

جاب ویژن

HR VISION 03

قدم زدن روی زمین

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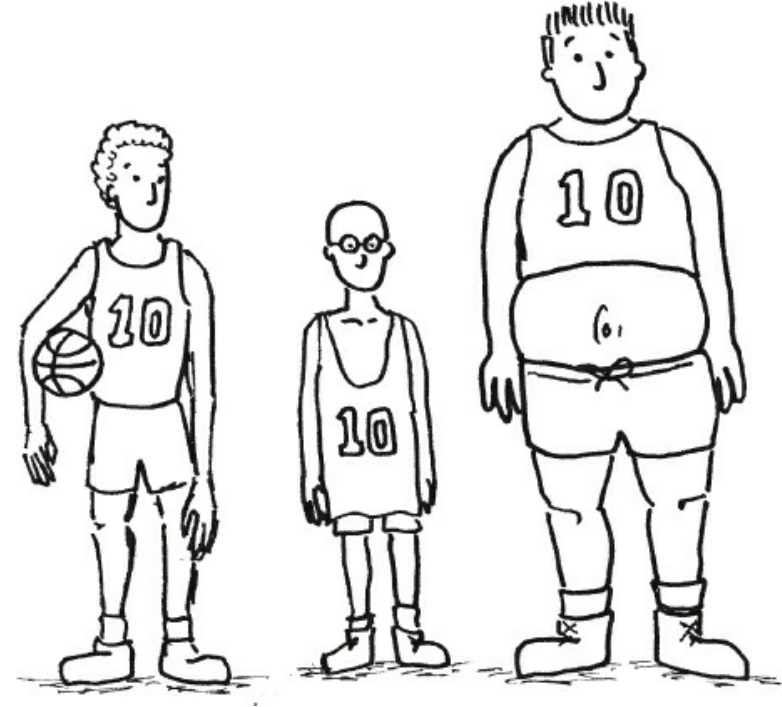



Contingency Approach

There is no best way to manage a company, or to make decisions. Instead, the optimal course of action is contingent upon the situation.

One size does
not fit all!

Different strokes
for different folks





ORGANIZATIONAL LEARNING

Three Ways to Lead Learning

Which one is best for your organization?

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We found that there are three distinct ways to lead learning— as a **custodian**, a **challenger**, or a **connector**— all of which can be successful in the right context.

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Which Approach Is Best for Your Organization?

There are three distinct ways to lead learning, each of which can be successful in the right context.

	CUSTODIAN	CHALLENGER	CONNECTOR
ORIENTATION	Instrumental	Humanistic	Both
PRIMARY COMMITMENT IS TO...	Strategy and improving company performance	Helping individual people develop and grow	Building a strong community
FITS BEST IN A COMPANY THAT IS...	Changing and needs alignment	Stuck and needs innovation	Siloed and needs collaboration
LEARNING SPACE	Boot camp (convergent)	Playground (divergent)	Town hall (bounded divergence)
WHAT USERS SAY	“The ultimate outcome is that something changes in the job somebody is doing. Learning needs to lead to a concrete business result.”	“The higher priority is creating healthier and happier workplaces; the secondary gain will be better business performance.”	“People want to come together but not to have a hundred PowerPoint slides thrown at them. They want to come together to build a community and learn from each other.”

Talent Acquisition	Small	Medium	Large	Cost	Differentiation	Innovation
Professional Services	Focus on referrals , niche hiring, specialized skills.	Campus hiring, structured recruitment programs.	Global hiring, strong employer branding , selective recruitment.	Standardized hiring process, minimal recruitment costs.	Selective hiring of top talent with specialized expertise.	Flexible hiring model, focus on diverse skills & adaptability.
Pharma	Heavy reliance on R&D partnerships, niche recruitment.	Global sourcing of regulatory and R&D talent.	Structured hiring process with long-term career focus.	Process-driven hiring with cost-efficient talent pools.	Expertise-driven hiring (scientists, regulatory professionals).	Focus on cross-disciplinary talent (AI in drug discovery, biotech).
Fintech	Fast, aggressive recruitment of software engineers & data scientists.	Competitive hiring with stock options, remote talent .	Employer branding, AI-driven hiring, global recruitment.	Lean hiring model, outsourcing non-core functions .	Hiring for niche fintech expertise, customer experience.	Dynamic hiring for cutting-edge tech talent (blockchain, AI).



Talent Development	Small	Medium	Large	Cost	Differentiation	Innovation
Professional Services	On-the-job learning, certifications, mentorship.	Structured training programs, leadership development.	Long-term career paths, continuous learning, specialization.	Cost-effective training, focus on skill efficiency.	Advanced skills training, deep specialization.	Experimental learning, diverse project exposure.
Pharma	R&D collaborations, specialized technical training.	Compliance training, global knowledge-sharing.	Heavy investment in scientific leadership & regulatory training.	Process optimization, lean knowledge management.	High investment in R&D talent, regulatory expertise.	AI-driven research, interdisciplinary learning.
Fintech	Self-learning, startup-driven growth, hackathons.	Structured skills-building, industry certifications.	AI/ML training, blockchain education, leadership pipeline.	Lean training model, online courses.	Focus on advanced fintech skills, customer analytics.	Cutting-edge innovation labs, rapid prototyping skills.



Compensation & Benefits	Small	Medium	Large	Cost	Differentiation	Innovation
Professional Services	Performance-based bonuses, equity stakes, flexible perks.	Competitive salaries, structured incentives.	High base pay, profit-sharing, prestige-driven benefits.	Cost control, lean salary structures.	Competitive pay with status-driven benefits.	Stock options, high incentives for innovation.
Pharma	Equity for R&D talent, competitive benefits.	Structured pay scales, compliance-driven.	High R&D incentives, global mobility packages.	Cost-efficient salary models, standard benefits.	Attractive benefits for niche experts, scientific leadership pay.	Stock-based incentives, innovation-driven rewards.
Fintech	Equity-heavy, stock options, high variable pay.	Competitive salaries, innovation-driven benefits.	Strong equity stakes, global salary competitiveness.	Budget-friendly salaries, performance-based bonuses.	Tech-driven perks, digital nomad benefits.	High-risk, high-reward pay, crypto-based incentives.

