Hello viewers, welcome back to this NPTEL course on sustainable happiness. In the last class we are discussing about creative organizations, positive and creative organization, how should we can develop the organizational ecosystem to make it more creative and innovative. Now, to continue with this then now we will discuss about how to nurture this talent and career growth among the employees. So, in the organization sector sector that is cultivating the talent talent growth of the employees and and human resource development all these are because HR practices HR growth and development that stands stands alone as the cornerstone of the organization of the organizations because besides your all other resources human resources is most important. So, how to nurture their talent their skills their competencies otherwise and because in order to retain the talent we have to invest in HR in our. human resources in terms of training, in terms of development, in terms of policy, policy implications all kinds of.

So, how to nurture the talent within the organizations and take care of their career growth. So, talent growth actually refers to the process by which the individuals within the organization improve their skills, acquire the new knowledge and professional competencies etcetera. So, that they can contribute significantly towards the organizational goals or company's goals. And nurturing talent within the organization again is some strategic environment investment, because you know when you are introducing the new talent.

HR practices, training etcetera, module etcetera. Then again here you are matching your your that means, your employees talents, their temper development, nurturing your employees, grooming your employees for their future career at the same time, it also it should also match with the organizational goals. So, again it is an strategic investment, the organizations they used to invest strategically training and development and you know giving kinds of innovative and developing innovative work culture etcetera, etcetera having in long term vision of the long term benefits. So, nurturing talent within the organization is a very strategic investment, because you are not just focusing on short

term gain, because the short term gain of getting the immediate profit or immediate benefit, but rather you are thinking in terms of the long term benefit. Long term benefit in terms of whether how long you are you are going to retain that in with your organizations.

So, and again whatever you are investing in them that it can also help in nurturing and achieving the organizational goals. So, they are both the talent of the even talent development of the your employees they are it should it should match with their career growth as at the same time the organizational goal achievement also. So, that is that is a talent nurturing actually it includes set of processes and practices which are designed to attract the talent and motivate them to stay back with the company and explore their own potentialities, their competencies and for the long term investment, long term long term success and long term benefit both for the organization as well as their own career needs. So, that is why organization they should show that the employees that that means, they should guide the employees, they should motivate the employees giving them the some opportunities and we and they should make them understand that the organization is not just giving them or investing them as just as a formal platform for training and development, but also the organization also cares for their future future career growth. So, they must similarly the foster a more kind of leadership minded workshop.

So, they must promote their individual needs, they must promote nurture their individual skills professional skills and competencies and also send the message that every employee this today's every employee is the tomorrow's leader. So, that message should be there. So, so that means, it is a kind of leadership minded workforce everybody every individual employee is a leader in their own in own context. So, and the organization they must invest in terms of training development resources etcetera to and promote that promote that idea. Send the message to every individual employee that today you are a novice learner, today you are an intern, today you are a fresher, but tomorrow you are going to lead this organization.

That kind of message should go on and engage employees and engage employees are more innovative, productive and collaborative. So, when the employee can be more engaged and first thing is that you have to provide all kinds of infrastructure resources. job clarity all kinds of A to Z of that organizational activities, reason, mission, goal etcetera. And thereafter he should be handed over the responsibility to take on and his freedom, his skills all these that means, he must the employee must feel that he is that means, he is a major stakeholder of this organization. And his decisions he is importance is equally his importance is there is he is not just an worker, but he is he is a important part of the organization, he is a major stakeholder.

And then he would like to start like to invest his time, his effort, his knowledge, resources in the work and he will start he will start loving and liking his own jobs. In this way he becomes that means, he more his more jobs of job satisfaction will be will be improving slowly and he would be more involved engaged and in this process when the moment the moment employees start being involved immersed in the work process love try they love their work process they enjoy the process of doing the work in the in the workplace in the organization then that is that that called as the more engaged employee. So, more engaged employee definitely they are you know they want to be innovative because now they have that autonomy and freedom to think independently because they have been given the responsibility they have been given the freedom resources. So, they start thinking independently innovatively. So, in this process they become more you can say more productive.

more constructive, more independent and similarly also more collaborative because engaged employees are more collaborative and more productive in terms of the team work, in terms of the individual work everything. Now the next thing is that nurturing talent or talent also means that actively developing the skills and abilities. Like whatever the skills the individual employee has all carried over, has learned, has earned and from the beginning, but simultaneously if you think that the person is really interested, he is really talented, he is very important, but now we need to nurture, brush up his skills, upskill them. Then from time to time in company organization HR department should also invest on them in upskilling them developing the different kind of skills. Nowadays you know nowadays for example, new skills are coming up, now this data analytics skills, this AI skills, this supply chain skills, now the green technical skills, so many skills are upcoming skills are.

So, the organization must invest in the employees to upskill them to actively develop this kind of new skills. So, in the workplace also similarly mentors mentoring is an another part of. So, mentoring the staff for their personal development, their professional development by creating an environment where they can. be supported, they have the backup system, they have the support system in their professional journey, the mentoring facility is there, because always they think that somebody is there, the leader is there, the employer is there, the somebody is there, senior is there, my mentor is there to guide me. So, they would not feel kind of you know helpless.

So, this they will they always they feel like they have been they have been promoted, they have been guided, they have been that means, they are they feel valuable, they feel valuable and they become more motivated towards the work. So, nurturing talent drives innovation, the moment they feel that they are they are personally professional needs all these skills development are these are well taken care of by the HR department by the

organization and organization is investing in the in And then in not just in terms of work skills and abilities etcetera, but in terms of their happiness, their well being, their self sufficiency, their health, their personal job satisfaction all these things then they start thinking innovatively and that can boost the productivity and it also for it also force to the skilled employees. That means, the moment when you are promoting the skills competencies etcetera at also it develops it grooms and nurtures a competitive workforce also that they all the industry they look forward. That means, every organization they want that. all my employees, all my workers, all my thing people should be very talented, very competitive, very innovative etcetera.

So, in this the workforce itself will be very productive. So, innovative recruitment. So, it the the whole process of nurturing the talent it begins with begins with a recruitment process. Whenever you are start beginning of thinking of taking of the people recruiting people that in recruitment process itself should be innovative. That means, you beforehand you have already strategically thought over what to take, whom how what type of talent you are going to take, how this talent can be leverage for future things.

So, innovative recruitment that practice which are very crucial for identifying the real talent which will be very much useful for the organization in the long run. And then showcasing the flexibility that means, whenever you are recruiting you must send the message that how flexible you are so that the talented people be will be interested to join the company. So, then you have to develop the trust in. Trust in you know that trust in the sense that whatever whomsoever you are hiring your processes with transparent your human resource HR practices are very clear, your performance appraisal is very clear. So, that means, that means, you have to ensure you have to build the trust among the people newly recruited people by sending the message that how transparent you are, how you know focused you are.

So, that how flexible you are. So, people start before joining the company the people start will think of start thinking of you know trusting the organizations, trusting the thinking. Create the work culture of the continuous learning there should be enough of opportunity to encourage every employee to learn this is working continuous learning not just related to their work, but also besides that that means, tertiary learning process and what else is doing how it can be improvised, how it can be leveraged, how it can be expanded. So, encourage the employees to pursue the knowledge and skill acquisitions proactively to be that means, in the self in the self learning mode proactive to being proactive in acquire the new skills skills and competencies to pursue knowledge in the continuous process as a passion as a you know as of you know increasing enhancing your own competencies. So, offer challenging opportunities sometimes from time to time the organization can also put them in some difficult positions to try out.

That means, offering them this challenging opportunity because to you know to discover think of to reflect on themselves, reflect on them that how competent they are. So, challenging opportunity is that it is a learning opportunity itself for the career growth that happens outside the your comfort zone, outside your workplace activity. So, that challenging opportunity should also be given from given to the employee from time to time that is to upscale them to enhance their competency, their resiliency, their efficacy etcetera. push your employees the boundaries in terms of giving them some challenging projects and real life real life real world context challenges problems new skills and new applications or maybe you know new strategies for thinking of you know something innovative which is that means, to be unique to be different from other organizations. So, this kind of this kind of challenges would be given intentionally giving to all the employees to promote their skills and competencies.

Then implement the mentoring program that we have already discussed the mentoring every organization they have the counseling centers or employee counseling centers are there support system is there and there they have the knowledge management sister to share system to share the knowledge etcetera. But besides that besides career guidance besides the career counseling or employee counseling the mentoring program it should be very robust. Actually it is not only restricted to organization, but can be done to every organization, institution, everything, everyone. Mentoring is that that some experts, some senior faculty, some senior members, some senior people should be there to monitor, to groom, to nurture actually to groom each and every employee. So, that facilitates a lot.

Providing the constructive feedback not just through performance appraisal as a routine work, but also personally also individual personal feedback also that is it should be very constructive to that is to promote their to promote their improvement, to promote their encouragement, intrinsic motivation etcetera. So, cultivate an environment where the feedback is delivered empathetically. Again feedback should be given in such a way that the people should not take it negatively, should not take it adversely. So, it should be given it should be given in an environment with an empathetic approach, with an compassionate approach. So, that the person the person will take it.

as a real learning, real learning feedback or real learning experience to deeply reflect on or contemplate on. So, it should not take it as just a comment and criticism or sarcasm, but it is they should take it as an opportunity to to develop their own skills and competencies. So, develop the leadership from within. So, here actually what happens? If the leadership program that in house in leadership program is there or the organization has an inbuilt HR department to nurture to groom their own people, own youngsters, all employee as the leaders. So, that is very I can say very satisfactory, that is very

promoting, that is very very valuable because people think that that we are not just the workers, but we are not just the employees, but we are also we are going to be the future leader of this organization.

So, in terms of the training, in terms of approach, in terms of internship, in terms of you know job you can say job new job venture that is promoting transferring them to new projects that means overseas projects etcetera. And if assigning them different kind of management roles also in this way the organization can also develop a in house leadership program that is to groom to nurture leaders from within from the same organization from within. So, and recognize and that is also a very important program then recognize and reward the growth every employee every individual has some strengths definitely some strengths and positive things that should be acknowledged that should be appreciated that should be promoted that should be celebrated rather. So, every individual employee has some or other positive attributes, skills, competencies which has to be acknowledged, appreciated and celebrated in terms of achievement like in terms of some incentives, in terms of award system, in some terms in terms of any kind of you know certification etcetera, because that is the that is the powerful motivator for the continuous learning and future achievement. future association with the organization.

Then implement the rewards in terms either in terms of promotion, in terms of monetary benefit, in terms of public recognition, incentivize your team to promote that means, to go beyond that the boundary beyond the boundary of the comfort zone to be more dedicated, to be more passionate, to be more you can say more committed towards the organizations. So, leverage the technology to streamline the learning process, yes continuous learning is very important and your all the even all the operations, all the activities nowadays technology is can say it is inevitable, you have to have the technology otherwise you will fall back in terms of the progress. So, leverage how to leverage the technology to streamline the learning process. So, technology is there everywhere in in marketing, in production, in you know you know you know in house practices everywhere technology in there. But identifying the right kind of technology and preparing your employee to use the technology, leverage the technology to streamlined all the processes, learning processes, operations etcetera.

that is more important. So, use some of the online platform to for the easy delivery for saving time from saving money. Similarly, nowadays the data analytics is very important for tracking the progress in the market or personalizing any kind of business plan depending on the particular context and providing the opportunity for the professional personal growth of every employee. investing in employee development, employee success and well being, fostering more kind. So, the more you invest in employee the more committed and loyal they will become to or dedicated become to become to a

dedicated for the organizations. So, highly engaged employees definitely they they are definitely the significantly contribute towards the increased productivity, performance and positively impact the organizations.

So, reputation as an employer of choice, so attract the top talent and create a kind of competitive advantage. Now, in a market you know it here comes your reputation and market brands and branding and the market reputation. So, like for example, every organization over the years they develop they develop they accumulate a kind of people's perception. their their impression about their their business houses. So, that helps a lot in influencing influencing your stakeholders in influencing your employees the mindset whether to stick to this organization or not.

So, that is if the employer have that if an employer have the have the reputations and he can leverage that reputation for creating a kind of competitive advantage. And the people for example, in our Indian market we can say we have the brands like you know Tata's are there, Birla's are there and Reliance is there and the all kinds of many big companies are there who are very old companies studies companies, but they we rely on those companies because not just about their brands their variety, but their stability, but they are a they are human approach, they are a pro employee approach, they are you know trustworthiness. So, that is why that gives a kind of that gives a kind of age over others in creating that competitive advantage in the job market. People usually prefer to join that those kind of organizations.

So, now, comes career growth. So, here will career will come across two kinds of terms one is career growth and career development we will discuss it. Career growth actually is the process of moving towards the ultimate goal ultimate professional goal may be the having the achieving the last or the last post of being the CEO or CEO or COO or whatever that is it is you are moving towards in a process towards the ultimate goal professional goal. in that profession in that job like the now for example, in the doctor they they want to be there the maximum or the final ultimate person professional goal to be you know super specialist in particular domain. Similarly, the management people they want to be the CEO or CEO of all kinds of things. So, it it brings a kind of sense of persons advancement in the career growth in the professional professional path in that is the career growth.

In whichever career you have opted for you are going to achieve the excellence your excellent or the your performance excellence and achieve the purpose and achieve the professional goal ultimate goal in your life. So, it is a journey it is a journey kind of thing. It is a journey in where the employees they take to move up and forward in the professional life. They stepwise and stepwise achieving more skills, more experiences,

facing more challenges, taking the more responsibilities.

So, it is a kind of again learning process. So, here the employees ideas of what their careers should be look like. Again they also they have the career plan also and to what extent they are they are moving towards according to their career plan. how conducive the environment is towards to full achieve their career goals these are also processes. So, the journey from the junior position to a leadership role perfectly illustrate the core career growth. Career growth means it is a career graph you can say from the beginning to the end.

So, it is a kind of win-win situation for example, from the personal in you achieve the personal and professional development to like ultimately you start with professional and personal development and then you end up in companies gain. to be the skilled leader, competent leader, reputed leader and contribute significantly towards its future, its future success and sustainability. So, career growth definitely moving up in an organization it a career and now the career development, the career development requires the individual steps that bring someone closer to the long term goal. So, again career growth is that you are you are you are chalking out your graph moving towards your your journey. Now, career development is the what are the individual steps you are taking up, you are you are you are learning, you are you are practicing that brings you closer to a long term goal.

Suppose your goal is leadership, now what in this process you are in suppose may be in the mid level. Now, you can opt for different kinds of process, you can opt for different kind of projects, you can opt for different kind of responsibility, different kind of experiences. So, which these are the individual steps which can make you or which can bring you more closer towards the goal that is ultimately the leadership. So, you may go for some different courses, some some internship, some project, some kind of other activities. So, these are the the learning steps the you can say the learning steps individual steps which can bring you.

more closer to your long term goal. So, career development actually it includes focus on personal growth picking up the new skills, new competencies, lesson works as lessons etcetera. Whereas, the career growth it looks at the larger picture, career growth means from the starting point to the end point what is the what is the journey, what is the what is the nature of the graph, what is the growth of that graph. So, career growth looks into the holistic picture ok. So, in career development is the small small steps when you venture into that you take into or you practice you learn which can make it easier for you to move ahead. So, these are the small small milestones you can say.

So, career growth stages are there are 6 stages one is the follower learning that is the

ropes understanding the organizational culture initially you are in initially. you are a you are a beginner, then you have to learn how about you have first learn through the organization culture, you are you are a collaborator working effectively with others in the team contributing towards the team success towards the organizational goal achievement. Then you are an instructor after gaining some experience, then you share your knowledge with your juniors, you are with that means you are also grooming or nurturing or mentoring your juniors guiding others. And also follow a kind of informal leadership role, because when you are grooming the grooming and sharing your knowledge and experiences with the juniors. Then manager, you are a manager that is overseeing the teams and projects that is overall overall responsibilities that you have been assigned to.

And the influencer that is shaping the organizational strategy and inspiring the change, because of and out of your experience work experience 10 to 15 years work experiences the projects you have handled, the results you have achieved. the goals you have achieved helped in a goal the that means, the goals you have achieved in terms of organizational achievement etcetera. From your experience knowledge and etcetera then how you are going to influence the company's decision making like suppose from your past experiences whatever the struggle the constraints problems you have faced now you can elaborate on these before the body governing body etcetera. So, that they can think of a new strategies. So, you can also you can also influence you can also give some suggestions some advices suggestions some advices regarding the final decision making to bring some to inspire the change to bring some new technology, to change the strategy, to venture into a new domain etcetera.

Now, leader is that driving the organization vision and mentoring the future of leaders. So, driving the leaders are the that means, leaders at different different level there are the leaders. Leaders role is that to groom your juniors, to groom your team members, to groom your employees at the same time to help the organization to achieve its vision, mission and the goals. Now, types of career growth can be related the career growth can take different forms in terms of individual goal industry related by industry knowing about the industry norms opportunities etcetera are contributing towards the thoughts and solutions in the meeting that is career growth you know in terms of recruitment process helps in meeting in the recruitment how to crack the crack the job interview. Then, how to that means, how to so, where to and how to be an active voice and the passive participants, how to shape the discussion, how to participate in the group discussion, how to be how to present give the presentation, how to you know introduce, how to present, how to you can say how to share your ideas about being creative.

So, the challenges that is the new task how to bring that means, what is your skills and competence in dealing with the new task, new challenges, how to enhance the skill sets.

So, higher positions that means, being promoted to the higher positions doing the growth and expertise and contribution, how you can contribute significantly toward in the organizational growth in the organizational growth also. So, getting involved in decision making process for the projects outcomes and strategic thinking process these are the different types of career growth. And, you can say the switching over to the new department, new company in job rotation, in different projects etcetera that also enhances job competencies, managerial competencies that is stepping into the leadership and people management. As you move on because from even if you are a beginner you are the you know after sometime you become the team leaders.

So, the leadership role you take up from the very beginning in your own group, in your own team, then your own section, then come then branch etcetera. In this way you are moving in the leadership ladder. So, expanding the team and you know owning the leadership skills, project management skills, these are also different types of career growth opportunity. Now, the organization or the employers and the organizations. How to facilitate the career growth for the employees? That means, here what the organization should do, what the employers should do, how to facilitate the career growth, these are some of the some of the strategies.

First these are assess the organizational needs. Organizational needs that means, organization every organization they have the they have the goal, vision, mission, things and needs requirements. And those organizational needs should also should align with the individual aspiration of every employee. Like you are recruiting the people and the you are recruiting the people not to just to make them employee make them employee and make them work for the whole life for the for your own for your own organizational goal no, but the organizational goals reason mission should also match with individual aspiration and the goals. That means, all by working for the by working for the achieve for the achievement of the organizational goals the employees also satisfy their own individual aspirations and the needs.

So, that is a part of the career goals. Similarly, determine the employee aspirations. Initially when initially in the before the HR intervention and training begins then initial need assessment takes place need assessment focuses on what are the skills strengths and weaknesses as well the weaknesses are actually the needs. At the same time also the HR department should also assess the their aspiration what are the individual aspiration carrier needs of the each and every individual. So, so to focus on that because if they will be strategically put in that kind of department given that kind of responsibility.

So, their career aspiration career needs will be satisfied. So, though in this process they become more motivated. So, in order to create a motivated work workforce. So, the

organizational goals objectives must be aligned with the come with the individual professionals needs and career aspiration. So, here the placement is very important up recruitment after recruitment placement. Where to put them, what type of job and how to how to nurture their competencies and skills that is equally important.

So, define a clear career path is a visible road map that means, when the or when the organizations that means, the employers they are introducing, they are orienting their freshers regarding the organization goals, mission reason etcetera, but they also at the same time introduce some kind of career path for visionary career path, road map for each and every employee that these are the ways, these are the strategies, these are the pathways through which you can also climb the ladder of to and you can also be the future leaders. And what opportunities are available, how to compete, how to you know prepare yourself, how to achieve your career goals, all these kind of kind of pathways, all these kind of road maps would also be taught to them, should also be informed them properly. So, similarly encourage the initiative for example, you know rewarding the employees initiative those who have you know who have developed this kind of who boost the individual confidence contribute significantly towards the organizational adaptability, similarly implement regular performance evaluation. Besides your performance appraisal etcetera, every employee should be encouraged to apply the SWOT analysis, the strength, weakness, opportunity and threats analysis. So, there should be open house dialogue, there should be brainstorming, there should be a continuous debate, so that is to make to foster the environment and to make it more more conducive and can bring the continuous improvement.

Similarly, foster a culture of feedback, foster and start a mentorship program that mentorship program for each and every employee, foster a culture of continuous learning offer also different kind of professional development opportunities in terms of not just in terms of sabbatical leave, leave roles, but also some scholarship opportunities, some leaves, some offshore projects. So, giving them more opportunity to compete, to develop, to learn new skills and so that they develop the skill of competition, being competitive, adaptable in the long run also. So, similarly encourage the cross departmental collaboration, support the work life balance initiative again in terms of governance. Nowadays, it is ESG environment that is the what the organization does for the environment, for the ecosystem, for the nature, society, what the organization does for the people that is all these all these HR policies, conventions, etcetera for the society and its impact on the society when the community that is society and the governance.

Governance is primarily the rules and regulations. So, this ESG is very very important now, in this in the purview of ESG also this work life balance initiative takes place, the diversity rules, then all kinds of job safety, security, compensation, health policies,

everything should be clearly defined. So, that is called the ESD that means, environment yes definitely nowadays environment is very important and society that the people the community the nearby community and the community as a whole and for the you know for the planet earth also then all these things and the governance that is rules. Create the leadership development programs through pipeline of skilled, motivated individual from time to time. You invite the skilled people, experts and prominent leaders, renowned leaders. In this process, give the opportunity to your employees to interact with them, to learn from them, to share your experience and also sometimes can take up the different projects as a reference.

So, in this way it facilitates the succession plan, succession that if you are going to nurture your future leaders from within that is the from in-house leadership program, then you have to give them the opportunity to learn, to share. and to discharge the different responsibilities. So, recognize and reward the achievements that we have already discussed it is a part of reinforcement mechanism and that it creates a it fosters a culture of engagement and promote from within that we have we have already just in our internal promotions to boost the more moral and loyalty etcetera. Ensure the continuity and preserve the institutional knowledge that is knowledge management is important the knowledge management is very important. whatever knowledge the patents that you are creating, your employees are creating, how to store it, how to save it, how to share it, how to disseminate it and how to again.

Now, every organization they are having this knowledge management system in terms of ERP and all kinds of models. Now, not is not that whatever your knowledge you are you are already having you are sharing it is, but how to capture the tacit knowledge, implicit knowledge. which are not explicitly, which are not easily available, which are not there, but it lies with the employees experiences, it lies with the senior employees, it lies tacitly implicitly somewhere and how to capture that and this is your you can say this is the USP of your organization, this is your core master, your patent, your IP of that organization. So, that is a robust knowledge management system is very important. Now, the there are different these are some of the benefits for career growth benefits for the employees that is job satisfaction, increased earning potential, skill development and marketability etcetera.

These are the career benefits for the employees. Similarly, job security, recognition, more autonomy means responsibility, work liberation these are benefits for the employees, but at the same time for the employers also. Growth benefits for the employers that they have to attract the top talent because you have already established yourself, your organization as a more robust, more trustworthy, more branded organization. So you can easily attract more, it will be more attractive to the skilled professionals. And it also boosts the

employee retention, those who wants to join the company, who joins the company, they want to stay back with the company. reduce the turnover cost and retain the valuable talent, enhance employee engagement and you know, it also enhance the culture of learning, company reputation and it also encourage the talent development process.

Every time you introduce something new because you are capturing, you are also sharing your knowledge and you are also getting the idea from your experienced employees, from your leaders, from your different senior employees. So leveraging the existing, how to leverage this institutional knowledge for saving the cost or making the business more cost effective and how to use technology also how to prepare the employee to deal to manage to handle the to run the business with the technology that means to use the technology for cost effectiveness or for easy delivery or for the smooth processing since the drives it also how the technology also can also drive the innovation that's how to encourage the fresh ideas in an innovative solutions And now this technology has also become an important resource. So, technology, but to identify the right kind of technology use it properly motivate everybody to use it sustainably and effectively. So, and the get the maximum benefit that of benefit of that technology. So, and technology also again its maintenance because a very very soon technology gets get obsolete.

So, how to deal with it how to that means, all kinds of process to handle to manage to So, increase the workforce flexibility in terms of wider range of skills, more adaptability, more tackling with the diverse challenges etcetera. Now, besides the strong relationship and enhance team dynamics etcetera, how to motivate the employees etcetera and the team contribution collaboration and effectiveness. Now, I am just stopping it here. Next class we will start new new subtopic that is called the Nodging that we will discuss in the next class. Thank you very much.