

**Talent Acquisition and Management**  
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**Lecture – 01**  
**Introduction to Talent Acquisition and Management – I**

Hello everybody. Now, this subject is very, very interesting because when we talk about creativity, innovation, the solutions to the problems. Then it is necessary that we identify our stars. There are four types of employees; and, these employees are some of them are workhorses. They have a high performance, and as compared to their potential, the performance is high, and potential is comparatively low.

But, there are the employees who are having high performance and high potential, and such employees are called the stars employees. So, whenever we are talking about the stars employees, they are called the talented employees. Now the organization, any organization grows on the basis of its talent pool.

On the basis of the employees, those who are very creative, risk-taking, enterprising, and they bring the organization to the front row, and for this purpose, this course has been designed accordingly. So, there is a difference between human resource management and talent acquisition and management. So, when we talk about manpower planning; so, manpower planning is applicable to all the employees of the organization right from 1 to 100.

Every employee is covered under the manpower planning. But, where HR manager when empowering somebody to take the decisions and that particular employee, that manpower takes us such a decision; a simple example is the new product development. I would like to also mention one case study here, that is, whenever we are talking about the sales of the increasing washing machine.

And then the sales of the washing machine was increased by suggesting to the dhabhawala to prepare the lassi. Now, this type of solution that is totally different than their traditional, then identifying the client customers and then the next client segment and then marketing and then advertising and all no traditional ways, but something new. So, whenever we are talking about something new, that is talent identification.

Now, the question arises that if the employees are your assets, they are not liabilities. So, more are the talented employees better will be the assets; you will be rich you mean the organization will be rich right. Human capital will be strong. So, this particular subject talks about how to acquire, how to develop, what compensation or rewards to be paid to the talented employees. A normal compensation is there as per the skills.

But, when you are talking about talented employees, then there should be certain special promotional schemes. So, those who cross that particular barrier, they have been promoted at a very high level. It is not in the regular level like in ladder they are going from the a to b, b to c, c to d, a 1 to b 1, b 1 to c 1, c 1 to d 1. It is not like that, rather than it is that it is jumping from the a 1 to d 1.

So, how to identify and how to give them compensation or promotions or how to maintain the relationship with them? How to keep the engagement of such employees? How to make them optimistic? How they make them happy? So, all these aspects that we will see into this particular subject, that is the Talent Acquisition and Management of talent, because there is one tendency. Here I would like to warn you that the talent will not be continued for a long time in one organization.

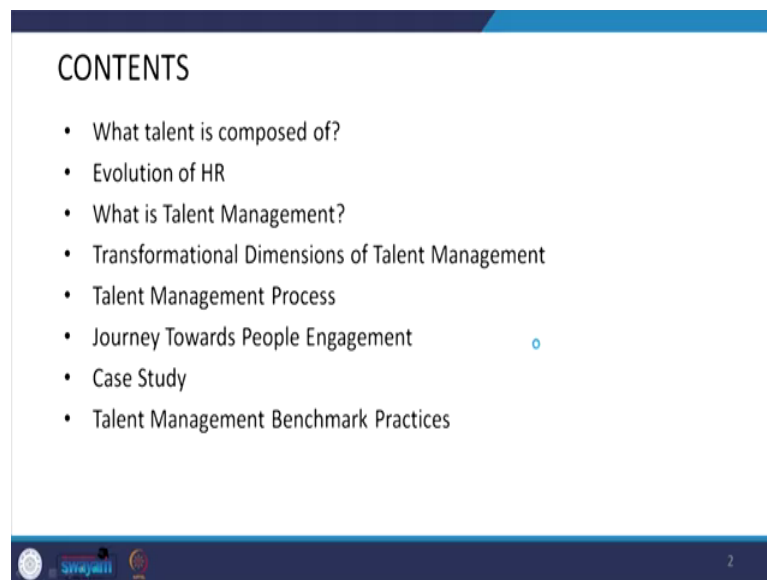
So, it is required that is you are able to retain them. I understand you cannot retain them for a long time, but that time period that we can stretch. If you are able to stretch that particular time period, then definitely you will be able to get the maximum output. It is not the physical output, it is the intellectual output, the intellectual capital, the social capital, and that will maximize the profit of these particular employees, those who are called the talent.

So, I have tried to design this course in such a way because there are very few books are available. And, then I have collected the material from these journals, articles, handbooks of talent management which has been shared with you and all. So, that I have tried to collect all the material, and hopefully, maybe after some time, I may be able to come out with the textbook for the talent acquisition and management is there.

However, a number of handbooks are available. So, you will get that particular information. So, what will we be discussing? We will be discussing that is what is a talent is composed of, the Evolution of HR, what is talent management, transformational dimensions of talent management, which is very important; that is how you are transforming your manpower.

So, it is also a development, learning and development normally we talk about in HRM learning and development. So, the question arises of how you are able to convert that learning and development process to convert into talented employees. And, does it depend on the heredity or environment, or situation that we will be discussing in this particular subject.

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So, can we convert an ordinary employee to an extraordinary employee? And that, this subject will help you how to convert your manpower from the ordinary to the extraordinary; the talent management process that process we will talk about it is how to manage their talent. Journey towards the people engagement because you might be having the talented people employees; but what is important? Their engagement, as of early as mentioned that is the engagement means vigor, absorption and dedication.

So, like a naughty boy in the class, a naughty boy is intelligent. When then we say naughty, he is very active, hyperactive. But it is why then why we say the naughty? It is not in the direction; it is not in the proper direction. That intellectual capability has not been moved towards the right direction.

And therefore, it is required that easy there should be the people engagement and these engagement how to engage these type of the intellectual capital, that we will be discussing, then we will take the help of the case study and then the talent management benchmark practices that we will be discussing in detail. Now, here I always talk about the moral of success, that is, the ability into motivation into the opportunity A into M into O.

When we talk about ability, that is a capability. What capabilities? Hard skills, you see when your employee will be happier, your boss will be happier, your family will be happy, or your friends will be happy when you will do your job in the best way, it is not the question of the only boss.

It is not the question of only a professional role, rather than it is a question of the personal role also. So, whenever we are talking about the personal role and that in a personal role, you are doing any particular job, you should know your job. What is that job? That is a hard skill.

So, if you are a chef or if you are preparing a dish for your child at home so, that should be a perfect one close to the perfect one. So, everybody enjoys and a child says thank you mom. So, therefore, in that case, it is the basic concept is you know are job; nothing can be compensated by knowing your job.

So, that is to be learned because you see the excellence is infinite. Nobody can say that I have reached to an excellent. But, that effort and that direction will also inform us that yes, you are on the right direction, that is you are developing your hard skills for your job; so, that devotion that will make the developing your capabilities.

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Second one is leadership. Now, you see there will be the n type of employees as I was talking about the workhorses and stars. How will you lead them? Because, that is the leadership of

talent management, I will not go into the detail of the leadership models of the managerial grid, Fiedler's model, the Hersey and Blanchard's model.

I will not go in much detail of that rather than I would like to go to the leadership of talented people. To lead talented people, it requires a different style of leadership; please try to understand. Your same style of leadership, like in the managerial grid people oriented and production-oriented, but which one and to whom it will be applicable and how and what it totally different.

I will be taking one session on the leadership of the talent management people. So, that particular leadership of the talented management people right, that is a totally different style than your ordinary leadership models. It will be part of that, it will not be the isolation; it will be integration. So, you have to use those traditional model of leadership, but your process, your method, the way you will be interacting with your the talented people you have to tune-up.

If you are flexible enough, then only you will be able to lead them. Otherwise, in conflict, they will not be the followers; there will be the conflict rather than leader and followers. And, one-day talent will resign, talent will go away. So, again the point is this that is how you are able to manage your followers, talented followers. Then next is the capabilities are the business and professional. This is very very important.

You have to run your business in a professional way. Those days have gone, that I am the owner and you are the servant. Now, everybody has the share of profit, ESOP employee share on profit. Now, the designations have changed, the senior position designation is partners; partner means equal. And therefore, your business and professionals require to change and that you require the human factors.

What are the human factors? Your value systems, when I say the partner you are giving them respect, the equal respect to him. You are treating him as the he is your equal shareholder. So, his share on profit is equal, you have to justify and that is kindness, that is a consideration. Those are the human factors that you have to demonstrate at your workplace. So, for these capabilities models, you have to play different roles.

You must be knowing in management there are three roles: interpersonal role, informational role and decision-making roles. So, therefore, your roles are to be played, your roles and your capabilities that should match. The roles of the job; a job which the what is a job? Job is the

group of tasks which you are performing. So, there might be conflict, role conflict between the job, project roles and the project roles are there is for a particular period of time.

They are short term, they are not very long term, but as an employee, your role is for the long term and there should not be any conflict. The service template that is the rights, duties, conduct and this tenders tending order act, all will be applicable here, and service template will be applicable; accordingly, you have to perform. And finally, it is a position that is at what position you are working.

So, therefore if you are working in a particular position, you have to play that role. So, the position can be at the front line, the position can be at the middle level, the position can be at the senior level. And therefore, those roles are to be classified and to be understood according to the positions. The third dimension which you see here that is about the people.

So, under these trends in human capital management, the emerging talent management imperative a knowledge infusion white paper; it talks about that is the people have the skills and competencies. Now, you see that is the job from the role and then when you are talking about this particular job. You are connecting with the hard skills and then you are talking about the skills and competencies.

So, that you have to connect. So, how to connect? That is a particular job right, a skilled job knowing that particular knowledge of those skills and developing the competencies. So roles, capabilities and people; this is called the talent DNA dear friends. When you are interacting with all these aspects the connecting; so, therefore, when you are connecting all these aspects, you will find that is these roles, capabilities and people they are integrated.

Similarly, you will find that is talented people with experience. Now again right from childhood we are writing whether the science is a boon or bane. And therefore, we say if it is rightly used right boon or bane. So, there your experience, it is your strength or it is your weakness. And because your strength if I say the I am having the 34 years of experience. So, you may question that is sir are you aware of the latest knowledge right.

So, therefore, that experience is a strength also, and it is a weakness also. So, how to convert that weakness into a strength? By upgrading the knowledge, update knowledge. So, if you are upgrading in updated, you are relevant; so, it is you are not a dinosaur. So, therefore, in that

case, it is the experience that that is helping persons to develop the talent. What type of exposure you had?

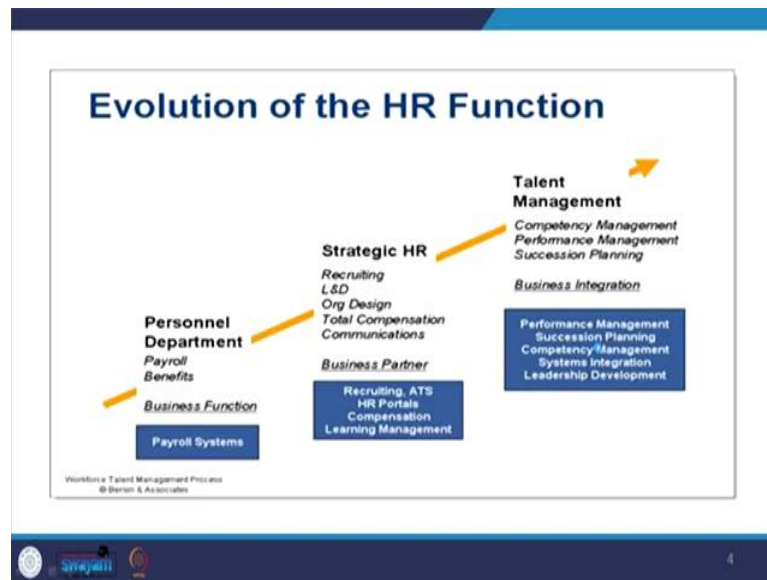
Whenever you introduce somebody, you say that person is travel abroad; this is having the hobby of traveling. He has visited these these these places. What does it mean? It means that he is having a good exposure. That exposure is there, then definitely the person will be more talented. More exposure better will be the understanding; better will be the understanding person will be better talented.

Then the education, you cannot ignore the role of education. So, people may forget that what they have studied, but what they have imbibed during that process of education, they will never forget. So, therefore, talented people are also recognized by their qualifications. So, if they have got the top-notch qualifications, you appreciate them, that is knowledge, he is from IIT, IIM, national institute, CF

, reputed institute. So, therefore, in that case, that education is becoming very, very important. Next is the products. So, they have what type of the ultimately what? You are delivering the services. So, it is the what output; the outcome is the product means output outcome is there.

If you are having the proper outcome output right, then definitely you will be able to go for this developing the talent DNA. The talent DNA will be roles, capabilities development and the people. Develop the capabilities of the people, understand their roles and develop the people with the help of their skills, experience, exposure education and output. Products are output.

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Now, many people will say that is the how talent acquisition and management is different from the HR, is it the HR management? It is not HR management; it is something different. What is that different is that we will come. I remember when I was a labour officer in 1986 to 90. And, then it was called the personnel department, that time and book was very; I also did the personnel management in industrial relations.

So, that personnel management, personnel department was there which was normally taking care of the recruitment, personnel files, disciplinary action, time office, administration and these type of functions were there. And, there was not much training and development, not the ASTD model of the American Society of Training and Development. So, this was the business function. So, in this like I mentioned a payroll system. The payroll system means it was a time-office job.

I remember that is that time there was a computer of the big wall-size, IBM computer of the big wall-size computer was there and then there we have to feed the data. The time office was taking the data to the computer center and the computer center was putting the data in that big size of the computer know, that was the time payroll system was there and then that was about the personnel department.

But, later on actually, in the late 1960s, you will find that is the ISTD model has come and therefore, in that model that is your talk about training and development. Here you will find that is the it was given by the American Society for Training and Development.



So, that strategic HR was introduced and this a strategic HR was not restricted only for these the time office, recruitment, disciplinary actions, standard standing order act, factories act, labor laws, no not only that and IR, not only upto that right. Because it was coming from the manufacturing industries, specially textile industries.

So, my unit was the textile industry; my first unit was a textile industry. Later on, I worked with the Shriram group, when I worked into the Shriram group in 1992. So, then it was about the T and D; training and development. Learning and Development, what do you call nowadays, then that time it was the training and development.

So, the that traditional function of the textile industry has moved towards the development of manpower and that was the strategy of the HR department. So, HR department was taking the strategies that is they were supposed to go to recruit the people, identify the people. And that time also we were using the psychometric test, the psychometric scale was used.

So, in that psychometric test and scale, it was that is the recruitment was done and then analysis was done. Psychologists were there in the part of the HR panel in the recruitment to identify that this person will be asset, poor asset or he will poor the liability for the organization right. So, that recruitment practices were there.

Then, L and D; Learning and Development was there, many techniques were there; on job technique, off job technique, case studies, decision; actually what is the need of the organization? You always see you see that is how you develop and you develop with that learning and development. How? For example, nowadays the HR people, HR department or in all other departments also they have to focus more on the analyst, analysis.

Because, there is a data, data convert into information, information converts into knowledge, knowledge converts into the wisdom and wisdom converts into truth, that is a pyramid—data into information, information into knowledge, knowledge into wisdom, wisdom into truth.

Now, that particular analyst will do that information into knowledge that is a decision-making skills. To convert the decision-making skills, developing those decision skills competency that role of the L and D is very very important.

So, that learning and development department that will be the part of the strategic HR and they will take care that is the they are using their manpower in a with the best output, best manner.

Organization design theories; nowhere I would like to take the case study of GE. In the GE Capital, then GE Electrical. When you are converting that the bureaucratic structure into the performance structure.

So, it was totally the redesigning of the organization. So, what is the need? You want a slim organizational structure or you want a fat organization structure? It is your choice and on the basis of that choice, you will find that is the organizations are designed. You want the bureaucratic, number of layers vertical or you want the horizontal that is a parallel organization structure.

So, strategic HR will be taking care of those organization design that was one of the major functions. Now, you see the concept of CTC: Cost To Company. So, it is not the in the payroll system, it was the cash in hand, per day wages that were a concept. Payment of Wages Act, 1936. So, that was a concept.

But, now it has been changed and total compensation, when you are talking about the package for the fresher's; 1 cr package per annum, you will be surprised. That is, this boy knows nothing and then he is a fresher and he is getting that much. But, dear friends, that is not the fixed pay, that is variable pay, and that is called total compensation.

So, that minimum salary will not be much in 1 cr, that is the salary per month, salary cash in hand what you say are the salary slip. That will be having the headings, which will be total of maybe the 25 lakhs per year; rest of the 75 lakhs is based on performance. How do you perform?

If you extend your performance you can reach up to the 1 cr that is the commitment of the organization, that is a total compensation CTC: Cost To Company or the houses given like for example, in the Bombay the any company is giving you the flat. So, cost will be increasing very high. So, it will call cost to the employee that is the cost to the company basically; cost of the employees to the company, cost to company. Then mode of the channel that is the communications, it is very very important.

So, because when I will talk about the current scenario; so, this mode of communication will totally change. Traditionally it was a memo, it was a letter right and nowadays you are talking about email, you are talking about messages, you are talking about the using the social media

to communicate. And therefore, in that case you will find that is these total compensation and communications that will be changing.

Next will be talent management, that is, competency management is there. In competency management, you will find that is the how you are developing the competency of your employee. Nowadays, I am working on the K.A.S.H, knowledge, attitude, skills and habits.

And then in KASH model you will find that is the what knowledge level is required at the competency what attitude is required, what type of attitude do you have so, that is the positive attitude is there, team-building attitude is there, understanding you understand the problems of others. You have the empathy with others, sympathy is there, empathy is there, concern is there, socialization is there that is an emotional intelligence part.

So, therefore, you are developing that competency of IQ plus EQ plus SQ; Intelligent Quotient, Emotional Quotient and Spiritual Quotients. So, that talent management means that is your developing your employee to the next level.

So, from strategic HR, you are taking them to the talent management and taking them talent management by developing the competency, it is making them more capable of taking the decision making process. Capabilities development, my first slide capabilities development, and therefore, that capability development get starts with competency.

Now, here the second in the talent management, which is very important that is performance management. You see, ultimately why all these issues we talk about? We talk about the performance of the individual and the performance of the organization. Organizational performance or productivity that is objective, we study all these practices for what? So, that we can get the maximum output that is our concern.

In the easiest way, in a comfortable way, not by the rod and not by the disciplinary action right, in the easiest way and therefore, we talk about the performance management and we do that performance management. How do you manage? Here I will also like to mention that it is performance management here. It also includes the potential management, because whenever we talk about the talent I focus more on the potential dear friends.

Then, it is the HR's role to extract that potential giving the direction that leadership you talk about and the direction you give about and then they perform. So, the child in the class can

give the maximum the teacher has to focus and understand and learn and then the pedagogy system has to be used so that he gives the maximum output. The same principle applies in the family also, the same principle applies in the organization also.

So, what we provide? We provide the enabling conditions in talent management to develop the human capital, to nurture the talent; it is very important, you provide that environment. That environment is called the enabling conditions dear friends; that environment is very very important. Please provide that environment to nurture the talent.

But the leaders, parents, teachers those who are having the responsibility, they have their own personalities also. And if you are lucky enough; so, you get that personality that believes in the parent ego, adult ego and then nurtures the child. So, in that case, it is the performance management to convert into the potential management—the ability to identify what a maximum person can do.

Why are some persons able to do great jobs, why some are not? And, that particular focus that has to be identified practice brings the culture in the organization. Like I always give an example, that is the when the new married daughter-in-law enters into the in-laws' house right and then it is a totally new culture. And, the daughter-in-law has been searching out of the thousands that matrimony dot coms websites and all these things.

And finally, searched and finally got married and then she is entering. But after one month, you find that is daughter in law keeps on saying to husband; no you are better to perform in another city. So, let us shift to another city, not with your parents. So, therefore, that converting that potential that enabling conditions that is very, very important.

So, one of my Ph.D. scholar has identified that is the research that people do not leave the bosses and do not leave the organizations, they leave the bosses. So, the daughter-in-law does not leave the husband, they leave the mother-in-law. So, therefore, in that case it is the that identifying the performance and potentials. And, if you are not able to go for this particular aspect then it becomes very important to go for succession planning.

If the succession planning is there, you have to see that is the not to bring the second daughter-in-law, I am not saying. Please do not create an analogy unnecessary analogy and be careful. So, therefore, in that case succession planning, successor: who is the successor? And therefore, the successor can build, and that person he reaches to the next height in the organization.

So, therefore, in that case, the new employees, new employees enter into the organization and when they enter into the organizations. Then you have to see that if your earlier employees they reach to higher positions. Otherwise, you will keep on saying that is the remove these employees, what to do with these old employees and their liabilities.

But, do not forget I have mentioned experience is also a strength. So, if you said that is old people are the liabilities, I will not appreciate it right. So, therefore, in that case, it is becoming very important that is what you are able to create that succession planning. So, what I would like to mention that you see is how this evolution of HR has done, with the period of time.

So, in the traditional textile industries time, it was a payroll system, personnel management. And in the personnel management, then you are shifted to the recruitment and then it is HR portals that are you are a shift to the technology. So, you are creating the HR portals and HR portals, you are getting the facilities and benefits and services.

Then the compensation and the learning management, this is also a very interesting point which I have mentioned; L and D that is learning and development is there. In talent management, the first and foremost part is performance management, identify talented people and manage their performance. So, that will make them highly potential. So, you are converting those workhorses into the stars; you are not converting those workhorses into the problem children.

What is the problem, children? That is those who are having high potential and low performance, they are the problem children. So, when I say naughty boy there in the class that is the high potential; IQ is high, but performance is less. So, therefore, that is becoming the problem children. And there will be certain employees those to whom you cannot apply the talent management practices. So, they will be deadwood, low performance and low potential.

Jack Welch has given this formula, which is a 20, 70 and 10. So, 20 are the stars, 70 are mediocre, and the 10 percent are those who are not contributing to the development of the organization. So, therefore, that managing the talent, you have to also see you are having succession planning creating the second line.

So, that when the first line is promoted, the second line is checking and like this you are going for the succession planning; competency management, developing the competencies, abilities, system integration. So, the whole thing is for the common objective and goal and that common

objective and goal that will be creating the competencies. Then systems integration is how they are integrating the whole system and finally, leadership development is there.

So, when we talk about leadership development, how the process is to be done in the talent management process, that we will talk in our next session, so.

Thank you, thank you very much.