

Talent Acquisition and Management
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Lecture - 10
Talent Acquisition and Attracting Talent at Google

So, far we have discussed the Talent Acquisition and Management Practices in different companies like Infosys, then IBM, then FedEx. And now I would like to take the best employer that is Google's Talent Acquisition and Management Practices. And in this session, we will talk about the war for brief talent background, identify the critical elements of talent management, and what Google can do to manage its talent.

So, you see, that is the when we talk about that is Google is known as the best employer, and then the freedom, flexibility and the working rule systems is a such a support so that the talents are very much attracted towards the Google. It is not just because of the package.

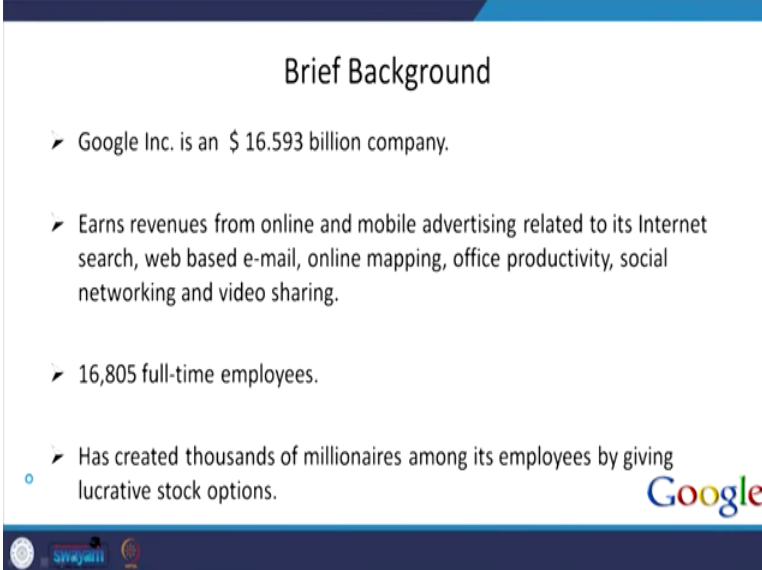
However, there are the different implications of these also because they have the best packages, so at an early age, they want to retire. So, that is another aspect of the when you all providing them such facilities and making them such protected, then that can be the other mindset also of the employees.

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So, therefore, this type of issue that we will see is how the Google Company is handling.

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Brief Background

- Google Inc. is an \$ 16.593 billion company.
- Earns revenues from online and mobile advertising related to its Internet search, web based e-mail, online mapping, office productivity, social networking and video sharing.
- 16,805 full-time employees.
- Has created thousands of millionaires among its employees by giving lucrative stock options.

Google

So, it is a, its incorporation is dollar 16.593 billion company and earns revenues from online and mobile advertising related to its internet search. And all of us know that is how the Google search has become a part of our life and in the emails also, that we are talking about that how Gmail. So, if you ask anybody's address, so he will give you the Gmail address.

Web-based email, online mapping, right, that is also the wonderful the support which has been provided that whenever you are going outside or whenever you want to know the geographically the distances or you want to get aware yourself about the surrounding world, then definitely you are using these online mapping. And the office productivity, social networking, and video-sharing is there.

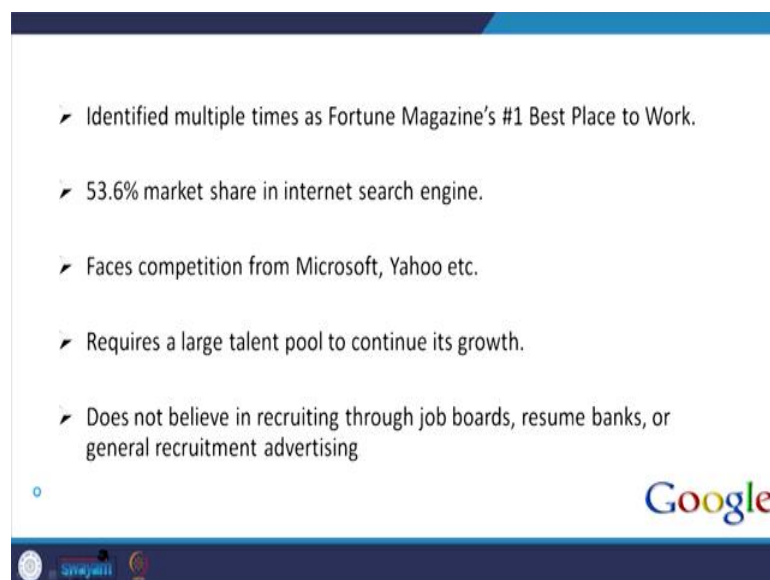
So, these every; however, that then in the when we talk about the Sundar Pichai then there are the 12 the new product developments then which are the very very the high appreciated products are there. So, 16,805 full-time employees are there. It has created thousands of millionaires among its employees by giving the lucrative stock options are there.

Like, whenever we are talking about HRM human resource management, motivation, organizational behavior, then it is very much important that talent fills the ownership. In

my previous session, I have talked about one terminology that is psychological ownership; that is, this is my organization, and I belong to this organization that belongingness that creates the psychological ownership is there.

So, how is that belongingness? When you are taking care of the employees that they are not just employees, they are not servants, rather than they are family members. And how you take care? And one of them is the ease of employee shares and profit are there as stock options are there. And we know that is once you become the stockholder of these in Google, then definitely you are protected.

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Then, I identified multiple times, as I mentioned, that is it is the number 1 best place to work. Now, we have to understand the difference between the good place to work and the great place to work, and Google comes under the best place to work or the great place to work. Why? Why are they the best employer? Caring attitude.

That caring attitude is so high, so they are getting the number 1 best employer reward and for the number of times. Their strategies, HR strategies, HR policies, work conditions, decision-making style, the leadership of course, and the team building, this the stress relaxing techniques, how to get these that stress relaxer, right.

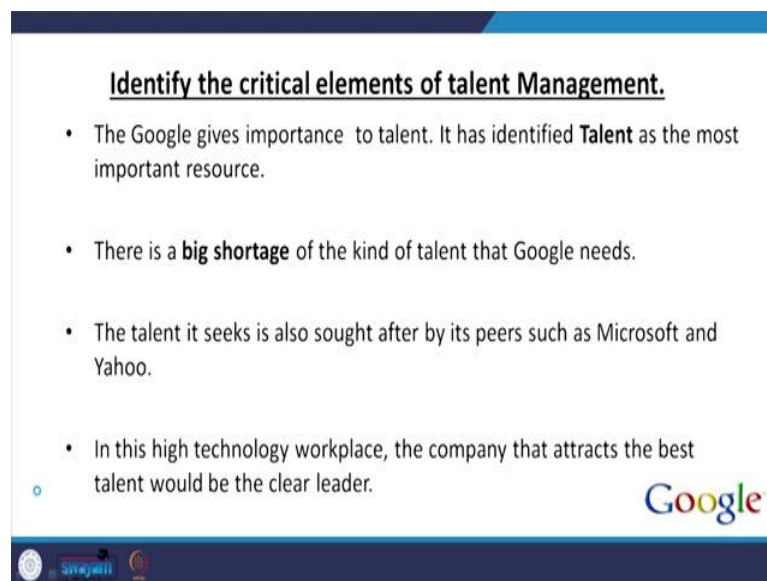
And therefore, if you want to go to the gym, the gym facility is available, you want to go the watching the movie you can go it is not necessary that you are supposed to be there.

For 53.6 percent market share in internet search engine is there. Now, you see more than 50 percent they are having the market share in search engines.

Faces competition from Microsoft and Yahoo. Requires a large talent pool to continue its growth, and naturally if you if your organization is growing at such a rate, then definitely require to make your growth by hiring the best talent of the world. And that is the job which has been done by Google.

So, Google is hiring the best brand, best brands of the world, and that is the large talent pool. So, everyone who is working in the organization he is dynamic, he is creative, he is taking the initiative, he is R and D interested, research development interested. Do not believe in recruiting through job boards, resume banks, or general recruitment advertising is there. So, no traditional approach is there for recruiting the persons.

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Identify the critical elements of talent Management.

- The Google gives importance to talent. It has identified **Talent** as the most important resource.
- There is a **big shortage** of the kind of talent that Google needs.
- The talent it seeks is also sought after by its peers such as Microsoft and Yahoo.
- In this high technology workplace, the company that attracts the best talent would be the clear leader.

Google

The how that they are having these identifying importance to talent is the most important resource. How do they identify? Because when you are talking about the best employer in the world, then definitely your hiring process that has to be the best and your talent pool naturally it will be having the best. So, therefore, it is identifying the by understanding importance of having talent.

There is a big shortage of the kind of talent that Google needs. Again, I would like to mention the Indian scenario where we talk about the gap between the industry and

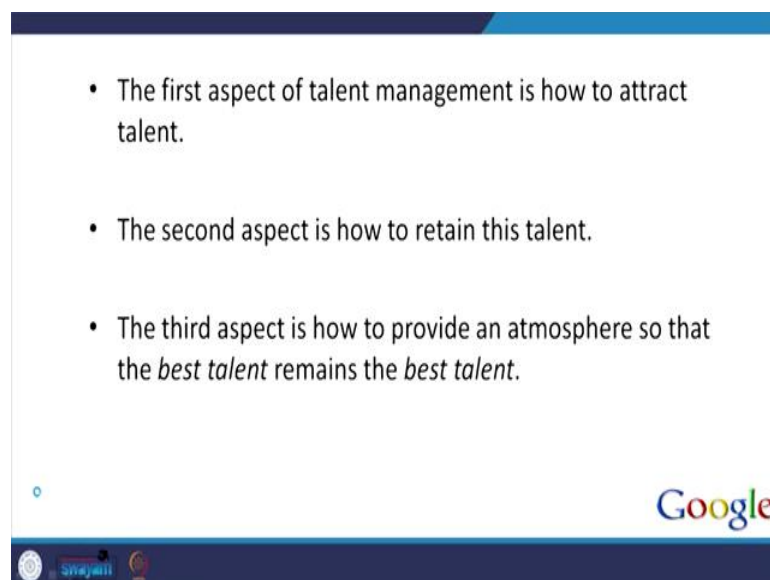
academia. And in the new education policy, this gap is, at least we can say it is minimized. It is more towards developing the practical life.

And as a result of which that employability skills, employability, and generation of the talented people or the talented citizens, this new education policy is focused on that. So, this big shortage of the kind of talent in which Google is facing can be this type of organization needs India can cater.

The talent it seeks is also sought after by its peers, such as Microsoft and Yahoo. And therefore, in that case, we have to also see that is if that Google fails to attract the talent, then talent will go to the competitors. In this high technology workplace, the company that attracts the best talent would be the clear leader, right.

So, we are living in the technology era. So, those organizations which will be keeping the intellectual capital, intellectual capital in time terms of the technological knowledge; if the company has a technological knowledge then definitely that will help that organization where the most of the employees are upgraded, updated with the latest knowledge then definitely they will be going to be the clear leader or the global leader.

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The first aspect of talent management is how to attract talent. Now, you see that is there is a certain requisition of talented people. We have discussed in our earlier sessions, in the introductory sessions of the talent acquisition and management, and there we have

observed that it becomes very important that what type of the criteria or parameters you define for the talent acquisition.

So, if you remember the definition of talent and then the talent means that it is creative, designing, and making the new product development ideas, new idea, generation of new ideas, so that defines that yes that is a talent is there. So, if you want to attract these people, for example, simple example when you understand a talent wants to develop the new product, new product development is their hobby. What will you do? Definitely, you will like to give them the opportunity to develop a new product.

In the case, when the talent is asked to work in the traditional ways that is they are working on the that they are traditional ways, then like they are taking the orders from the bosses, implementing, coming back with the problem, the boss is telling the I will give you the solution, right and then accordingly you will find that is the talent will not be attracted. So, the work culture, work environment of the organization and will be defining or attracting talent.

The existing employees, when they say that is a work culture in our organization is very positive then definitely in that case it is very supportive, it is more freedom, it has the flexibility. So, you can sustain for a long period of time happily, right. Then that will attract the talent.

The second aspect is how to retain this talent. Now, this problem is with every organization which is having a highly talented pool because the talented employees are get saturated with the current environment, current situation, and therefore, they want to go for these for this in search of the new organizations where they will get the better freedom and flexibility.

But it is not the question of the package for the talented people, they will get that package from the different places, but it is important of the that the job satisfaction. And that job satisfaction is that will make the retention of the talent. The third aspect is how to provide an atmosphere. So, that is the work environment work culture that the best talent remains the best talent. Also, this is another challenge. Otherwise, what happens?

At the time of selection, you are hiring the best talent, but that best talent after some period of time that deviates and not able to perform. So, how we can see that if the best

talent that remains the best talent is there; what are the different practices are there. Now, here we will see that is you know war for talent the case study, and in this case study, we will come one by one the in different aspects of the organization.

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Google: War for Talent

Google Inc. is an US\$16.593 billion company earning revenues from online and mobile advertising related to its [Internet search](#), [web-based e-mail](#), [online mapping](#), [office productivity](#), [social networking](#), and video sharing as well as selling advertising-free versions of the [same technologies](#). The company has 16,805 full-time employees and is the largest American company by market share. Google has continued its growth through a series of new product developments, [acquisitions](#), and [partnerships](#). Positive employee realtions have been important tenets during Google's growth, the latter resulting in being identified multiple times as [Fortune Magazine's #1 Best Place to Work](#). The [Google web search engine](#) is the company's most popular service. The Google search engine has attracted a loyal following among the growing number of Internet users, who liked its simple design and [usability](#). As of August 2007, Google is the most used [search engine](#) on the web with a 53.6% market share.



So, it is a US dollar 165.93 billion company earning revenues from online and mobile advertising related to its internet search, web-based e-mail, online mapping, office productivity, social networking, which already I have mentioned in the introduction and video sharing as well as selling advertising-free versions of the same technologies, right.

Now, so Google is becoming the leader by technology, and when you become the leader of technology, the organizations they if they want to make the leadership they have to see either they have to make the technology, or they have to buy the technology. If you want to make the technology, then your talented people should be provided the ideas, they should be provided with the funds, they should be provided with the objectives and with those objectives, ideas, and the fund they create a new product.

So, in technology management, there will be either pull technology or push technology. The pull technology will be that is the, you are buying for somebody or some organizations or some countries their particular technology. So, for example, in the case of the manufacturing industries the machines, Germany is well known and therefore, if you want to buy the products, and then you are making those products or buying those

products or those machinery from Europe. If it is happening, then your talent will never be nurtured. Even if you have the talent, the talent will be the liabilities.

So, what is to be done? And what has Google done? The company has 16,805 full-time employees, and it is the largest American company by market share. Now, you see that is it was it is the best employer under the fortune company, and it also has the largest American company by market share. So, their market share shows that how much that organization is successful.

Google has continued its growth through a series of new product developments as I was mentioning. Sony is also known for creative organizations, but for some period of time, we see that is the pace of Sony is somewhat somewhere has been affected.

In Google, we will find the same orientation. What Sony had earlier in the traditional days that the same orientation is there that is new product development. In Sony, also that is they were destroying their old products and replacing those old products with new products by themselves. So, therefore, they were creating a wonderful market.

But here nowadays when we see the market then we find that is a Sony is comparatively is less aggressive in the market as compared to other companies. When we talk about the software companies and then it is definitely Google. It is becoming the number 1. Then the acquisitions. So, new product acquisitions are also important.

Like you see that is there are many small organizations and the small organizations they keep on coming with new ideas, new products, and what is Sony and the Google is doing, Google is doing that is the acquisition of those particular new products are there. And the partnerships.

So, therefore, those who are talented people, and if they are going by their particular new product development ideas, and then Google also support them, and then it becomes Google becomes the partner. Positive employee relations this is very important. So, a positive employee's relation means that is the interpersonal relationship between the employees and interpersonal relationship that depends on the team building. The team building depends on that is this storming phase in the forming, storming, norming, performing, and adjourning.

This storming phase where the two people when they are working together, and they have the conflict with each other that period which is natural. If two personalities are working together in the beginning, there will be certain disagreements. But because they are talented people, so they know that is we have to work together, we have to understand each other and therefore, they create team building.

Unless and until you do not have the team building concept, then that is a positive employee relationship concept you cannot work in the organization, and the organization cannot be successful. So, to become a successful organization, the employee's relationship.

Now, an employee's relationship also depends on what type of organizational structure you are having. The talent will require the less number of commands, right, they will require the directions, but they will not require the commands, right. So, that commands, orders, right, they will not prefer rather than they will say just you give tell us what is to be done and we will do in our own way.

So, these particular relationships that are what these talents are having that depends on the work culture, work environment, organization systems, procedures, policies, rules, budgeting, all these issues, a leadership style, all these issues that will be resulting in being identified multiple times as the Fortune Magazine's number 1 best place to work.

So, here when we talk about that is how these important tenets are during Google's growth, right. So, it depends. It depends on totally the organizations' environment that culture, that system and therefore, that is about how it is being created at a workplace with the other employees' support. So, this is becoming the making the Google is the Fortune Magazine's number 1 best place to work.

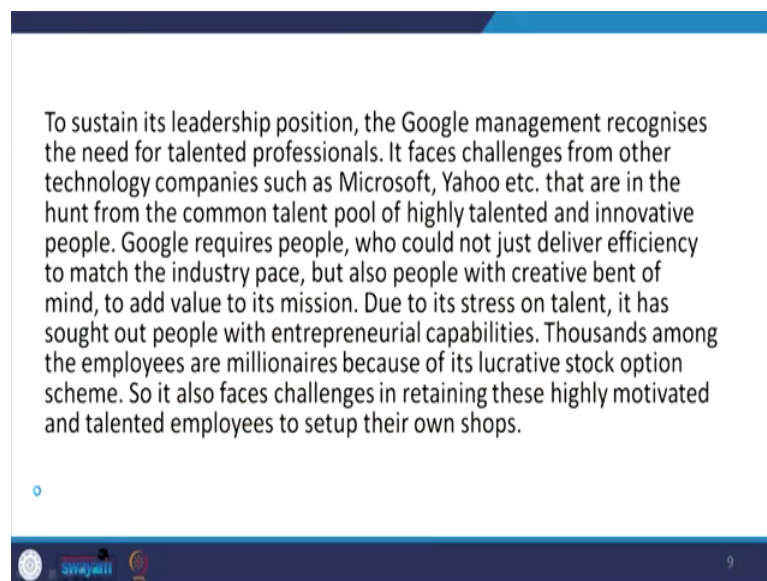
The Google web search engine is the company's most popular service, and all of us know, right. That is that you want to know something you said that ask Google baba. So, Google baba will tell us that is where it is, what it is. The Google search engine has attracted a loyal following among the growing number of internet users that is also true. That so many engines have come, I mean they did tried by making the attracting the users that are the this is the best one, but in spite of that the what has been preferred; the people have preferred the Google.

Maybe one of the reasons it is very user-friendly. And the new learners of the technology, the old generations, also find comfortable working on the Google search engine. A loyal following among the growing number of internet users, who liked its simple design and usability.

So, therefore, in that case, then that particular simple design of the Google and now we see the Google Meet, right. So, Google Meet is also has come with very simple characteristics, so, therefore, it has become very fast to adopt, right. So, all these facilities, which are making the more popular to the Google and as result usability has increased.

As of August 2007, Google is the most used search engine on the web with a 53.6 percent market share, a huge market share. In the world that is having the as a search engine, it has the 53.6 percent; it means it is becoming the very high level of these, the search engine is there.

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To sustain its leadership position, how is Google doing? Google management recognizes the need for talented professionals. It faces challenges from the other technology companies, Microsoft, that are in the hunt from the common talent pool of highly talented and innovative people.

Google requires people who could not just deliver efficiency to match the industry pace, with the creative bent of mind. So, what type of people are required? What is required is the creative bent of mind. If there is a creative bent of mind, then definitely, in that case, he is welcome as an employee of Google.

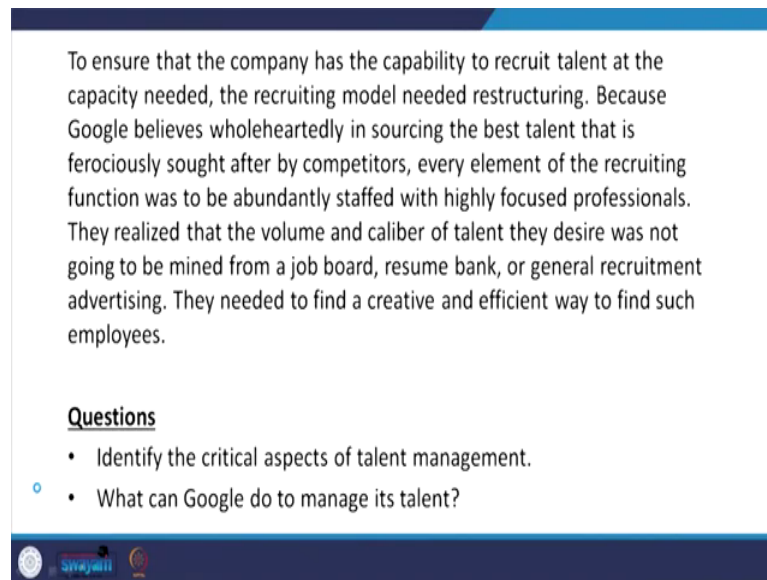
Then, it also requires the talented people should add value to the mission, and their mission is to be the global number 1 leader and in this and to retain to be number 1. So, therefore, for retaining the number 1, they require the people who think on these the same mission in which Google is working.

Due to its stress on talent, it has sought out people with entrepreneurial capabilities. Now, this we have to also understand. Many times it is the analogy, analogy between entrepreneurship and talented employees. Because in both cases, what is common? Creativity is common; enterprising skills are common, communication practices are common, and therefore, as a result of which you will find that is, it has become a number of times it is sought out with the entrepreneurial capabilities.

Thousands among the employees are millionaires because of its lucrative stock option scheme. And naturally, talent is also attracted because they are having the giving these stock options to the employees and we know the Google stock option is how lucrative is there, and because of the lucrative stock option scheme the employees are million becoming the millionaires.

So, it also faces challenges in retaining these highly motivated and talented employees to set up their own shops. So, it becomes very difficult though they are having the enterprising, setting up of their own shop that is becoming a highly a questionable situation.

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To ensure that the company has the capability to recruit talent at the capacity needed, the recruiting model needed restructuring. Because Google believes wholeheartedly in sourcing the best talent that is ferociously sought after by competitors, every element of the recruiting function was to be abundantly staffed with highly focused professionals. They realized that the volume and caliber of talent they desire was not going to be mined from a job board, resume bank, or general recruitment advertising. They needed to find a creative and efficient way to find such employees.

Questions

- Identify the critical aspects of talent management.
- What can Google do to manage its talent?

To ensure that the company has the capability to recruit talent at the capacity needed, the recruiting model needed restructuring. So, even in Google, also because you want to ensure that is you are having capable people who are recruiting talent at the capacity needed, then definitely in that case that will become a very important point, that is the restructuring model is to be done. And you can suggest that how restructuring is required in Google.

Because Google believes wholeheartedly in sourcing the best talent that is ferociously sought after by competitors, every element of the recruiting function was to be abundantly staffed, right. So, therefore, you know that is there is a very high competition is there.

So, every element of the recruiting function, right that has to be on the focus of the professionals. Your team that is required that has to be the professional one. If your organization in the recruiting team is professional, then they will be hiring the best talent of the world, but if that recruiting team is not professional, and rather than if there is a conflict amongst the recruiting team only then also then it will be a big problem.

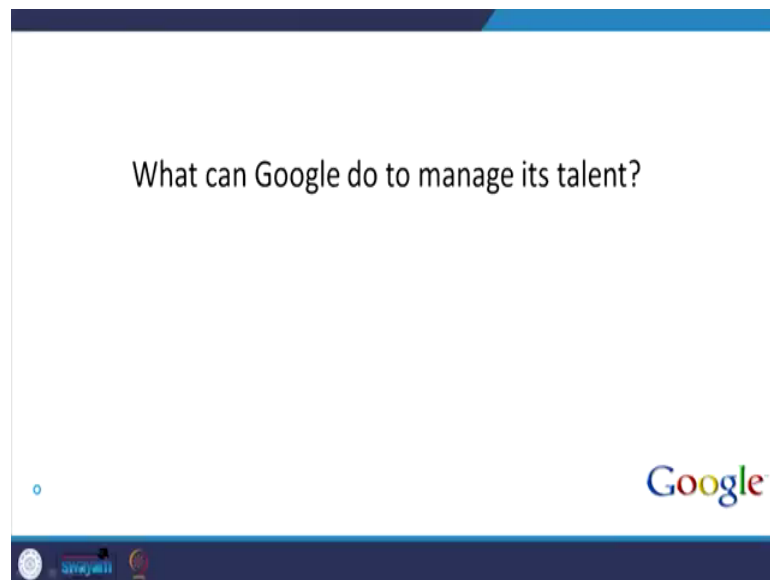
So, they realized that the volume and caliber of talent desire were not going to be minded from a job board and therefore, they find that is it is a problem to get that volume which they want as in employer friend employer-friendly and becoming this stock of the

employer. For that purpose, the caliber of talent desire was not going to be mined, right, so job board.

So, what is required? So, they will not go by the job board, resume bank, a general recruitment advertising. They needed to find a creative and efficient way to find such employees. So, it is very important that is what should be the recruitment practices in spite of this job board, and resume, interviews and all, so that they can hire the best talent.

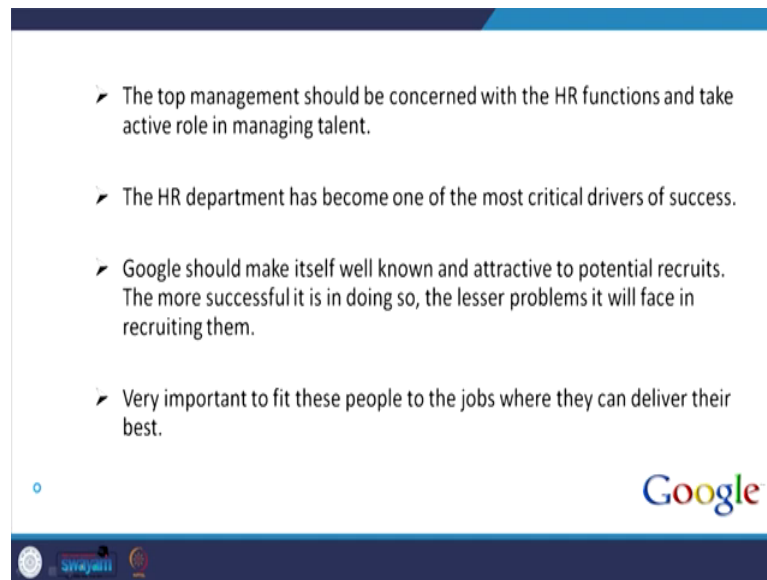
The questions that you can refer to, later on, identify the critical aspects of talent management. What can Google do to manage its talent?

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What can Google do to manage its talent?

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Then the answer is the top management for this particular question, and the top management should be concerned with the HR functions and take an active role in managing talent. So, when we are talking about the training and in addition to the recruitment, and selection, and training and development, and compensation, and performance appraisal, potential appraisal or the industrial relations or the new HR areas or the learning and development, or the transfer is there, or the promotion policies are there.

So, these are HR functions. They should be taken care of very carefully, and to understand the nationality of the employee so that they can match the culture. The second one is the HR department has become one of the most critical drivers of success. So, this organization is a creative organization, and this creative organization will depend on the employees.

So, employees are required to be the high level of creative employees or talented employees. And to become a higher talent creative or talented employees that require the HR department should hire the best people from the world. As we have mentioned earlier, that already talented people are interested in joining Google because it is already the best employer, number 1 employer by Fortune by Fortune Magazine, a number of times.

But is Google is getting the best talented, is their recruitment procedure, policies are such that is they are able to hire the best talented or not?

So, Google should make itself well known and attractive to potential recruits. The most successful is in doing so, the lesser problem it will face in recruiting them. So, it becomes very important that is the in attracting the potential recruits, talented, right. After this, I will be taking that is how to identify the talented people and making the attractive potential recruits and their potential recruits that can be selected on the basis of the psychometric test, which is in the next session.

So, therefore, itself well-known and attractive to potential recruits are important. The more successful it is in doing so, to attract the right people, so that they apply and when you see the CV you understand that is this person is highly creative. The lesser problems will be there; it will face in recruiting them.

So, it becomes very important that they themselves should make and well known attractive potential recruiters identifications and on the basis of that, they will have more success of and the less failure so that the talent pool in the Google company that will be the very high level.

And the last point is very important to fit these people to the jobs where they can deliver their best. Now, this is a very important point that is where you are placing them. If a person is selected for a particular job, dear friends, it is very much necessary that you recruit that person on that particular position only which was promised.

For example, in campus recruitment, when the companies come for the campus recruitment, they hire for the financial services. So, the students think that they will be working in the financial department. But when they go and join the organization, the organization asks them to do the job, the marketing of the financial services, that schemes and all, policies and all that is a marketing job, and the talent is not ready for that.

So, if this type of problem or issues are there, then definitely it will become very difficult for the organizations, that is the how-to go for the developing these type of the manpower. So, if you want to retain them, it becomes very important that you rightly

identify them, you make them the culture-oriented of Google, and if that they are culture-oriented of the Google they will be definitely successful.

So, please put the right person at the right job, so that he then he can deliver the best. So, this is all about the Google Company and its best practices. Some of the practices in the HR practices that we will discuss later on.

Thank you.