW provides a framework for a coaching session, a conversation, a meeting or a project and is the best-known coaching model in the world today. The goal section is to define the goal, objectives, and maintain it in a SMART (Specific, Measurable, Achievable, Reasonable, and Time bound). The reality section is an exploration of the trainee's situation at the moment. The trainee should conduct a self-assessment to identify current level. Besides, they need feedback from the superior. At the options section, the trainee finds an alternative way, solution, or suggestion to achieve the goal. Guidance from the coach is needed at this stage, but it should be noted that giving questions should be continuously maintained since the beginning of coaching activities. Some examples of questions can be found at Exhibit 3. The coach should encourage/motivate them by active listening, support, promote, affirm, inspire, and challenge the trainee. He has to also develop/guide by giving directive feedback, model, inform, confirm, counsel and advice. Lastly, after bringing up all possibilities, Wrap Up sections is the phase in which the trainee can commit to action. The trainee should choose a pathway which suits their talents and ways of behavior. All of these activities should be conducted in an effective way. Both the coach and trainee have to plan and prepare for a successful conversation. The detailed guideline about conversation is explained in Exhibit 4. The trainee should understand their goal, talent, and also their team. Some of the general practice is by conducting self-assessment through Gallup (Exhibit 5) and cultural profile assessment through TMA world (Exhibit 6). All of these activities will leverage the collaborative environment within the company that simultaneously implements training and development of the employee to reduce the high turnover.



**How to ensure that employees are growing continuously in the company?**

To answer this question, we came up with a proposal for a comprehensive training & development pipeline that would cover all learning spectrum of the employees. We divided the pipeline into three different stages where in each stage there are distinct objectives, timelines,

and methods to be implemented.

*Stage 1: Requirement Based Program*

This stage is conducted during the onboarding period of each new employee. According to Dessler (2020), there are four things that need to be accomplished when orienting new employees:

1. Make the new employee feel welcome, at home, and part of the team.
2. Make sure the new employee has the basic information to function effectively (e-mail access, personnel policies, etc).
3. Help the new employee understand the organization in a broad sense.
4. Start socializing the person into the firm’s culture and ways of doing things.

Combining what Dessler have said with the technical and managerial skills that need to be possessed by all employees of the organization, we proposed the following onboarding program in addition to the existing program implemented by the company:



	Stage 1	Stage 2	Stage 3
<b>Timeline</b>	Conducted during onboarding period (first week of work) - one time only	Conducted once every six months	Conducted once a year to encourage employees to explore their interest outside of current scope of work
<b>Requirement</b>	Compulsory	Compulsory	Optional
<b>Details</b>	<ul style="list-style-type: none"> <li>• Related to the company's current business activities and requirements</li> <li>• Example: OKR, digital business metrics (DAU, DTU, GMV, CCU), etc</li> <li>• Courses taught by employees</li> </ul>	<ul style="list-style-type: none"> <li>• Two-three days offline courses, MOOC courses, or tailored online training / workshops</li> <li>• Related to scope of work and strength</li> <li>• Example: SQL for Strategy team, Advance digital marketing for Marketing team, etc</li> </ul>	<ul style="list-style-type: none"> <li>• Employees can learn whatever they want from any platform (on-demand courses)</li> <li>• Example: Ops team want to learn Python</li> </ul>



	Day 1	Day 2	Day 3
	Company Introduction	Technical Aspect	Managerial Aspect
Morning Session 09.00 - 12.00	(1) General Introduction of XYZCO (2) HR & IT Support Matters in XYZCO	(5) Fundamental of Project Management (6) Product Life-cycle & Digital Business Metrics	(9) Effective Communication in the Organization (10) Leadership & Teamwork
Afternoon Session 13.00 - 16.00	(3) Life at XYZLive: Values, Culture, and Procedures (4) Implementation of OKR in the Company	(7) Basic Data Analysis (8) Sharing Session with Selected Peer	(11) Critical Thinking (12) Reflection & Wrap Up with Manager
	Existing (1-2)	Additional (3-12)	

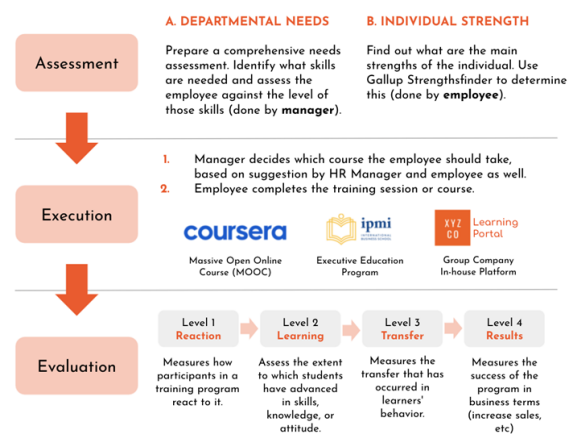
During the 1st day of the onboarding process, new employees will be introduced to the company's vision, mission, and culture. In addition, they will also be briefed on how to do things in the company, who they should inquire to related to HR, IT, and GA matters, and the most important things, the Objective & Key Results (OKRs) of the company, considering there's no KPI so this will become their "guideline" in giving contribution to the company. During the 2nd day, new employees will learn about basic technical skills that needed to be possessed by all employees including fundamental of project management (how to create budget, how to how to forecast schedule, etc) and basic data analysis (how to read graphs and charts, how to generate data in Google Data Studio, etc). During the 3rd day, they will learn about soft skills including how to communicate effectively in the company (passive-aggressive email, how to stand up to your ideas, etc) and critical thinking. The onboarding program will be closed with a special session with the employees' superior.

### Stage 2: Assessment Based Program

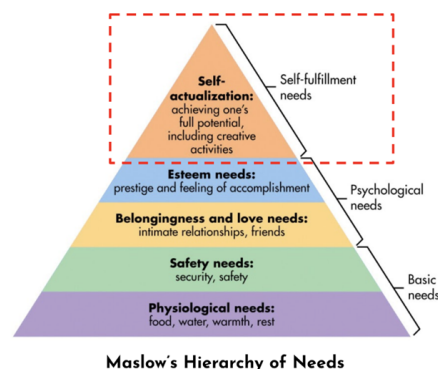
Please find below the overview of Stage 2 that we proposed:

The first process in this stage is Assessment, in which (i) manager assesses their subordinates on what skills are needed and where is the position of the subordinates right now (gap analysis), and (ii) employee assesses themselves to learn about their strengths and how to deal

with that strength (Dessler, 2013). The second process is execution where employees complete the training session or course based on the previous process of Assessment. In this process, employees can go to online or offline courses designated for them. The third process is Evaluation, where employees will go through four evaluation phases (reaction, learning, transfer, and results) to evaluate how much of the training & courses they have learned really translate into something significant, for both the employee and company.



### Stage 3: Talent Interest Based Program



First of all, why did we propose this Stage where employees can learn whatever they want? The answer is that we believe that an employee's full potential can only be unleashed if they have the opportunity to explore that potential and scrutinize areas of interest that have never been explored before. By encouraging employees to do this, they will become a self-actualized

employee that feels empowered and trusted. In the long run, this will encourage both growth and engagement to the employees, which we hope will result in the transformation of the employee from great talent to star talent. Also, please find below the process flow for this Stage:

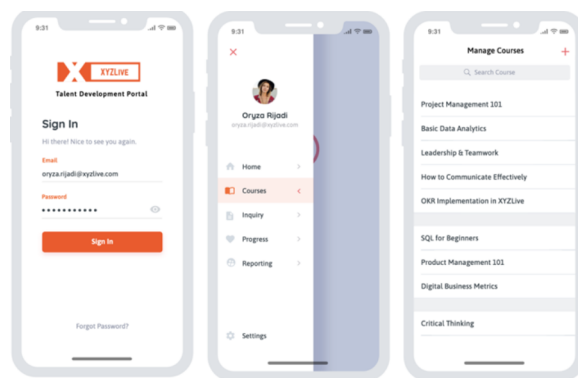


*Tracking the Pipeline with An App*

To manage the pipeline, we proposed that the company create an application to track the employees development progress with features that would allow all stakeholders to monitor the process seamlessly. With this application, employee will be able to:

- Re-learn the recorded courses taught in onboarding process and add pre-approved courses to their catalogue.
- Inquire for new course and ask for approval.
- Track the progress of their study and Individual Development Plan (IDP)
- Fill in a report upon completing a course or training program.

Below is the mockup design of the application that we have designed:



**Does the company need to change the Organization for the Finance function that is still managed by the Holding and what is the company’s future strategy for the Future Organization?**

To summarize the solution, we proposed the solutions as below:

1. Yes, the company need to design dedicated future finance team to meet future demand.
2. Transform to “Collaborative” Network-Centric Organization.
3. Transform to the “New Rules”.
4. Digital Talent Management Transformation.

*Designing dedicated future finance team to meet the future demand*

We are proposing XYXLive to have a dedicated finance department to address the company growth more quickly. Each project of product design and launch needs fast decisions and a more agile policy of finance. This solution is aligned with the Deloitte article about Future Strategy 2020 title Rethinking the role and design of the finance function.



It was mentioned the main points that enables finance deliver the value as below:

- Operational Finance: Automated controls, intelligent process monitoring keep watch over performance and minimize rework.
- Business Finance: Finance can quickly model the impact of changes in key business inputs to determine business impact.
- Specialized Finance: Specialists' performance measured by the value they help the business create - or the risks they help contain or avoid.
- Process and Policy: Policies and procedures are managed centrally, with new regulations, controls, and technical conventions pushed out quickly and easily.
- Organizational people: Outstanding consulting, negotiation and influencing skills as well as those who can turn data-driven insights into actionable advice.
- Information and Systems: Decision-makers receive alerts on project statuses and budget variances automatically

*Transform to "Collaborative" Network--Centric Organization*

We proposed XYZLive existing organization to Collaborative Network-Centric organization



The differentiation between the organization as below:

- Existing organization (Hierarchy)
- Firm-centric
- Focuses internally
- Grown slowly
- Uses its own capabilities
- Sells its own products and services

- Has high marginal costs
- Has low profit margins
- Has a low multiplier

Network-Centric Organization

- Networks centric
- Focuses Internally
- Grows quickly
- Uses the capabilities of its networks
- Lets others make and sell products
- Has near-zero marginal costs
- Has high profit margins
- Has a high multiplier

To support the solution, the following is the sample of the companies' with the traditional hierarchy versus network collaboration with their respective market value.

Traditional firm (Hierarchy)

- Hertz with USD 7B market capitalization
- Starwood with USD 12.2B purchase price
- AT&T with USD 207B market capitalization
- Walmart with USD 190B market capitalization

Network Collaborative organization

- Uber with USD 60-70B market valuation
- Airbnb with USD 24B valuation
- Wechat with USD 84B estimated value
- Alibaba with USD 200B market capitalization

*Transform to the "New Rules"*

The company needs to change their current old rules to the new rules.

*Digital Talent Management Transformation*

In a digital world with increasing transparency and the growing influence of Millennials, employees expect productive, engaging, enjoyable work experience. Rather than focus narrowly on employee engagement and culture, organizations are developing an integrated focus on the entire employee experience, bringing together all the workplace, HR, and management practices that impact people on the job. Companies need a new

No	Old Rules	New Rules
1	Organized for efficiency and effectiveness	Organized for learning, innovation, and customer impact
2	Company viewed as a hierarchy, with hierarchical decision rights, structure, and leadership progression	Company viewed as a collaborative network, empowered by team leaders and fueled by collaboration and knowledge-sharing
3	Structure based on business function with functional leaders and global functional groups	Structure based on work and projects, with teams focused on products, customers, and services
4	Advancement through promotion upward with many levels to progress through	Advancement through many assignments, diverse experiences, and multifunctional leadership assignments
5	People “become leader” through promotion	People “create followers” to grow in influence and authority
6	Lead by direction	Lead by orchestration with more entrepreneurial and agile way of working, experimentation, creativity, learning by doing, and a degree of risk taking
7	Culture ruled by fear of failure and perceptions of others	Culture of abundance, and importance of risk taking and innovation
8	Rules-based	Playbook-based to leverage that scale by identifying the organization's key areas and providing a roadmap to maximize performance in those areas.
9	Individual roles and job titles clearly defined	Teams and responsibilities clearly defined, but roles and job titles change regularly
5	Process-based	Project-based

approach-one that builds on the foundation of culture and engagement to focus on the employee experience holistically, considering all the contributors to worker satisfaction, engagement, wellness, and alignment.

We are proposing the company do digital talent management transformation by transforming the organization into more agile, diverse, and younger leaders, as well as new leadership models that capture the “digital way” to run businesses. This digital transformation is supported while the leadership development industry continues to struggle, companies are pushing the boundaries of their traditional leadership hierarchies, empowering a new breed of leaders who can thrive in a rapidly changing network.

The leaders need to think, act, and react differently to make their organizations succeed in the digital world.

1. Behavioral Transformation (ACT differently)
  - Adapting to constantly shifting power and influence.
  - Collaborating with ease across many different teams.

- Valuing the contribution of new work partners and different interest groups.
  - Investing huge amounts of energy into getting things right: try fail and and try again.
2. Cognitive Transformation (THINK differently)
    - Conceptualizing possibilities in a virtual world.
    - Handling ever-increasing cognitive complexity.
    - Thinking divergently about new ways of doing things.
    - Making decisions quickly without all of the information.
  3. Emotional Transformation
    - Tolerating an environment of risks and ambiguity.
    - Showing resilience in the face of risk and ambiguity.
    - Showing resilience in the face of constant change.
    - Being brave in challenging how things are being done.
    - Having the confidence to take the lead in driving change.

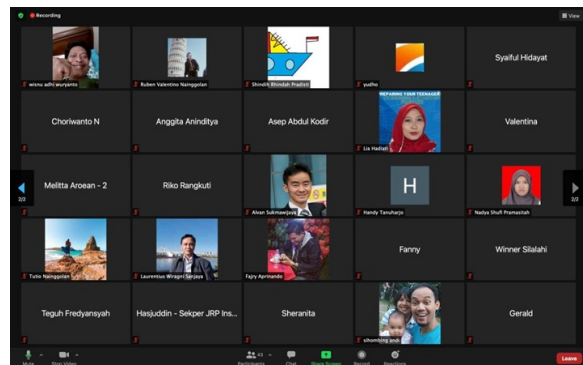
The output of this strategy will contribute to a positive employee experience as follows (Kanter, 2014):

1. Meaningful work: autonomy, select to fit, small, empowered teams, time for slack.
2. Supportive management: clear and transparent goals, Coaching, Investment in development of managers and Agile performance.
3. Positive work environment: flexible work environment, Humanistic workplace, culture of recognition, fair, inclusive, diverse, and work environment.
4. Growth opportunity: training, and support, on the job, facilitated talent mobility, self-directed dynamic learning, high-impact learning culture.
5. Trust in leadership: mission and purpose, continuous investment in people, transparency, honesty and inspiration.

From the interview that we made, analysis that we did, problem statement that we elaborate and the solution that we offer, we expect the outcome will:

1. Improve talent acquisition process & strategy and deeper understanding of talents competence.
2. Create more star talents in the company.
3. Create a collaborative Network-Centric Organization with New Rules of Digital Talent Management Transformation.

The expected results has been shared through a webinar in below pictures:



## CONCLUSION & RECOMMENDATION

### Conclusion

The community service activity is well designed and implemented into the society. The team member is able to identify the problems found in the company XYZLive through the methodology that has been eloquently elaborated. Further, the team member has given the solution to the problems faced by the company XYZLive through the webinar (zoom meeting). The public that attended the sharing session must get insight from the cases that happened at the digital startup company. The team member then conducted a separate meeting with XYZLive to give the detailed implementation of the solution. XYZ Live accepted the recommendation and would like to implement it in the near future depending on the business priorities.

### Recommendation

We recommend that the following improvements and next action plan regarding this community service activity:

- a. The questionnaire shall not only be filled by people at one position level, but also at various levels to gain wider perspective about the topic discussion.
- b. Some souvenirs can be given to the representative of the company who attended the sharing session to express gratitude.
- c. The next community service might analyze an industry that comes from another sector such as health & medicine, entertainment, and transportation.

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EXHIBITS

Exhibit 1  
Questionnaire Result

Menurut Anda, apa 5 kompetensi dasar yang harus dimiliki oleh semua pegawai GoPlay SAAT INI?  
9 responses

Data Analysis

Get things done, Initiative , Supportive, Strong sense of urgency, love to learn

Teamwork, Responsibility, Communication, Decision Making, Problem Solving

Critical Thinking

Effective communication, creative thinking, problem solving, project management, time management, conflict resolution

effective communication, basic technical (IT), flexibility, time/work management, work ethics.

Service Excellence, Flexible and Adaptable, Project Management, Effective Communication

Well communication, data analytics, project management, adaptability, digital metrics understanding

effective communication, problem solving, decision making, teamwork, data analysis

Menurut Anda, apa 5 kompetensi dasar yang harus dimiliki oleh semua pegawai GoPlay 5 TAHUN MENDATANG?  
9 responses

Data Analysis

Get things done, Initiative , Supportive, Strong sense of urgency, love to learn

Leadership, Responsibility, Communication, Decision Making, Research & Analytics

-Effective to lead discussion  
-Collaborative  
-Critical thinking  
-PMOing  
-Problem solving

Effective communication, creative thinking, problem solving, project management, time management, conflict resolution

effective communication, basic technical (IT), flexibility, time/work management, work ethics.

Problem Solving, Leadership, Planning and Organizing

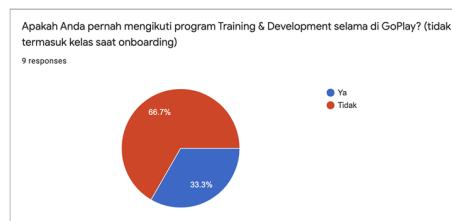
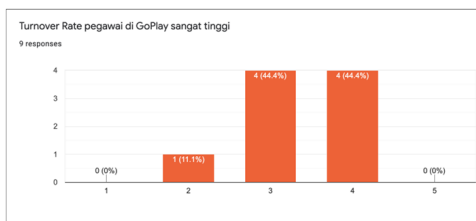
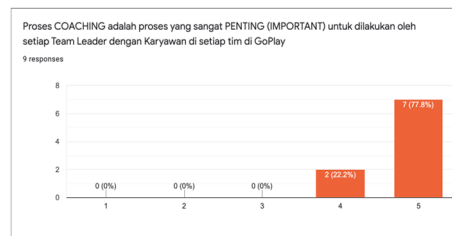
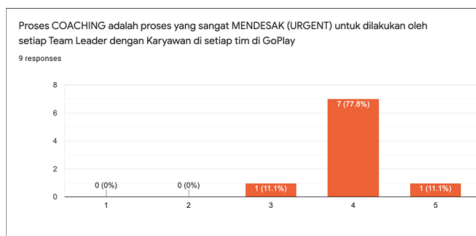


Exhibit 2  
Example of Factors to Determine the Result of Critical Resources

	Score		Category
	Performance	Potential	
<b>Communication</b>			
Active Listening			
Articulating			
Business Storytelling			
Clarity			
Concision			
Correspondence			
Editing			
Explaining			
Expression			
Presentation			
<b>Motivation</b>			
Employee Autonomy			
Asking for Input			
Convincing			
Mentoring			
Persuasive			
Rewards			
Recognize others			
Setting goal			
	Employee 1	Employee 2	Employee 3

- Communication (Active listening, Articulating, Business storytelling, Clarity, Concision, Correspondence, Editing, Explaining, Expression, Facilitating group conversations, Nonverbal communication, Presentation, Public speaking, Reading body language, Reducing ambiguity, Verbal communication, Written communication)
- Motivation (Allowing employee autonomy, Asking for input, Assessing the interests of staff, Convincing, Mentoring, Open to employee concerns, Persuasive, Providing productive and challenging work, Providing rewards, Recognizing others, Setting effective goals, Team-building, Thanking staff, Understanding employee differences)
- Delegating (Accepting feedback from employees, Allotting resources for employees, Assessing employee strengths and weaknesses, Defining expectations, Evaluating employee performance, Identifying measurable outcomes, Matching the task to

- the right employee, Prioritizing tasks, Setting expectations, Teamwork, Time management, Training, Trust in employees)
- Positivity (Caring, Conflict management, Developing rapport, Diplomacy, Encouraging, Empathetic, Friendliness, Helping others, Humor, Interpersonal, Positive reinforcement, Respect, Social)
- Trustworthiness (Ability to apologize, Accountability, Business ethics, Confidentiality, Conscientious, Consistent in behavior towards employees, Credibility, Emotional intelligence, Empathy, Honesty, Integrity, Moral compass, Reliability, Respectfulness, Standing up for what is right, Thoughtful)
- Creativity (Analytical, Cognitive flexibility, Conceptualization, Critical thinking, Curiosity, Embracing different cultural perspectives, Foresight, Identifying patterns, Imaginative, Innovative, Listening to others' ideas, Making abstract connections, Observation, Open-mindedness, Problem solving, Sound judgment, Synthesizing, Visionary)
- Feedback (Being open to receiving feedback, Building confidence in employees, Clarity, Clearly laying out expectations, Coaching, Following up, Frequent feedback, Listening to employees' responses, Mentoring, Positive reinforcement, Providing specific advice, Respectful)
- Responsibility (Acknowledging mistakes, Being open to customer feedback, Evaluating best solutions, Forecasting, Learning from past mistakes, Listening to feedback from employees and managers, Project planning, Reflectiveness, Resolving problems, Transparency, Troubleshooting)
- Commitment (Applying feedback, Commitment to company objectives, Determination, Embracing professional development, Following through, Keeping



- |   |  |
|---|--|
| <p>promises, Passion, Perseverance, Prioritization, Professionalism, Team player, Work ethic)</p> <ul style="list-style-type: none"><li>• Flexibility (Ability to learn new skills, Ability to respond to new problems or issues,</li></ul> | <p>Adaptability, Improvising, Negotiating, Open to feedback, Recognizing individuals' strengths and skills, Treating employees as individuals)</p> |
|---|--|

**Exhibit 3**  
**Questions during Coaching**

**Goal:**

- What do you want?
- Over what time frame?
- Where would you like to be on a scale of 1-10?
- Imagine you have achieved it:
  - What does it look like?
  - How do you feel?
  - What are people saying to you?
  - What are the benefits?
- What do you want to achieve in five years/one year/three months?
- How could you say your goal in a few words?
- Which part of that is the real focus?
- How will you know when you have achieved it?
- In an ideal world, what do you really want?

**Reality:**

- What is happening at the moment?
- How important is this to you?
- If an ideal situation is 10, what number are you at now?
- What impact is this having on you/how do you feel?
- What have you done so far?
- Who else is affected?
- What are you doing that's working towards your goal?
- What are you doing that is getting in the way of your goal?
- What do you know now that you did not know before?

- What is your insight about that?
- What have you learned about yourself from that?
- Where else could you use this?

**Options**

- What are your options?
- What could you do?
- What else?
- If there were anything else, what would it be?
- What has worked in the past?
- What steps could you take?
- Who could help you with this?
- Where could you find out the information?
- What might someone else do in your shoes?
- Imagine you have achieved your goal; look back on the journey and tell me you got here.

**Wrap Up**

- What will you do about that?
- How will you do that?
- When?
- What will it take for you to commit to that action?
- What could you do to become more committed?
- Could you do more?
- How many?
- How much?
- How often?
- Where will you find that?
- Who will you talk to?
- What else could you do?

Exhibit 4  
Guideline for Successful Conversations

**Open - Purpose and Importance (5%)**

- Clearly define what you would like to achieve during the conversation
- Anticipate and consider the opportunities or challenges in the conversation
- Determine how you will know if you achieved your objectives
- Consider what you least want to talk about today, but you know would be good to discuss

**Clarify - Gain a shared understanding (20%)**

- Clearly state what you desire for yourself in your development/career
- Include how this desire will have an impact on your daily activities/business
- Identify what is currently working well for you and what isn't working well
- Describe what you are willing to invest in order to achieve your goal
- Describe what you may need to change in your thinking in order to achieve your desired outcome
- Seek challenge: "What do you think is missing/ do I need to consider modifying?"

**Develop - Explore ideas and identify resources (40%)**

- Consider what situations in your day-to-day activity would allow you to practice building your capability to experience success
- with your goal
- Consider what in your daily activity could you stop, start or continue doing that will support you successfully achieving your goal

Potential questions to ask:

- Where do you see my largest contribution and how might my goal impact that?
- What behaviors have you observed that might support or get in my way?
- How have I fallen short of expectations?

**Agree - Create an Action Plan for Success (30%)**

- Share what you see as your next steps
- Describe what support you need from your manager or others
- Determine how you will ensure follow through
- Determine a realistic time frame for target completion

Potential questions to ask:

- Who would you recommend that I share my goal with that could support me?

**Close - Key points, commitment (5%)**

- Highlight and summarize your key takeaways from the conversation
- Thank for them their time and willingness to have an open and honest conversation

**Exhibit 5**  
**Self-Assessment using Gallup**

GALLUP CliftonStrengths

**Muhamad Shahriza Rijadi Putra**  
SURVEY COMPLETION DATE: 06-07-2021

Depending on the order of your themes and how you responded to the assessment, some of your themes may share identical insight statements. If this occurs, the lower ranked theme will not display insight statements to avoid duplication on your report.

---

**Your Top 5 Themes**

1. Strategic
2. Intellection
3. Restorative
4. Input
5. Consistency

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GALLUP CliftonStrengths

**Strategic**

**SHARED THEME DESCRIPTION**  
People who are especially talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.

**YOUR PERSONALIZED STRENGTHS INSIGHTS**

**What makes you stand out?**  
Chances are good that you can reconfigure factual information or data in ways that reveal trends, raise issues, identify opportunities, or offer solutions. You bring an added dimension to discussions. You make sense out of seemingly unrelated information. You are likely to generate multiple action plans before you choose the best one. Driven by your talents, you may feel good about yourself and life in general when you know the exact words to express an idea or a feeling. Perhaps language has fascinated you since childhood. Occasionally your ever-expanding vocabulary earns you compliments. By nature, you might appreciate — that is, calm — some people by using logic to reduce a task, process, program, routine, recipe, or machine to its simplest parts. Perhaps people appreciate your ability to explain why something that confuses them actually is easy to understand. Maybe you envision your presentations by drawing diagrams, telling stories, or giving examples to illustrate your key points. It's very likely that you might have a knack for identifying problems. You might generate alternatives for solving them. Sometimes you consider the pros and cons of each option. Perhaps you factor into your thinking prevailing circumstances or available resources. Maybe you feel life is good when you think you may be choosing the best course of action. Because of your strengths, you may notice that multiple solutions to nagging problems just pop into your mind. Sometimes you study each option from many different angles. Perhaps you carefully evaluate the entire situation, then choose the alternative that makes the most sense. Why? Maybe you aim to outscore or outperform your rivals.

**Questions**

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

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**Intellection**

**SHARED THEME DESCRIPTION**  
People who are especially talented in the Intellection theme are characterized by their intellectual acuity. They are introspective and appreciate intellectual discussions.

**YOUR PERSONALIZED STRENGTHS INSIGHTS**

**What makes you stand out?**  
It's very likely that you find conversations with particularly intelligent individuals exhilarating. On one hand, you tend to ask questions to accumulate lots of new information or insights. On the other hand, you make abstract thoughts intelligible for those who have difficulty understanding them. The give-and-take of these sessions allows you to tap into the intelligence of others and allows them to tap into yours. By nature, you are mentally quick and highly resourceful. You constantly consider how you can upgrade all sorts of things in your personal or professional life. You eagerly seek and find opportunities to better yourself. Driven by your talents, you are the ideal example of a person with an open and agile mind. Thinking consumes a great portion of your time. You like to exchange ideas with individuals who are as well-read as you are. Your passion for the written word fuels your thought processes and lays the groundwork for sophisticated conversations. When you are alone, you probably reflect upon the thoughts of brilliant writers or the findings of notable researchers. Because of your strengths, you tend to be a critical reader. That is, you take apart writers' ideas and examine them bit by bit. Only then do you judge whether they have merit. Generally your scrutiny of the written word, rather than your emotions, guides your decision-making process. Instinctively, you are quite comfortable having time to yourself to enjoy a favorite pastime: reading. Whether you are sitting on a quiet beach or in a crowded airport terminal, you create your own space with a book, magazine, newspaper, document, or correspondence. Clearing information, inspiration, or insights from these sources can make your relaxation more pleasurable or your delays more tolerable.

**Questions**

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

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GALLUP CliftonStrengths

**Restorative**

**SHARED THEME DESCRIPTION**  
People who are especially talented in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.

**YOUR PERSONALIZED STRENGTHS INSIGHTS**

**What makes you stand out?**  
Driven by your talents, you regularly study your mistakes. You want to understand what you must do differently in the future to succeed. It's very likely that you characteristically fix your attention on updating, improving, or repairing things. You become very single-minded about revising, removing, redesigning, or renewing programs, processes, machines, structures, or plans. Instinctively, you are honest with yourself about yourself. You can admit your shortcomings. You speak frankly about the areas where you need to do things better and more completely than you have done them in the past. Because of your strengths, you generally rely on your ability to reason when you are making decisions about what you could do better personally or professionally. By nature, you routinely consider what you can contribute to the group. You continually look for ways to upgrade your performance, effectiveness, or efficiency. You pinpoint things you want to do better. You identify areas of opportunity for individual teammates and the entire group. Undoubtedly, you think about how these enhancements can be made.

**Questions**

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

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Exhibit 6  
Cultural Profile Assessment of TMA World

