



talentnet  
**Academy**

# TRAINING CALENDAR 2025

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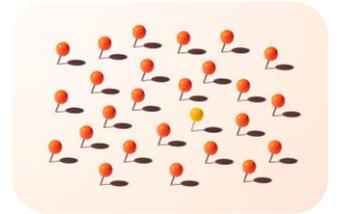
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An aerial photograph of three wheelchair cyclists on a red running track. The cyclists are positioned vertically in the left half of the frame, each with their shadow cast to the right. The track has white lane markings. To the right of the track is a green grassy field.

PART 1

# Introduction

With the vision of becoming a leading Human Resource Development Training Center, Talentnet Academy provides training programs to develop human resource management capacity for HR practitioners, people management skills for executives and all managers at all levels.



# About Talentnet Academy



## WHY US?

Leading team of  
**trainers**

Aligning with the  
**practical needs**  
of businesses and  
individuals

**70-20-10 Model**  
Blended learning using  
appropriate learning  
tech

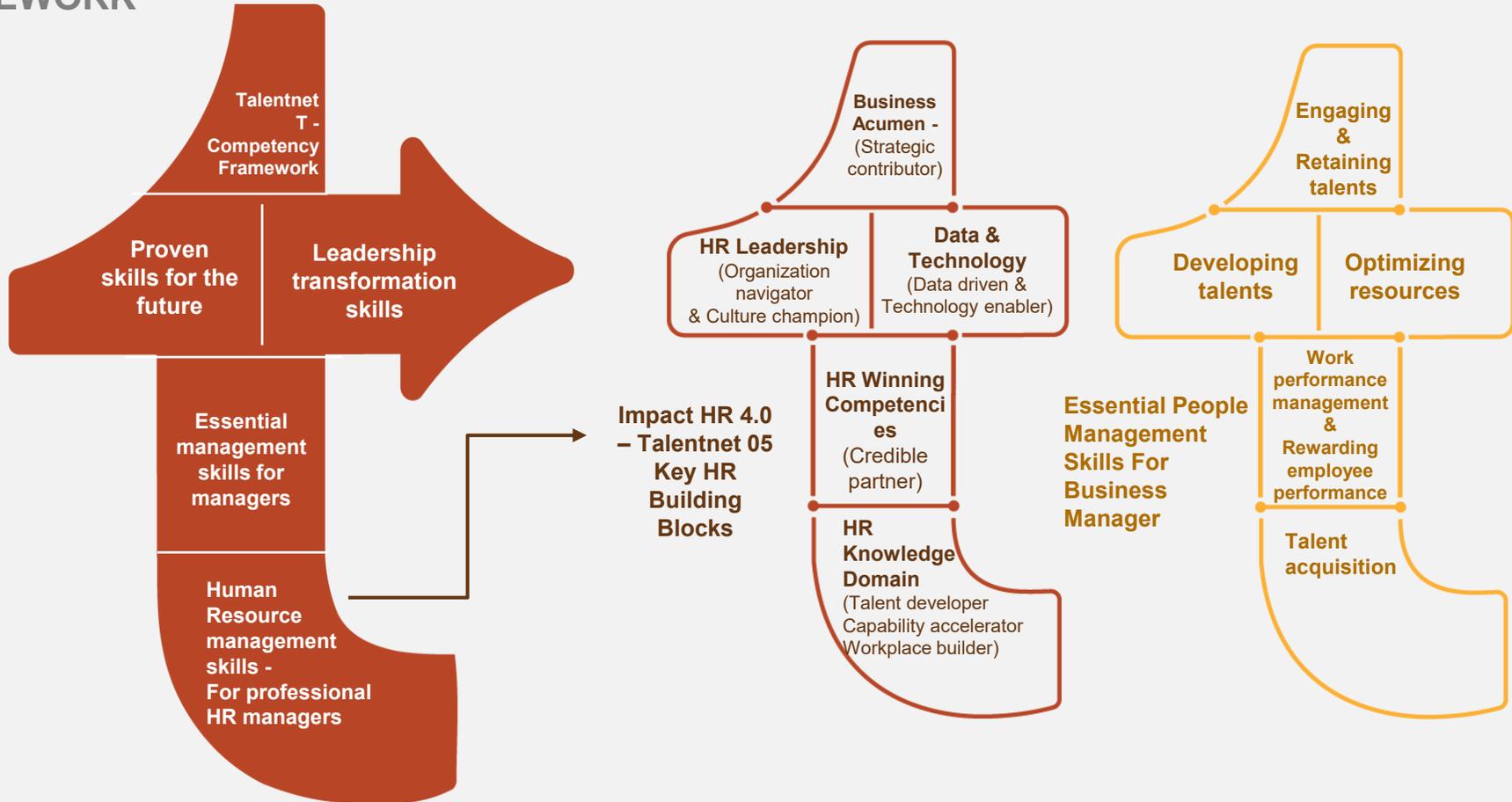
**Full Skill set**  
of Mindset – Skillset  
– Toolset

**TALENTNET  
COMPETENCY  
FRAMEWORK &  
JOB SKILL  
PROFILE**



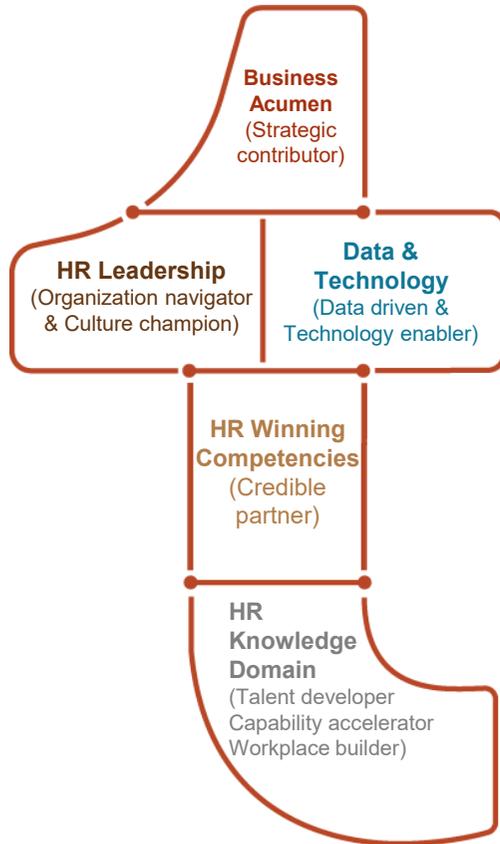
# TALENTNET COMPETENCY FRAMEWORK

## FRAMEWORK



# Talentnet Academy

## Competency Framework



## ELEMENTS OF THE 5 HR BUILDING BLOCKS

### BUSINESS ACUMEN

- Understanding HOW business operates, its external environment & generate insights
- Shaping and influencing business strategy to drive results
- Aligning HR Strategy to business strategy
- Integrated solutions

### HR LEADERSHIP

- Navigating the organization - Organization values & Culture transformation
- Diversity, equity & inclusion workplace
- Ethical practice & Risk management

### DATA & TECHNOLOGY

- People data analytics and evidence-based decision-making
- HR metrics
- HR digital transformation & systems

### HR WINNING COMPETENCIES

#### Self-management skills

- Planning & organizing
- Time management
- Resilience management

#### Change management

- Agile & adaptability
- Harness uncertainty
- Facilitation

#### Mindset

- Growth mindset
- Analytical – Critical - Design thinking for decision-making

#### Operational excellence

- Prioritization
- Problem solving & decision-making

#### Stakeholders & Relationship management

- Communication
- Empathy
- Coaching & internal consulting
- Influencing skill
- Conflict resolution

### HR KNOWLEDGE DOMAIN

#### People (Talent Developer)

- Talent acquisition
- Performance management
- Learning & development
- Reward & recognition

#### Organization (Capability builder)

- Organization design & effectiveness
- Workforce management
- Organization development
- Talent management & succession plan
- Leadership development
- Change management & facilitation

#### Workplace (Workplace builder)

- Employee value proposition
- Employee relations management (Employment relations, policies & procedures)
- Employee experience & engagement
- Employee communication
- Workplace design

# Introduction

Within the contemporary HR landscape, professionals grapple with multifaceted challenges—constrained budgets, evolving employee expectations, and the relentless pace of technological advancement. Balancing these intricacies while managing staff shortages is a perpetual demand.

With an aim to support the HR professionals and build up the higher-performance workforce in Vietnam, especially in the area of Total Rewards, HR foundation competency & People Management skill, Talentnet - Mercer workshops are designed for participants to be equipped with **global methodologies, worldwide best practices and real local insights** to help make your organizations succeed.

In the swiftly changing realm of Human Resources, being proactive in developing competencies is fundamental for sustained success. As we approach 2025, the call to be active and forward-thinking resonates more than ever.



Elevating  
HR Excellence  
in 2025 and Beyond

PART 2

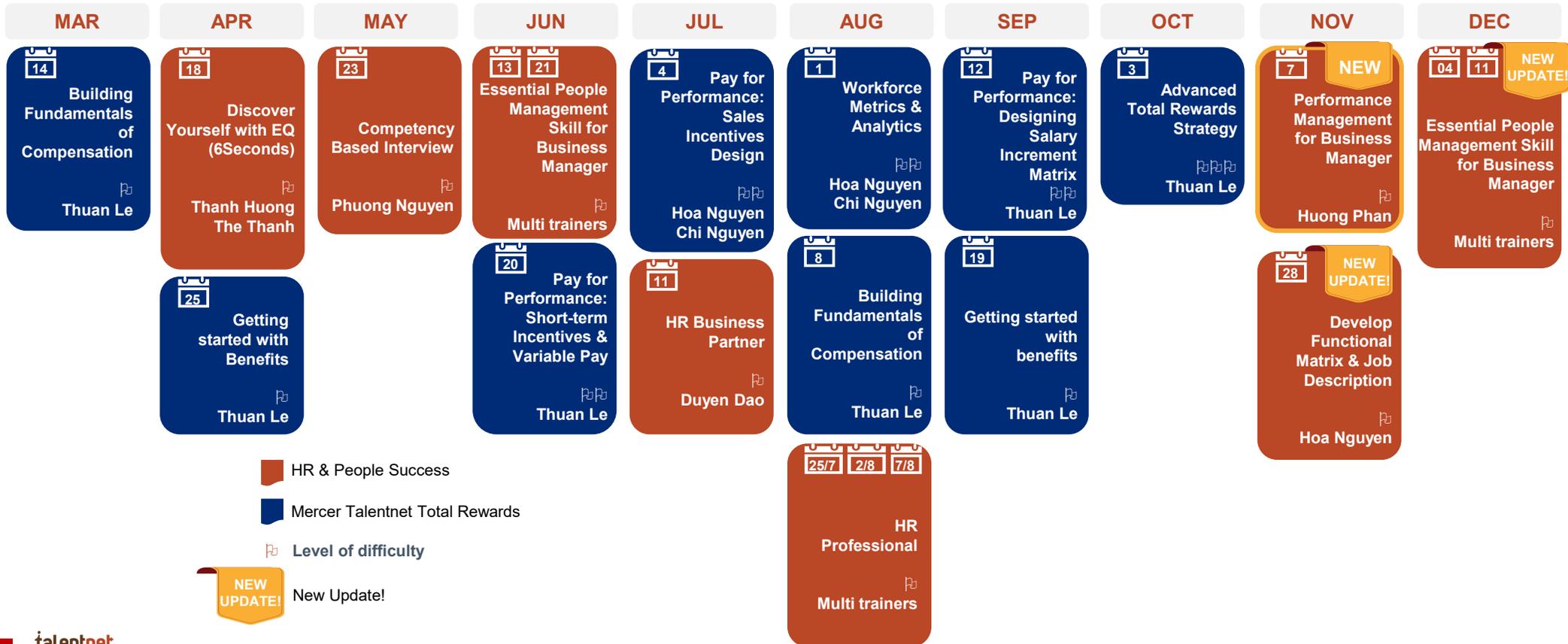
# WORKSHOP CALENDAR

20 25



# HO CHI MINH CITY

NOTE: This calendar is accurate at the time of publishing and may be subject to change due to unforeseen circumstances. For the latest updates, please follow our official fanpage or check your email.



- HR & People Success
- Mercer Talentnet Total Rewards
- Level of difficulty
- NEW UPDATE! New Update!

# HA NOI

NOTE: This calendar is accurate at the time of publishing and may be subject to change due to unforeseen circumstances. For the latest updates, please follow our official fanpage or check your email.

MAR

APR

MAY

JUN

JUL

AUG

SEP

OCT

NOV

17

**Building Fundamentals of Compensation**

Thuan Le

18

**Getting started with benefits**

Thuan Le

22

**Development Need Analysis**

Huong Nguyen

24 26

**People Management Skill for People Manager (2 days)**

Multi trainers

25

**Pay for Performance: Short-term Incentives & Variable Pay**

Thuan Le

26

**Pay for Performance: Sales Incentives Design**

Hoa Nguyen  
Chi Nguyen

27

**NEW**

**HR Business Partner**

Hien Pham

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**NEW UPDATE!**

**Workforce Metrics & Analytics**

Hoa Nguyen  
Chi Nguyen

31

**Pay for Performance: Designing Salary Increment Matrix**

Thuan Le

HR & People Success

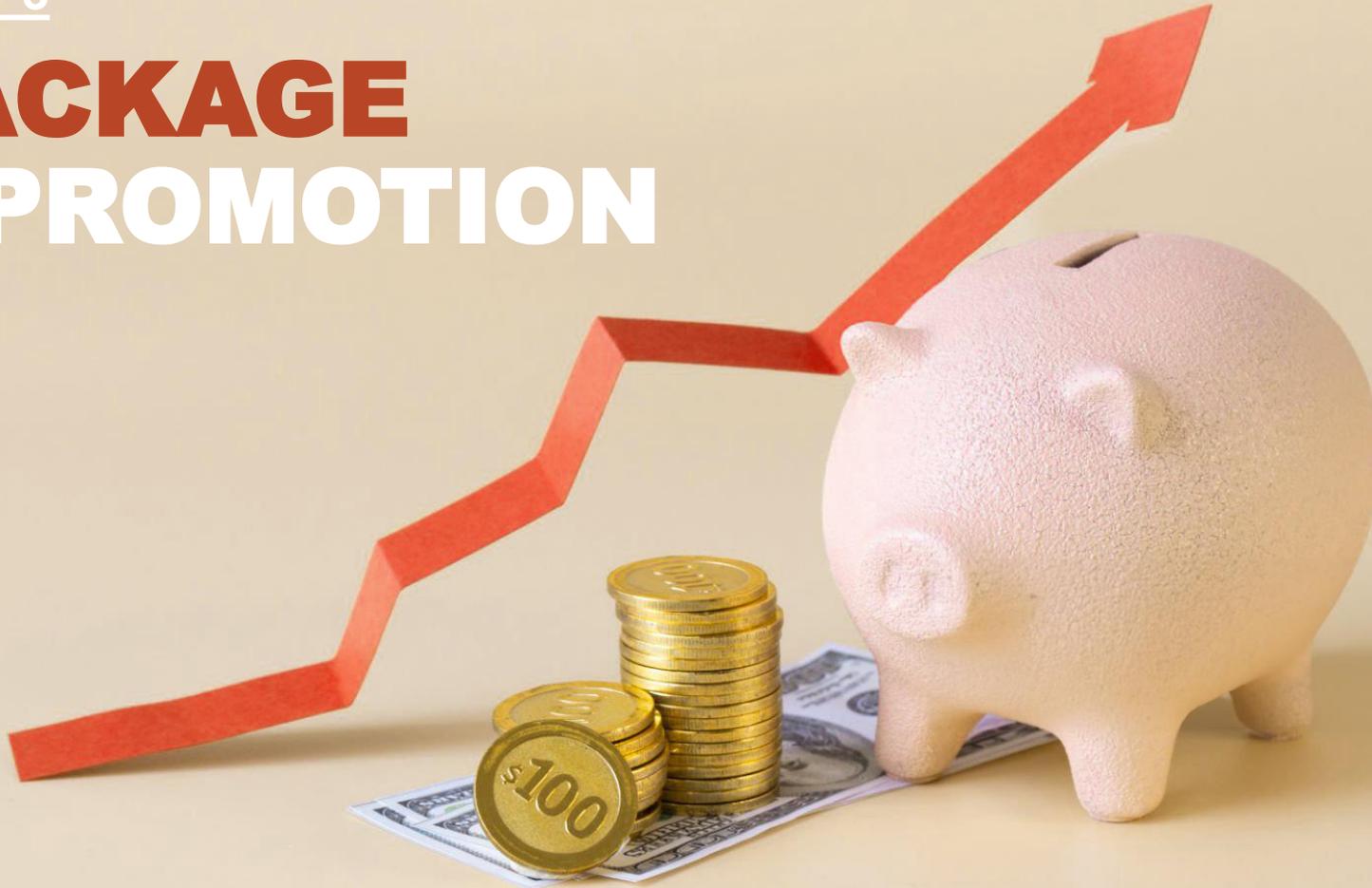
Mercer Talentnet Total Rewards

Level of difficulty

**NEW UPDATE!** New Update!

PART 3

# PACKAGE & PROMOTION



# Registration & Promotion

- Registration closes **07 days** before the workshop date or when all slots are filled.
- Payment or proof of payment (PO) is required at least **05 days** prior to workshop date.

## CANCELLATION POLICY

- **≤ 03 days** prior to training date: non-refundable
- **> 3 days** prior to training date: the ticket can be transferred to another participant or deferred to the next workshop
- Cancellation due to **inadequate participant** (less than 15 participants per workshop): all tickets will be deferred to the next workshop
- **No-show** on the day of the workshop: non-refundable



## GROUP OFFERS:



- **5%** discount for group **≥ 3 tickets**
- **7%** discount for group **≥ 5 tickets**
- **10%** discount for group **≥ 7 tickets**
- **12%** discount for group **≥ 10 tickets**

**Note:** This offer cannot be used in conjunction with any other discount or promotional offer.

# PRICING SCHEME

\* Prices are inclusive of 8% VAT.

-  Mercer Talentnet Total Rewards
-  HR & People Success

**Building Fundamentals of Compensation**  
**5,500,000 VND**

**Getting started with Benefits**  
**5,500,000 VND**

**Workforce Metrics & Analytics**  
**6,600,000 VND**

**Pay for Performance: Sales Incentives Design**  
**6,600,000 VND**

**Pay for Performance: Short-term Incentives & Variable Pay**  
**6,600,000 VND**

**Pay for Performance: Designing Salary Increment Matrix**  
**6,600,000 VND**

**Advanced Total Rewards Strategy**  
**6,600,000 VND**

**Competency Based Interview**  
**5,500,000 VND**

**Training Need Analysis**  
**5,500,000 VND**

**HR Business Partner**  
**5,500,000 VND**

**Develop Functional Matrix & Job Description**  
**5,500,000 VND**

**Discover Yourself with EQ**  
**5,500,000 VND**

**Performance Management for Business Manager**  
**5,500,000 VND**

**Essential People Management Skill for Business Manager (2 days)**  
**13,200,000 VND**

**HR Professional (3 days)**  
**16,500,000 VND**

## MERCER TOTAL REWARDS ADVANCED LEVEL certificate

**Workforce Metrics & Analytics**

**Pay for Performance: Sales Incentives Design**

**Pay for Performance: Short-term Incentives & Variable Pay**

**Pay for Performance: Designing Salary Increment Matrix**

**Advanced Total Rewards Strategy**

**Experience**

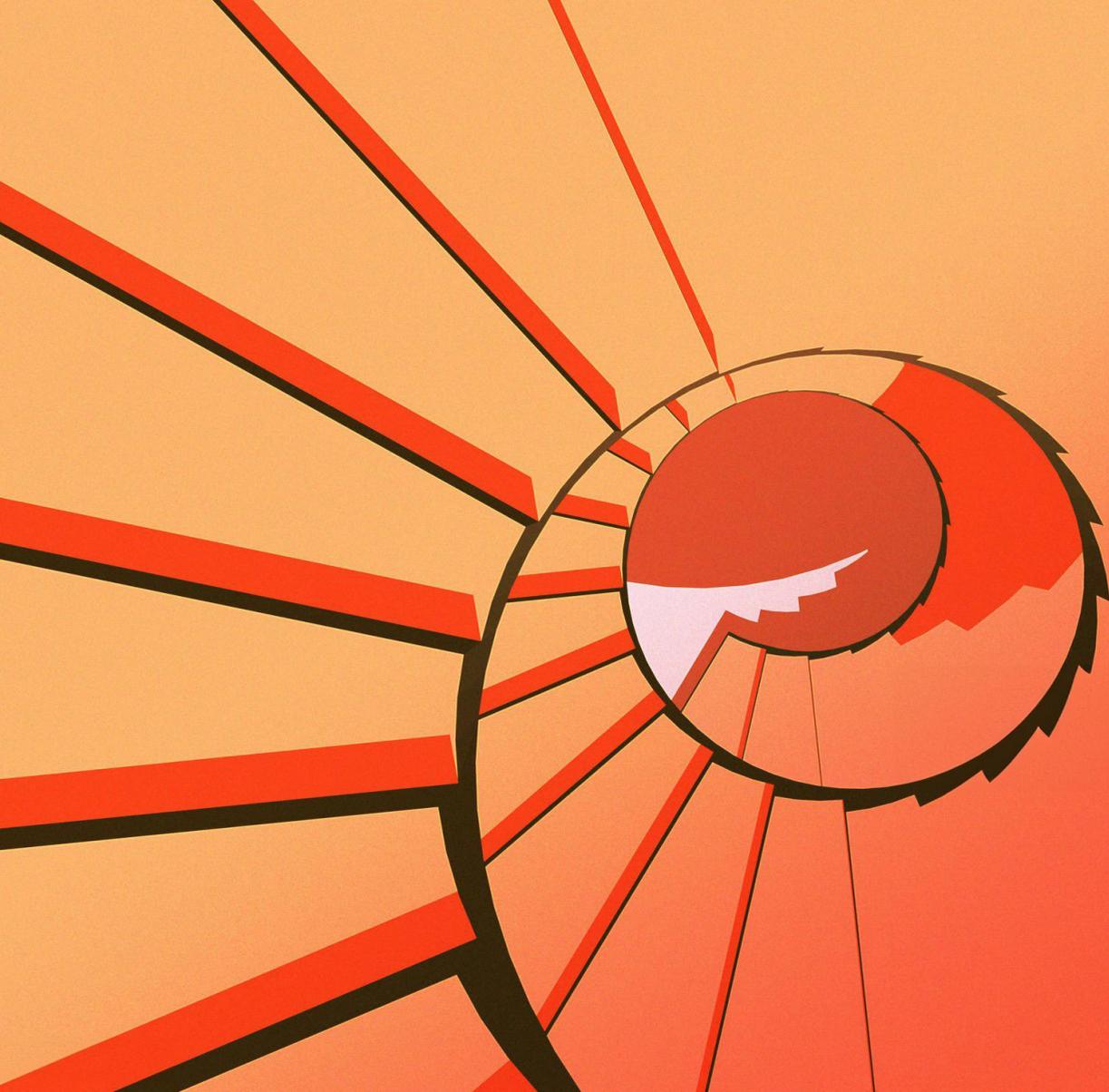
**5+ years**

**Certification**

**Mercer International Certificate**

**Investment**

~~33,000,000 VND~~  
**30,000,000 VND**



PART 4

# WORKSHOP OUTLINE

# BUILDING FUNDAMENTALS OF COMPENSATION

Provides in-depth education on the fundamentals of compensation that aligned with business strategies.

## WHO SHOULD JOIN?

**C&B / Rewards** professionals who are involved in developing, managing and facilitating compensation programs and rewards policy for the organization.

1. Total Rewards **Framework** and Pay **philosophy**
2. Key principles for organizing and structuring **compensation elements**
3. Understanding of basic compensation **terminologies** and **compensation benchmarking**
4. Overview of **3P Compensation concept** - Pay for Position, Person & Performance
5. Focus on **Pay for Position** – Overview on Job evaluation
6. Brief introduction to **design grades & salary structure** - Implementation guidelines

Trainer: **Thuan Le**



## AGENDA

### MORNING

1. Fundamental Frameworks
2. The '3-P' Compensation Mix Concept
3. Use of Surveys
4. Analysis of Survey Results

### AFTERNOON

5. Pay For Position
  - a. Job Evaluation
  - b. Grade Structure
  - c. Pay Structure
6. Pay Structure Implementation
7. Reflection & Closing

# GETTING STARTED WITH BENEFITS

Supporting business strategies with **benefits**.

Trainer: **Thuan Le**



1. **Introduction** to Benefits Program
2. **Role** of benefits in the organization
3. Defining a Benefits **Strategy**
4. Market **Positioning** and **Competitiveness**
5. Local market benefits **sharing**

## AGENDA

### MORNING

1. Introduction to Benefits Program
  - a. What are employee benefits?
  - b. Factor affecting benefits coverage
2. Role of benefits in the organization
  - a. Understanding the role that benefits play in the organization
  - b. How benefits enhance the employee experience
3. Defining a Benefits Strategy
  - a. Understanding the design and philosophy behind your organization's benefits policy
  - b. Element of a holistic benefits program

### AFTERNOON

4. Market Positioning and Competitiveness
  - a. Selecting, Interpreting and analyzing market survey data
  - b. Understanding your organization's market positioning
5. Identify Gap
6. Viet Nam benefits market sharing and Mercer Benefits Monitor™

### **WHO SHOULD JOIN?**

**Head of HR, HRBP & HR professionals** who are interested in benefits strategy.



**TOTAL REWARDS**

**ADVANCED LEVEL**



# PAY FOR PERFORMANCE: SHORT-TERM INCENTIVES & VARIABLE PAY DESIGN

This workshop provides understanding on the shift from merit salary increases to variable pay and create long-term rewards plan.

1. Methodologies on **Pay for Performance** concept
2. The purpose and context of **variable pay** and **pay-mix**
3. Applying basic **short-term incentive design principles** to your organization, and calibration of results to rewards
4. What are **key performance considerations**
5. Reviewing the **returns on the incentive** spend

## WHO SHOULD JOIN?

**HR professionals, Total Rewards specialists, C&B managers** who want to understand and gain an overview of variable pay.

Trainer: **Thuan Le**



## AGENDA

### MORNING

1. 3-P Compensation Concept
2. The role of Performance Management
3. Introduction to Compensation Elements
4. Performance Bonus Overview & Eligibility

### AFTERNOON

5. Funding and Budgeting
6. Performance Measures
7. Plan Mechanics
8. Test for Pay-for-performance

# PAY FOR PERFORMANCE: DESIGNING SALES INCENTIVE PLAN

This workshop provides knowledge on 11 steps of designing a comprehensive sales incentive program to help drive the right behaviors from the sales force.

## WHO SHOULD JOIN?

**HR professionals and managers** who are involved in the development and implementation of sales incentives schemes in the organization.

1. Learn what is a **sales incentive plan** and what types of plans are available
2. Understand the **design process** of a sales incentive plan
3. Learn about the ten **critical decisions** when designing an incentive plan
4. Know how to **review** a sales incentive plans
5. Aware of **challenges** in designing sales incentive plans

Trainers: *Phuong Nguyen*



*Hoa Nguyen*



## MORNING

1. What is a Sales Incentive Plan
2. Best Practices in Designing Sales Incentive Plans
3. Design Elements in a Sales Incentive Plan
  - a. Reward Philosophy
  - b. Eligibility
  - c. Pay Levels / Target Total Cash
  - d. Pay Mix / Target Incentive
  - e. Leverage (or upside)

## AFTERNOON

4. Design Elements in a Sales Incentive Plan (cont.)
  - a. Performance Measures
  - b. Plan Mechanics
  - c. Goals: Performance objectives
  - d. Pay Out Timing
  - e. Plan Administration
5. Challenges in Designing Sales Incentive Plans
6. Process to Review Sales Incentive Plans

## AGENDA

# PAY FOR PERFORMANCE: DESIGNING SALARY INCREMENT MATRIX

This workshop provides knowledge of Mercer methodologies on planning & budgeting organization's pay structure and how to develop an annual increment matrix.

1. Understand **Mercer's approach** on planning and budgeting your company's compensation structure
2. Developing a **framework** for annual increment matrix
3. **Objectives and rationale** for conducting analysis to update compensation plans

## WHO SHOULD JOIN?

**HR professionals, HR managers, C&B managers and Line managers** who are involved in the development and implementation of compensation policies and practices.

Trainer: **Thuan Le**



## AGENDA

### MORNING

1. 3P Compensation Framework – Pay for Performance
2. Pay Increase Design
3. Pay Positioning and Performance (Bottom Up)
4. Pay Increment Matrix (Top Down)

### AFTERNOON

5. Hands-on exercise
6. Future of Increments
7. Reflection & Closing

# WORKFORCE METRICS & ANALYTICS

This workshop is designed to provide a detailed roadmap for effectively **leveraging metrics and analytics** in your organization.

## AGENDA

### MORNING

1. Redefining the Starting Point
2. First Step: Determining Impact
3. Second Step: Selecting Metrics

### AFTERNOON

5. Third step: Choosing Data
6. Forth step: Analyzing Findings
7. Fifth step: Taking A Story with Data: Sharing Findings

1. Understand how to focus your metrics and analytics efforts to get **real impact**
2. Use analytics to gain **actionable insights** to make data-driven, fact-based **workforce decisions**
3. Tell an **effective story** with data that can engage your audience
4. Learn different types of workforce metrics from **best practices** of advanced organizations

Trainer: Hoa Nguyen



Trainer: Chi Nguyen



### WHO SHOULD JOIN?

**HR professionals, Analytics and Workforce planning Heads, HRBPs and Business Leaders** who are interested in utilizing data to obtain workforce insights.

# ADVANCED TOTAL REWARDS STRATEGY

This workshop is designed as a learning platform to provide **practical solutions and best practices** in formulating a **Total Rewards strategy**.

1. Gain an understanding of how Total Rewards fits into the overall **employment deal**
2. Review the **different components** of Total Rewards
3. How rewards can be used to '**Attract and Retain**' key talent
4. Review how Total Rewards can vary for different **employee segments**
5. Consider changes in **external environment** and impact on Total Rewards
6. **Framework** to develop a Total Rewards strategy

## WHO SHOULD JOIN?

**HR and C&B/ Rewards leaders** who are involved in planning and establishing compensation programs and rewards strategy for the organization.

Trainer: **Thuan Le**



## MORNING

1. Total Rewards strategy
2. Shift in Total Rewards
3. Further disruption to Total Rewards
4. Rewards Function is Evolving
5. Make Rewards Decision from Multiple Lens (part 1)

## AFTERNOON

5. Make Rewards Decision from Multiple Lens (part 2)
6. Make Rewards Decision from Multiple Lens (part 3)
7. Implementation & Communication
8. Engaging Employees through Effective Benefits Communication
9. Future of Rewards

## AGENDA

# HR SUCCESS



# DEVELOPING FUNCTIONAL MATRIX & JOB DESCRIPTION

This workshop provides knowledge on how to develop **Functional Matrix** and design **Job Description**.

1. **Purpose** and **benefits** of Functional Matrix and Job Description
2. **Methodologies** and **techniques** for developing Functional matrix for departments and Job description for positions
3. **Hand-on practical skills** on how to define department's areas of responsibilities and allocate key responsibilities to positions differently
4. **Hand-on practical skills** on how to update job description based on the department's new functional matrix

## WHO SHOULD JOIN?

**Managers and HR professionals** who are interested in standardizing organizational structure, role analysis and updating job descriptions..

Trainer: Hoa Nguyen



## AGENDA

### MORNING

1. Benefits of Functional Matrix and Job Description
2. Steps to develop Functional Matrix (FM)
  - a. The Main Items of a FM
  - b. How to develop a FM
3. Steps to design Job Description (JD)
  - a. The Main Items of a JD
  - b. How to design a JD

### AFTERNOON

4. Practice Session

# DEVELOPMENT NEED ANALYSIS (TNA)

This workshop provides tailored **employee development solutions** by addressing the right needs with the right approaches.

Trainer: **Huong Nguyen**



1. Identify right and sufficient **development needs** of employees and the organization
2. Determine suitable and effective **development solutions**
3. Develop short-term & medium-term **development plan**

## AGENDA

### MORNING

1. Conduct Development needs analysis – DNA
  - a. What is a DNA & Why conduct a DNA
  - b. How to conduct DNA
2. Identify Gap
  - a. Assess the needs and current competence level
  - b. Identify gaps
  - c. Prioritization

### AFTERNOON

4. Define effective development solutions
  - a. 70:20:10 model
  - b. Training, Coaching, Mentoring
  - c. Other development interventions
5. Identify Gap
  - a. Development Strategy and Plan at company level
  - b. Individual Development Plan (IDP)
  - c. Your role and commitment

### WHO SHOULD JOIN?

**Head of HR & L&D Manager** who are interested in developing people and uplifting organizational capacity.

# COMPETENCY BASED INTERVIEW (CBI)

This workshop provides fundamental knowledge on **Competency based interview (CBI)** and how to apply it in different areas, especially in **assessment activities**.

Trainer: **Phuong Nguyen**



## WHO SHOULD JOIN?

**Talent Acquisition Head, HR professionals & Line Manager** who are interested in people selection & people assessment.

1. What are **competencies** and **competency frameworks**.
2. **Application of CBI** in organizations and when to use it
3. **Structure and techniques** of a competency-based interview
4. CBI **questioning skills** and **evaluation process** after interview

## AGENDA

### MORNING

1. Context of CBI
  - a. Overall objectives of CBI
  - b. Definition of competency and competency framework
  - c. When and why CBI should be used
2. Conducting a competency-based interview
  - a. Structure of CBI

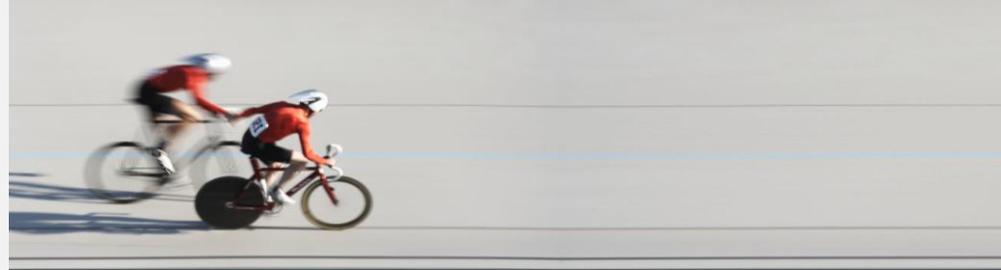
- b. Principles and process of conducting a CBI
- c. Questioning skills and samples
- d. Evaluation, scoring, rating process

### AFTERNOON

4. Practice Session
  - a. Practices in group and role-play
  - b. Reflection and closing

# HUMAN RESOURCE BUSINESS PARTNER (HRBP)

HR as Strategic Partnering. The Science & Art.



Trainer: **Duyen Dao**



1. Get an **overview** of HR Business Partner role and responsibility within the business
2. Discover how to **operate** as a successful HR Business Partner
3. Shaping **People Agenda**
4. Identify the **knowledge and skills required** as a strategic HR Business Partner

## WHO SHOULD JOIN?

**HR professionals** with 3 – 5 years experience who proactively self develop to get ready for career progress to management level.

## AGENDA

### MORNING

1. The SCIENCE of HRBP
  - a. HR Operating Model
  - b. HRBP Role & Responsibility
  - c. Link HRBP role with HR key role & HR big picture

### AFTERNOON

2. The ART of HRBP
  - a. Shaping People Agenda
  - b. HR DNA
  - c. HRBP Core Skills & Career Path

# HUMAN RESOURCE BUSINESS PARTNER (HRBP)

This course introduces the foundational knowledge and skills needed for HR Business Partners to grow their careers and bring value to the organization.

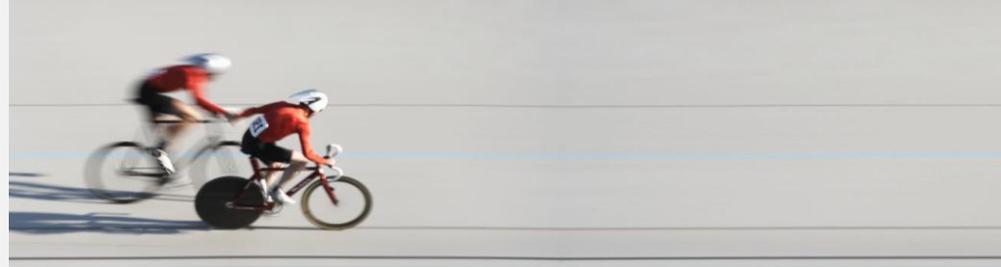
Trainer: Hien Pham



1. Get an **overview** of HR Business Partner role and responsibility within the business
2. Discover how to **operate** as a successful HR Business Partner
3. Shaping **People Agenda**
4. Identify the **knowledge and skills required** as a strategic HR Business Partner

## WHO SHOULD JOIN?

- HR Managers and Specialists seeking to transition into the HR Business Partner (HRBP) role
- Existing HRBPs looking to structure and deepen their knowledge and practical toolsets
- Line Managers or Department Heads who collaborate closely with HR functions



## AGENDA

### MORNING

#### 1. Overview of Modern HRBP Model

- a. Introduction to the modern HRBP model
- b. Comparison between HRBP and traditional HR
- c. Three key components of the HR operating model:  
– HRBP – CoE – HRSS
- d. Core competencies required for HRBPs

#### 2. HRBP Role as a Strategic Partner

1. 5 Levels of HRBP Development
2. Relationship between HRBP and business leaders
3. How to become a trusted partner to business units?
4. Common leadership challenges for HRBPs

### AFTERNOON

#### 1. Practical Situations HRBPs Need to Handle

- a. Case study analysis: HRBP solving workforce issues for department heads
- b. Using HR data (HR Metrics) in consulting
- c. HRBP's role in team development and employee engagement
- d. Consulting on Organizational Transformation and Performance Improvement

#### 2. Wrap-up & HRBP Talent Development Journey

1. HRBP Competency Journey Map
2. Individual Development Plan (IDP) and HRBP career roadmap

# HR MANAGEMENT PROGRAM - PROFESSIONAL

The program builds essential **HR management knowledge and skills** to boost your **efficiency, drive growth, and create organizational impact.**

## WHO SHOULD JOIN?

**HR professionals** with 3 – 5 years experience who proactively self develop to get ready for career progress to management level.

1. Build **business acumen and financial basics** to understand P&L, HR costs, budgeting, and effective management.
2. Understand **HRM's role** across People, Organization, and Workplace stages.
3. Learn to assess **organizational performance and measure effectiveness.**
4. Learn to **attract, select, and retain talent** through motivation, performance management, development, and rewards
5. Demonstrate **HR's value** through metrics.

## AGENDA

### DAY 1

Module 1: Organizational Development Fundamentals

Module 2: Culture & Employee Engagement

### DAY 2

Module 3: HR Planning with Business Acumen

Module 4: HR Metrics & Reporting

### DAY 3

Module 5: Performance Management

Common Performance Management Framework & Evaluation

How to set SMART goals

Manage annual performance assessment and calibration

Module 6: Talent Management

What is Talent Management and why it is important to the organization?

Scope of Talent Review and expected outcomes

Skill Matrix & Gaps Analysis

Training Evaluation-Common tools

# People

# SUCCESS

talentnet

Academy

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# PEOPLE MANAGEMENT SKILL FOR PEOPLE MANAGER

Elevate your team,  
master the  
symphony of **talent  
management**.



1. Master talent attraction through effective **interviewing skills** and the use of candidate assessment tools
2. Build a high-performance work culture by setting **SMART goals**, **measuring KPIs**, and **rewarding** based on performance
3. Efficiently plan **employee development**, providing guidance, feedback, and support for success in current and future roles
4. Understand key factors influencing **resource optimization**, strategies, and approaches
5. Create a conducive work environment, promoting employee connections to **retain talent**

## WHO SHOULD JOIN?

**First-time manager** overseeing staff unfamiliar with management and employee development seeks to enhance managerial skills and foster employee growth.

# PEOPLE MANAGEMENT SKILL FOR PEOPLE MANAGER



## DAY 1

Opening: Introduction about course overview, course objective & role of People Manager

### 1. Attracting and Selecting Talent

- a. Understand the Impact of Turnover.
- b. Workforce Planning Process (Annual basis).
- c. Job Description & Job Profile to get clear on the job you want to recruit for.
- d. Understand your company value propositioning.
- e. Effective Recruitment & Selection
- f. Interviewing techniques based on competency framework and job structure

### 2.1. Work Performance Management

- a. Setting SMART goals
- b. Manage annual performance assessment and calibration.
- c. How to manage Performance Improvement Plan Process

### 2.2. Rewarding employee performance

- a. Understanding Total rewards and Pay for 3P
- b. Link Reward and Recognition to Performance

## DAY 2

### 3. Culture

- a. Address Employee Crucial Needs: Work Environment & Culture & The Work – Manager.
- b. Understand your company's value proposition

### 4. Talent Development

- a. Career Principles & Components of Development.
- b. Identify Key talents in the organization.

### 5. Optimizing Resources

- a. Organization and Line manager challenges.
- b. What are critical elements related to workforce optimization.
- c. Workforce optimization - tactics & approach.
- d. Managing Change and Impact.

### 6. Engaging & Retaining talents

- a. Engagement at Organization level.
- b. Engagement at Individual level.
- c. Ways to boost employee engagement.
- d. Build Line manager capabilities to nurture talents to retain them

### 7. Overall Program Learning Summary

# DISCOVER YOURSELF WITH EQ

Unlock EQ, unlock **success**, **happiness**, and profound understanding in your professional journey.



Trainer: Thanh Hương



Trainer: The Thanh



1. Understanding and Mastering **Personal Emotions**
2. Fostering the development of **Emotional Intelligence**
3. Becoming a **Better Version**
4. Achieving inner **peace** and **happiness** through authenticity, embodying the best version of oneself.

## WHO SHOULD JOIN?

**Professionals, leaders, and individuals** across industries, providing the essential tools of emotional intelligence for workplace success, happiness, and effective collaboration.

## AGENDA

### MORNING

1. Emotional Intelligence - What Is EQ?
2. The Formation Process Of Emotions
3. A Fresh Perspective On EQ

### AFTERNOON

4. Mastering Emotions: The Think - Feel - Act Model
5. Internal Motivation Vs. External Factors
6. Summary - Sharing

**Training methodology:** 30% theory, 30% practical, 30% experience sharing, 10% self-reflection, immediate transformation within the classroom.

# PERFORMANCE MANAGEMENT FOR BUSINESS MANAGER

This program not only provides a solid foundation of essential knowledge but also incorporates the latest trends and tools in modern Human Resource Management, especially the role of Artificial Intelligence (AI). The ultimate goal is to enable participants to build a performance management system that is effective, sustainable, and innovative.



Trainer: **Huong Phan**



1. Gain a strong understanding of the **key concepts and principles** of Performance Management.
2. Recognize the **critical role of Managers** in building and maintaining a performance-driven culture.
3. Master **skills** in goal-setting, performance monitoring, and performance evaluation.
4. Learn how to **apply technological tools, especially AI**, to optimize the performance management process.
5. Develop a concrete **action plan** to apply in your own department.

## WHO SHOULD JOIN?

- Department Heads
- Team Leaders
- Middle Managers

## TRAINING METHODOLOGY:

- **Principle:** 30% theory – 70% practice
- **Activities:** Group discussions, role plays, practical exercises (Case Studies), interactive games, and hands-on application of AI tools.

# PERFORMANCE MANAGEMENT FOR BUSINESS MANAGER

## AGENDA

1. Foundations and Modern Trends in Performance Management
  - Performance management: purpose and the essence of High-Performance Teams (HPT)
  - Core components of a modern performance management system
  - Differences and interlinkages between OGSM, OKR, and KPI
  - Essential managerial skills in performance management
2. Principles of effective goal-setting
  - The foundation of setting ambitious yet achievable goals (“stretch goals”)
  - Goal-setting methods to avoid the paradox where “the company is at a loss, yet employees all achieve ‘excellent’ ratings”
3. Monitoring goal execution and continuous feedback
  - Effective feedback techniques: 360-degree feedback, real-time feedback
  - Coaching for Employees
    - ✓ The difference between management, coaching, and mentoring
    - ✓ The GROW Model (Goal, Reality, Options, Will) as a framework for coaching sessions to help employees achieve objectives
    - ✓ Practical coaching exercises and real-life scenarios
4. Performance Evaluation and AI Applications in Performance Management
  - Comprehensive performance evaluation:
    - ✓ From self-assessment to performance review discussions and calibration panels
    - ✓ How to prepare for and conduct effective performance review meetings
    - ✓ Handling difficult situations in reviews: managing conflicts, delivering negative feedback constructively
    - ✓ How to ensure that performance evaluations focus less on pass or fail, and more on transparency, fairness, and motivating employees.
  - Recognition and Talent Development:
    - ✓ How to create Individual Development Plans (IDPs) for employees
    - ✓ Linking performance with rewards, promotions, and other development programs
  - Leveraging Artificial Intelligence (AI) in modern performance management: reducing managerial workload and enhancing management effectiveness

PART 5

**Meet**

# the Facilitators





## THUAN LE

Principal  
Talentnet Group

### EXPERIENCE

Thuan Le has more than 35 years of experience working in various industries including Oil & Gas, FMCG, Manufacturing, Hospitality, Financial Services and HR Management Consulting in Vietnam and Asia Pacific and Australasia Region.

Over the last decade, he has trained over thousand individuals all over Vietnam and conducted training programs on human resources management for corporates, universities, communities and public. He is the key trainer of Talentnet to conduct public courses on total rewards management in association with Mercer for Vietnam market and Talentnet Academy on human resources management.

He also has been the Project Leader and key project member for many HR Consulting Projects related to Job Description and Functional Matrix, Job Evaluation, Salary Structure, Performance Management System, Competency Framework Development & Assessment, Outplacement Services, HR Due Diligence...

Before joining Talentnet, Le Duc Thuan was the Vice President/ Director of Human Resources in Vietnam/ Northeast Asia for well-known corporations such as Nestlé, Transocean, Schlumberger, KS Drilling, BlueScope Steel, Pavo Capital, Ho Tram Project Company and Empire Hospitality. He also was the Total Rewards Manager for Transocean, Asia Pacific and Australasia Region.

### EDUCATION

After graduation from the National Economics University, Ha Noi, Vietnam, Thuan Le attended several training programs on Recruitment and Selection Skills, Organizational Change Management, Organizational Development Initiatives, Train the Trainers, and Leadership Development Program organized by world leading companies such as Schlumberger, Nestle, Transocean, BlueScope Steel... He also joined training courses of Mercer and HAY on total rewards management.



## HOA NGUYEN

Senior Principal  
Talentnet Group

### EXPERIENCE

Hoa Nguyen has more than 18 years experience working in HR Consulting field. Before working for Talentnet-Mercer, she has worked for various multi-national companies. Her background and experience has been highly focused on HR consulting in Vietnam, and financial management in Canada.

Ms. Hoa Nguyen has extensive experience working with leading local and multinational companies across industries such as Banking, Financial Services, Real Estate, Consumer Goods, High Tech, Manufacturing, Oil and Mining, Pharmaceutical, Chemical, Education, ... in the areas of reward and non-reward HR consulting. She has consulted clients for projects related to job description design, salary structure design, bonus program design, benefits scheme design, performance management system design, HR audit, M&A, ....

In addition to HR consulting, Ms. Hoa Nguyen has also conducted HR related public workshops and speaking at numerous local events of Talentnet, Amcham, Eurocham, ... and regional and global events of Mercer to share with audience the most updated trends and practices of Vietnam labour market.

### EDUCATION

Hoa Nguyen graduated with a Bachelor of Commerce from the Economics University of HCM city, Vietnam. She then continued her study in Canada, obtained a Diploma in Finance (with distinction) and final level of the Certified General Accountant (CGA) professional program. Since working in HR consulting field, she has taken numerous HR professional training workshops provided by leading local and international HR training providers, and joined prestigious seminars both in Vietnam and overseas to be updated with the latest HR trends in the world.



## HUONG NGUYEN

Head of People & Culture  
- Talentnet Group

Executive Board Member -  
Vietnam Human Resources  
Association (VNHR)

### EXPERIENCE

She has more than 20 years working in human resources in different industries and different working cultures, including Electronics and Fast Moving Consumer Goods in Japanese, British and Dutch companies. Her knowledge and experience span many different areas from operations to strategy of HR and leadership.

Huong Nguyen is a Member of Management Board, responsible for Training & Development for Vietnam Human Resources (VNHR) Association – a not-for-profit professional organization of 1.200 members nationwide.

Besides her knowledge, expertise and experience, Huong Nguyen has also developed a local and international network of contacts, which provides her with opportunities to share knowledge and business issues from different perspectives.

### EDUCATION

She graduated MBA from University of Queensland – Australia.



## THANH HUONG

Founder & CEO  
Liberal Leadership  
Organization

Former Deputy CEO  
Talentnet Group

### EXPERIENCE

Thanh Huong was a key player in setting up Talentnet's Payroll and HR Outsourcing Department and currently being a very prestigious leader in her field in Vietnam market. With extensive experience gained from designing, executing and monitoring payroll internal control processes and procedures for internal projects and external clients, Huong is considered as a pioneer of innovative and technology-based payroll & HR outsourcing services in Vietnam.

Huong has over 10 years experience in Accounting, Finance and Operations with PwC Vietnam before becoming a Department Head with Talentnet Corporation in 2007, and more than 10 years experience in payroll and HR Outsourcing Services.

With over 20 years of experience in human resources consulting, personal development, and business management. A practitioner of Emotional Intelligence (EQ), Zen, and Coaching, with a profound understanding of happiness. Currently serving as the CEO and co-founder of Happy Leaders and the Deputy General Director of Talentnet Company. A member of the International Coaching Federation (ICF), Chair of the Conscious Entrepreneur Club, and a member of the Hanoi Association of Women Entrepreneurs (HAWEE).

### EDUCATION

Huong got a BA Degree in English and a member of ACCA Program (British Association of Chartered Certified Accountants), **EQ Practitioner, EQ advanced facilitator, EQ assessor certified by 6 Seconds**. She also finished a number of HR professional courses such as 3P Compensation Management, HR Strategy- Becoming an Effective HR Business Partner, Leadership Assessment and Development...



## PHUONG NGUYEN

Head of Human Capital Solutions  
Talentnet Group

### EXPERIENCE

With more than 25 years of experience in the Executive Search and Recruitment fields, Quynh Phuong is deeply experienced as an HR Advisor, specializes in the Consumer Goods, Pharmaceuticals, Manufacturing, Trading, Sourcing, Oil & Gas, Mining, Maritime, Logistics, Hi-Tech, Construction, Property, Banking & Financial Services industries.

She has conducted many training programs such as Effective Leaders, Competency Based Interview, Leadership, Coaching Skills, Questioning Skill, Assessment Center, Inside Customer Service, and Fundamental Compensation & Benefits, etc. Moreover, she is a keynote speaker in the Education Open House Seminar hosted by the US Consulate and Australian Trade Commission and also an advisor for the American Chamber of Commerce (AmCham) Scholarship Program for 5 years.

### KEY PROJECTS

She is an integral member of the HR Advisory team for different consulting projects such as Outplacements – Workforce Reduction (Credit Agricole, Philip Morris, Diageo, Nokia Siemen, Ikea); Competency Assessments (Unilever, Thai Tuan, Diageo, Vietinbank); CBI Training (VP Bank, Lien A, Yusen Logistics, Vinafco); Performance Management Systems (PPOC); Competency Framework Development (Vinamilk); Salary Structures (Thai Tuan, Digiworld, Phu My Fertilizer, Huda-Carlsberg Beer, PV Oil, BIDV, MCredit, SeABank); Sales Incentive Scheme (BIDV, SeABank); Salary Benchmarking (Generali, Prudential, Yusen Logistics, VinCommerce); Organizational Restructuring (Vinamilk); and Functional Matrix & Job Descriptions (Yeah1, Nhat Tin Logistics, Masan), etc.

### EDUCATION

Phuong Nguyen graduated with a Bachelor degree in Business Administration from Education University, Hue, Vietnam. Throughout her exciting career in the HR field, Phuong Nguyen continues to extend her professional knowledge in Human Resources Management, Leadership Development Program by local and international HR providers.



## HUONG PHAN

Professional facilitator,  
Trainer, Coach

### EXPERIENCE

Thu Huong has more than 38 years experience working for leading multinational companies such as Fujitsu, Bosch, Schaeffler, AkzoNobel with 30 years in management level. She also has 10 years in PR and 5 years in HR consulting & investment consulting.

In HR Management, Huong starts from HR operation to set up HR professional system from hire to retire then responsible for organization design, workforces strategic planning, talent management & development, including grooming young talents, designing and facilitating various training and coaching programs, provide consulting project to clients.

Huong has joined in the consulting projects related to Organization Restructure, Performance Management System, Refine Remuneration System, HR Audit, Corporate Culture, Employee Career Path, Team Leader Development, High Performance Culture, Competencies Framework....

Huong has been delivered training & coaching to clients, e.g. Cau Tre, Asian Trail, Hyundai, IBM, Intel, P&G, Coach, Vinasoy, Yamaha, Binh Minh Plastic, Prudential,...). Huong is also providing career & life coaching to management & employees.

### EDUCATION

Huong has graduated from EMBA of International Consulting Management. She holds certificate of Insights Discovery train the trainer (International Certificate) & ASPIRE Leadership training from Global company.



## THE THANH

Coaching Expert and  
Trainer

### ROLE

The Thanh is a training expert who has partnered with Talentnet for many years. Thanh has almost 30 years experience working for leading multinational companies in several industries such as Hospitality, Pharmaceutical and Consumer Goods, holding Head of Human Resources role. She was responsible for organization design, total rewards and talent development, including grooming young talents, designing and facilitating various training and coaching programs. Thanh also partnered with Development Dimensions International (DDI), in running leadership development program for Tan Hiep Phat, one of the biggest beverage companies in Vietnam, and after that being one of their assessors for the company's leadership assessment center. In early 2000s, Thanh partnered with Vietnam National Administration of Tourism in a Tutor Training Project that helped develop training and coaching skills for highly experienced managers/experts in Tourism and Hospitality industries.

### EXPERIENCE

Ms. Thanh's experience focuses on human resources, training, and coaching. Thanh started her career development by taking long-distance courses from American Hotel & Lodging Association, majored in International Human Resources, Supervision, Training and Development.

She keeps herself continuously developed by attending trusted courses, seminars and workshops in relation to human resources and people development. She built her consulting and coaching skills through various courses such as Flawless Consulting by Designed Learning Institute, Leadership Development Program by Center of Creative Leadership (CCL), and HR Leadership Academy by Corporate Executive Board.

She has provided one-on-one executive coaching to leaders across different levels, focusing on enhancing leadership capabilities to support organizational development. Thanh was also certified professional facilitator for various well-known programs such as Interaction Management (IM) Program by Development Dimensions International (DDI), Emergenetics+ Profiling Program by Emergenetics+International, Coach the Coach by Lee Hecht Harrison and recently KF360 Feedback Coach by Korn Ferry.



## **ANH LE**

Leadership & Talent Development  
Director  
**Masan Group**

### **EXPERIENCE**

Ms. Hong Anh started her career with more than 5 years working for finance and audit institutes as PricewaterhouseCoopers and Grant Thornton. She shifted her career to Human Resources management with more than 19 year-experience at top multi-national companies as Unilever, Johnson & Johnson, Novartis Vietnam & Sanofi Vietnam. Currently, she works as Leadership & Talent Development Director at Masan Group.

Over 19 years working as HR professional helps Hong Anh building her people skills that are really the big assets to bring the success in her talent management work and personal life. She successfully plans and implements many big projects in building, developing and retaining talents in Vietnam and Asia countries. Those works help bringing her companies become best companies to work for not only in Vietnam but also in Asia / Global.

### **EDUCATION**

Hong Anh holds Bachelor specialized on Finance and Commercial Law in 1999.



## NGAN NGO

Seasoned HR leader

### EXPERIENCE

Ngan Ngo is a seasoned HR leader with established career track record of driving business and operational efficiency, on national and international levels, through strategic talent acquisition and performance management. She possess hands-on experience in leading international HR teams in diverse countries and brings with her more than 15+ years of experience in various industries including FMCG, Sportswear, Financial services, Chemical, Oil & Gas, Fashion and Human Resources Management Consulting for Vietnam and Asia Pacific region.

She has conducted various training programs on HR Management, HR Business Partnering, Talent Acquisition, Learning And Development, Employment Relations, Career Counselling, etc. for international and local organizations including Finstar, Under Armour, Brooks, EVN, Gro 247, RMIT University, Foreign Trade University, VNHR, etc.

She has been gaining professional experience through various positions for multinational corporations such as Head of HR for Gro247, Head of HR for Finstar Financial Group, Asia Regional HR Manager for Brooks Sports Inc, etc with demonstrated success in developing effective HR strategies focused on partnership building and staff engagement/ retention.

### EDUCATION

With regards to academic qualification, she holds a Master degree in Business Administration, Bachelor of Foreign Trade Economics and SHRM SCP (Senior Certified Professional of Human Resources Management).



## **DUYEN DAO**

Former Area Head of HR  
**BAT**

### **EXPERIENCE**

Passionate in developing people, Ms. Duyen Dao has decided to shift her career from Area Head of HR of BAT to focusing on mentoring, coaching & strategic / personal leadership agenda development starting early of 2020.

Brought with her 25+ years in-depth experience in Human Resources Management in both local and above market at Top Team roles she has an advantages of gaining different perspective and balance view in shaping leadership & talent strategy to meet with both critical business & talent needs.

She holds a Post Graduated Degree – Tourism, The University of Nottingham, UK.

### **AREAS OF EXPERTISE**

- Strategic HR Management.
- Strategic Leadership Development.
- Change Management.
- Total Rewards.
- Career Transition.
- Coaching & Mentoring.

### **CERTIFICATION**

- Associate Certified Coach, ICF.
- LHH Executive Coach.



## HIEN PHAM

Trainer, Senior HR Director

### EXPERIENCE

- 2025 – Present: Head of HR, Deputy General Director of Office Division – Vinhomes (Vingroup)
- 2024 – 2025: HR Director – Vinh Phuc Pharmaceutical JSC
- 2021 – 2024: HR Director – TH Food Chain
- 2019 – 2021: HR Director of Talent Acquisition & Org Design – TH Group
- 2018 – 2019: HR Director – Masan Meatlife
- 2017 – 2018: HR Manager – Commercial Division – Ariston Thermo Vietnam
- 2012 – 2017: HR Manager – GlaxoSmithKline
- 2011 – 2012: HR Manager in charge of Recruitment & Org Structuring – Hanoi Branch – PepsiCo Vietnam
- 2004 – 2011: Staff – Unilever Vietnam – Northern Commercial Division

### AREAS OF EXPERTISE

- Strategic HR Leadership
- Organization Design & Development
- Leadership Development
- Training & Development
- Change Management & Cultural Transformation
- Talent Acquisition & Workforce Planning
- Performance Management Systems
- Talent Management
- HR Tech Implementation (SAP SuccessFactors)

### CERTIFICATIONS

- CIPD – Level 7 Certificate in Human Resource Management
- Trainer & Business Coach certified by ILM (Level 5) | 2024
- Mini MBA – HR Management | University of Cambridge | 2016
- BRC Quality Management System Certification | 2019
- SAP SuccessFactors Specialist | Recruitment, Performance & Goal Management | 2019
- ICF-Certified Coach Training Program | 2020
- Talent Ninja Certificate | Talent Sourcing Organization | 2016

### CLIENTS

Techcombank, One Mount Group, Source 22



## CHI NGUYEN

Associate Manager  
Human Capital Solutions  
Talentnet Group

### ROLE

Chi Nguyen currently serves as an Associate Manager within the Human Capital Solutions Business Unit at Talentnet, Mercer's exclusive partner in Vietnam and Cambodia. She leads the Cambodia market for the Total Remuneration Survey (TRS) & Benefits Survey (BS) and plays an active role in the HR Consulting team, delivering tailored human capital solutions to clients across both countries.

### EXPERIENCE

Chi Nguyen brings over a decade of well-rounded HR experience with multinational corporations and international NGOs in Vietnam. Before joining Talentnet, she held key roles at RMIT University Vietnam, the World Mosquito Program (a Monash University initiative), Atlassian Australia (via Pyramid Consulting Vietnam), and Lazada Vietnam. Her core expertise lies in rewards, multi-country payroll, HRIS, international mobility, and employee relations. She has led strategic initiatives in global mobility, compensation structure design, performance management, and HR technology implementation. At the World Mosquito Program, she served as Senior Global HR Advisor, overseeing HR operations across 13 countries and driving the development of global mobility and HR policies.

At Talentnet, Chi supports clients in Vietnam and Cambodia through consulting projects on job evaluation, compensation & benefits benchmarking, salary structure design, KPI setting, and sales incentive plans. She has advised a diverse portfolio of clients, including multinational and top-tier local companies in industries such as banking, insurance, and manufacturing.

### EDUCATION

Chi holds a Bachelor's degree in International Business from the University of Economics Ho Chi Minh City. She is a *Certified Compensation Professional (CCP)* and *Global Remuneration Professional (GRP)*, accredited by WorldatWork – a globally recognized authority in total rewards. She has also completed an intensive HR management course at RMIT University Vietnam and is currently pursuing her third WorldatWork certification as a *Certified Benefits Professional (CBP)*.



# Contact Us

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