



Brandon Hall Group
**EXCELLENCE
AT WORK**

Executive Interview

with **Trayonna Floyd Hales**,
Director, WarnerMedia Inc.,
Founder & CEO, One In A Million Leadership
Development & Coaching

and **Dr. Daniel Neubauer**,
Global Head Talent & Development Global
Wealth Management
UBS

The Future of Talent Management

About WarnerMedia

[WarnerMedia](#), part of [Warner Bros. Discovery](#), a premier global media and entertainment company, offers audiences the world’s most differentiated and complete portfolio of content, brands and franchises across television, film, streaming and gaming. The new company combines WarnerMedia’s premium entertainment, sports and news assets with Discovery’s leading non-fiction and international entertainment and sports businesses.

Recognition

WarnerMedia won a Brandon Hall Group HCM Excellence Award in 2022.

EXCELLENCE IN HCM AWARDS



Leadership Development

1 Silver Award

About UBS

[UBS](#), formerly known as the Union Bank of Switzerland, is a multinational diversified financial services company headquartered in Zurich and Basel. UBS is involved in virtually all major financial activities, including retail and commercial banking, investment banking, investment management and wealth management.

UBS has a major presence around the globe and in the United States. It has its American headquarters in New York City and operates in over 50 countries worldwide, with close to 70,000 employees.

Recognition

A Brandon Hall Group Corporate Member, UBS won 11 Brandon Hall Group HCM Excellence Awards in 2022.

EXCELLENCE IN HCM AWARDS



Learning and Development

5 Gold Awards | 1 Silver Award | 2 Bronze Awards

Leadership Development

1 Gold Award

Human Resources

1 Gold Award

Talent Management

1 Bronze Award

About Trayonna Floyd Hales



Trayonna Floyd Hales is the Director of Talent & Performance for WarnerMedia Inc. and Founder and CEO of One In A Million Leadership Development and Coaching. As a director, Trayonna is responsible for the talent and performance management strategy and experience of more than 20,000 employees at WarnerMedia. She is also the global lead for the company's new manager development program designed to support leaders in effectively leading themselves, their teams and the business. In previous roles, Trayonna developed talent and leadership development strategies for major defense companies including BAE Systems and Northrop Grumman. Trayonna is a certified leadership development and succession strategist, InsideOut performance coach, Paradigm 360 growth coach, True Colors and Hogan assessment administrator, and a GROVE-certified team performance practitioner. She is a 2019 graduate of Leadership Fairfax and a 2021 Northern Virginia "40 Under 40" honoree. She aspires to open a global leaders institute for women and girls to equip them for leadership roles at every level in their professional and personal lives. Trayonna lives in the DC Metro Area with her husband and enjoys the performing arts, yoga and spending time with her godsons.



About Dr. Daniel Neubauer

Dr. Daniel Neubauer is driven by four values: Family first, Enjoy life, Change things and Enable people. He is passionate and curious about talent, learning, creativity and innovation. He is eager to change the way we live and breathe HR in a corporate environment. He is excited about new technologies and is always looking for new trends to foster a culture change. It is crucial for Daniel to have an impact as a Human Resources professional. Dr. Neubauer has a Ph.D. from the University of St. Gallen at the Institute of Leadership and Personal Development and a master's and bachelor's in business administration from the Freie Universität Berlin and Universiteit van Amsterdam.

About Rachel Cooke



Rachel Cooke is Brandon Hall Group's Chief Operating Officer and Principal HCM Analyst. She is responsible for business operations, including client and member advisory services, marketing design, annual awards programs, conferences and the company's project management functions. She also leads Advancing Women in the Workplace and Diversity, Equity and Inclusion initiatives, research and events. Rachel worked in the HCM research industry for 20+ years and held several key management and executive positions within the Talent and Learning Research, and Performance Improvement industries.

Q RACHEL

Can you share your vision/POV on the future of talent management at each organization?

A TRAYONNA

The new world of work has shifted and changed. Specifically, what employees and our top talent seek from their employers has changed. We must be quite adaptive in real-time to those needs, particularly retention, engagement, and equity and inclusion. Those are the key areas my organization looks at and I know others do as well. What will be top of mind for many folks as we head into the new year is: How do we ensure, from a retention standpoint, that we're meeting people where they are? That's going to require a different level of knowledge and talent awareness for leaders. In many cases, companies have taken a one-size-fits-all approach to talent and that's not going to fit the needs of new talent. As competition for the best talent increases, we're going to have to figure out how to be creative and much more intentional about how we engage employees, including how early and how long we engage them. We'll have to be super-intentional about making sure we're giving people a reason to stay with us; not just because we're paying them well or have titles, but because we give them a one-of-a-kind experience.

A DANIEL

If we look at the 25,000 people in UBS Global Wealth Management, we have the 25,000 different dreams, aspirations and hopes of individuals who want to drive their careers. We have a lot of people who love their job and want to stay in their job. Others want to change because they have done their job for a while or because they think they're misfits. The question is: What can we do as an organization to get the best from them? Because everyone is also being paid, and we want the best outcome for every individual so they're happy. It's no secret that happy employees create happy clients.

If you look into the future of talent management, it will be even more important for people to have a sense of belonging and feel what they do is aligned with their own purpose and that they can have an impact. Then they will go the extra mile. At UBS GWM, we need to have our strongest performers in the most important roles. It's having the right people at the right time with the right attitude and behavior. The biggest challenge will be finding the right people for the crucial roles that we have. We will see a completely new set of leaders within a talent management portfolio who need to display new values and new ways of acting. It is now much more about servant leadership and helping others to be successful. This is what the future of talent management is all about.

Q RACHEL

What are some challenges that you face in engaging and retaining your talent?

A TRAYONNA

One of the things we are trying to be intentional about is developing our people managers. That's the one commonality that our top talent and our strongest talent have. Focusing on people leaders and making sure they are equipped to develop our talent no matter where they are on that spectrum have been critical to our experience. Our Brandon Hall Group award-winning Management Essentials program was designed specifically for managers. The climate has changed around how managers are supposed to talk to and engage employees. This is not unique to our top talent; this is unique to all our employees — so what's the common denominator? We realized it was the people leader. We started making investments specifically in our people leaders to make sure they were creating the right types of environments where all our employees would rise to the occasion of being high-performers and would see the opportunity to invest and be part of the priority areas — whether that's around DE&I or well-being and minimizing burnout. By being strategic around our people leaders, we've been able to reach all our talent to say that you matter, your work matters and here's the North Star we want you to focus on.

A DANIEL

We also focus on people leaders. They are important because they drive the culture. We created three pillars driving talent management. One is the people leaders. We call it leadership development because these are the culture carriers. If they do it right, they provide the best culture that you want to see. It's not just the training, it's the communication and how people interact with each other. It's driven by a culture of respect. The second piece is professional development. We believe the majority of people — 60-70 percent — will stay in their roles for the next two or three years, but they need to be amazing to serve our clients. Our professional development curriculum helps people be great today and tomorrow. The last piece is talent mobility. We need to have acceleration opportunities for individuals and cohorts to make sure we can move them to the right roles at the right time according to their aspirations. We won Brandon Hall Group awards for our professional development.

A lot of companies will say they're already doing that. But are they being intentional enough? If we look at talent mobility, what brought you here is not going to bring you to the next level. That's just the reality. We ask ourselves, what is needed to be successful at the very next level? Professional development is trending in our industry; it is where you change your attitude, behavior and skill set. That's why we're running the Future of Wealth Management Summit on a very big scale to educate people about what the future will bring.

TRAYONNA

A You have to be clear about your talent roles. Is it solving the problem for today or is it helping fortify yourself for the future? A lot of organizations don't take time to figure out what the right balance is, but it's not either/or. The future is here now and we're all having to navigate the world we live in today and get people prepared for the world that's already gotten here a lot faster than expected. When it comes to talent mobility, I'm always challenging our leaders: What are the skills, what are the gaps we have as an organization that would leave us vulnerable in the future? That requires us to take a hard look at the data. We need to gauge sentiments through employee engagement surveys, etc. People need to have the incentive to look inward instead of thinking that the opportunity lies outside of their organization.

RACHEL

Q Where does EVP stand in your workplace?

TRAYONNA

A It used to sit at the top. Now we're realizing that the workforce has shifted and we

have to adapt. We're making sure that message is part of the entire employee cycle, interwoven with all our practices and processes so that employees understand that this is really part of the organization's DNA.

DANIEL

A It starts with recruiting, where we talk about purpose, values and behavior, as well as assessments. Then you have learning, which is the development piece. Last, but not least, it's also about rewarding performance. Why would people join a bank instead of going to another industry? If you're true to your purpose, you want to help people reach financial wealth or health. If we look at the EVP, it's not a standalone; it's completely interwoven. It's like DE&I — from hiring to rewarding people, everyone should feel included and part of the culture.

RACHEL

Q Are there other things that companies should consider as they measure their results?

DANIEL

A The biggest problem starts with the fact that most companies don't have any KPIs to measure the success of talent management. At UBS, for example, we have clear KPIs where we want 33 percent of all participants in a specific program to change their roles within the next 24 months. We were super-successful in this by hitting 63 percent. This doesn't happen just because we want people to move, but because we tell people to have a discussion with the recruiters and when jobs open up, these people are the first considered. Because we give them a white-cloth service, the retention KPI works. You first need to define your KPIs, then measure them, but every KPI is different for every company.

TRAYONNA

A Those KPIs are critical and must be top of mind. What's been helpful for us is thinking about cross-functional talent. Sometimes when you see a rock star in a role, you advance them in that same pipeline versus saying, "Let's be creative. In what other parts of the business could this person be of value? Where could they apply their talent in a different way that would stretch them in a different way that would make them a more valuable asset to the business and meet their aspirations?" It's that nice point between meeting the business' and the employee's needs. Success at our organization is how many cross-functional leaders we have right now. How many people do I have who aren't just emergency successors,

but someone who, given the opportunity, could stretch their wings and continue to soar in a different space? Often, organizations go out and buy that talent. We have the opportunity to build those people and set the expectation that we don't just want you to be an expert where you are, but also have that cross-functional opportunity when they're ready for that next level. At the same time, they're very clear on our expectations. If we're measuring success in talent getting from roles A to B and being successful, we have a part to play and being clear about what we need and why we need it. The KPI provides clarity there.

RACHEL

Q Finally, what are some lessons learned?

DANIEL

A What helped us as an organization is we have a very clear plan of what our strategy is when it comes to talent management and how we want to develop our people. Without a business strategy that's then cascaded into a talent management strategy, it's very difficult to get results. And if you don't have senior buy-in, it's very difficult to execute on a good talent management practice. Also, execute with focus and be very clear with what you want to deliver. Lastly, have an amazing team around you to drive the agenda. That's what I have at UBS and I feel super-privileged.

A

TRAYONNA

Number one, remain agile. As talent practitioners, it's important that we stay relevant and evolve with the organization. What worked for us in 2019, 2020 or even 2022, may not work for us in 2023 and beyond. It's important that we come into this with an agile mindset for learning. We need to be curious and prepared to meet the business where it is to ensure we are aligned with its strategy. The second thing is to invest in your people leadership. That is going to make or break organizations. People leaders are asked to lead completely differently. Equip them with what they need to be your gatekeepers of culture to support and drive the results you need in your organization. Thirdly, we all do this work because we want to see people be at their best. In a world where burnout is real and there are so many competing priorities, keep the people first. That can sometimes get lost in the day-to-work work that we do.

Here are some ways to listen to the interview on Brandon Hall Group's Excellence at Work Podcast:



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EXCELLENCE
AT WORK**

About Brandon Hall Group

With more than 10,000 clients globally and 28 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

Membership

Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

Advisory Offerings

Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.

Excellence Awards

Two annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

SOME WAYS WE CAN HELP

ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.

SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.