myTalentX

AI-Powered Succession Planning: Driving PETRONAS' Future Growth

The 42nd JCCP International Symposium

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Robust processes & platforms are designed to ensure a sustainable pipeline of talents to become successors and future leaders of PETRONAS

1

Top Talent Identification

Identify talents that have high potential

Talent Spotting

Talent Assessment

2

Top Talent Development

Develop top talents for future leadership roles

Talent Development

3

Succession Planning

Map top talents to critical positions

Talent Matching

Career Pathing

Holistic and comprehensive approach is developed to gain meaningful insights and being applied as anchor for making key talent decisions

Iceberg Model of Competencies

KNOWLEDGE SKILL EXPERIENCE

COGNITIVE

"How" an individual behaves and acts

EMOTIONS

MOTIVE

"Why" an individual behaves and acts this way

SELF-CONCEPT

TRAITS

BELIEF
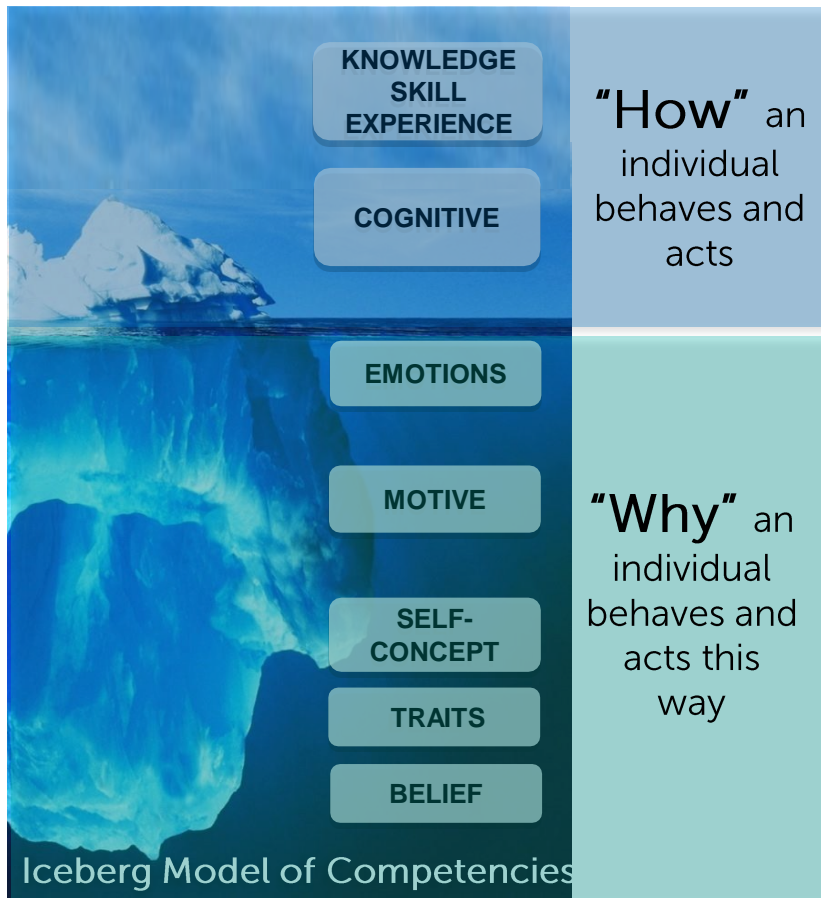
Focus of Competencies

- Visible and observable behaviours and actions
- Matures over time and with conscious effort
- Contextual and changes

Focus of Values & Personality

- Reasons and sources of individual actions and behaviours
- Personality is a pattern of characteristics and qualities
- Remains consistent over time

Wholesome view of Talents

LEADERSHIP EDGE
Demonstrated behaviours anchored on how one thinks, relates to self & others, execute and adapt to change

EXPERIENCE/ TECHNICAL COMPETENCIES
Fit-for-purpose competencies required of the role that is most critical for talent's success

POTENTIAL

VALUES/ BELIEFS
Values and Beliefs defined by the organisation and upheld by all employees

PERSONALITY/ TRAITS
Temperament, motives and emotional attributes and traits of individuals

PERFORMANCE
Delivery of role priorities and goals

References: Spencer and Spencer 1993, Ewen 2003; Forgus and Shulman 1979, McClelland 1951; Winter et al.1998, Jokinen 2005;

PETRONAS

Internal

The talents are matched to the right leadership roles as part of succession plan and career development using AI-enabled matching engine

TALENTS

EXPERIENCE
- Technical/Functional Expertise
- Cross Mobility Exposure
- International Exposure

INDIVIDUAL STRENGTH / GAPS
- PETRONAS Leadership Competencies
- PETRONAS Culture Beliefs

ASPIRATION

JOB LIMITATION

CAREER PATH

Match the talent to suitable Leadership Role

Talent Council deliberation

Talent Engine matching tool

LEADERSHIP ROLES

KEY ACCOUNTABILITIES
- Roles / responsibilities of the job

DIMENSION / CHALLENGES
- Stakeholder, customer, team size
- The complexity of the problems encountered in this job/role

EXPERIENCE REQUIRED

LEADERSHIP ATTRIBUTES
- PETRONAS Leadership Competencies
- Observable skills and behaviors required

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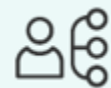
AI-enabled matching technology has enabled more efficient processing of large quantities of structured and unstructured data of talents

myTalentX

AI MODELS

- Leadership Model
- Experience Model
- Succession Model
- Detailed Experienced Model
- Talent Aspiration Model
- Career Pathing Model

5 KEY FEATURES

- One-Stop Talent dashboard
- Succession Planning
- Talent Review
- Talent Profile

Integrating AI, human psychology and behavioural science into myTalentX with AI-labeling Models, AI-semantic and text analytics

EFFECTIVE DECISION MAKING
Fair and objective decision making based on comprehensive insights of talents

TRANSPARENT
Able uncover hidden talents, reduce biases, fair assessment of talents based on data

Internal

PETRONAS | 50 YEARS