

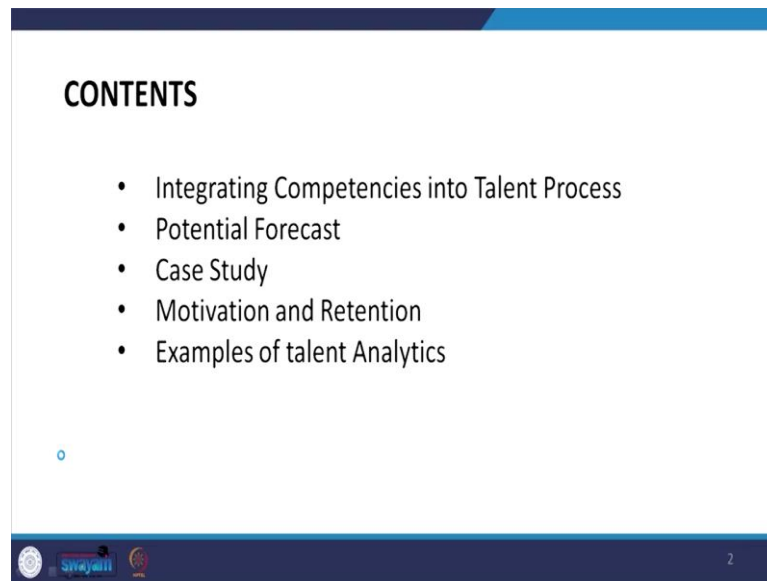
Talent Acquisition and Management
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Lecture – 17
Integrating Competencies into Talent Process

Now, the session which we are talking about that is development. And, the development integrating the competencies, how the competencies that can be developed for into the talent process is there.

If we know, then easy how integration is to be done in the talent management process, then the organizations will be able to not only generate and develop but also will be able to retain and create the human capital. Now, for this purpose, we will be talking about Integrating Competencies into the Talent Process.

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Potential forecast, case study, motivation and retention, and examples of the talent analytics we will take.

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Integrating Competencies into Talent Process	
Talent Process	Benefits of Integrating Competencies Into Talent Process
Inclusion and culture	<ul style="list-style-type: none"> Reinforces criticality of cultural fluency Guides inclusive decision making and actions Assesses gaps in inclusive capabilities and behaviors
Workforce planning and talent analytics	<ul style="list-style-type: none"> Identifies supply and demand Diagnoses employees development needs Informs of skill gaps in critical talent segments and key job roles
Talent acquisition	<ul style="list-style-type: none"> Provides for consistency during interviewing Guides candidate assessment Enables assessment of candidates for cultural fit
Learning and leadership development	<ul style="list-style-type: none"> Diagnoses employees' leader development needs Informs content for core leader development programs Provides alignment of development with business goals
Performance management	<ul style="list-style-type: none"> Establishes performance expectations Assesses skill gaps Provides the "how to" for achieving for performance goals
Career and succession management	<ul style="list-style-type: none"> Assesses readiness for next roles Diagnoses development needs Illustrates career progression opportunities

Now, integrating competencies into the talent process, in the talent process, the first and foremost is inclusion and culture; that is how you are able to include your talented employees and build that particular culture is there.

So, it reinforces the critical of the cultural fluency every organization has its own culture. For example, Professor Udai Pareek sir has mentioned in the book of organizational behavior. That is the there is an octopus, openness, confrontation, trust, authenticity, proactiveness, and experimentation.

So, therefore, in that case, that what every organization will have some organizations will have an openness culture. Some organizations will have the trust; some organizations will have the openness trust. And, even though there is a confrontation, but there is team building, and there is trust is also there. So, it is very important. That is whether the organization is proactive or not and in if that is, they are going for the experimentation that is wonderful.

So, it reinforces the critical of the cultural fluency in the benefits of integrating the competencies of the talent into the talent process. The second one is the if the if you include the competencies, guides inclusive decision making and actions are there. This is a point to be focused is the decision-making process.

Now, when we are differentiating between talent and normal human resources, then definitely the talented people are supposed to take such a decision, which will be

justifying all the theories. And not only justifying all the theories, but they will also support the vision for the future.

So, guides that is an inclusive decision making and the actions are taken accordingly whatever the decisions are taken. Assesses gaps in inclusive capabilities and behaviors are there. So, therefore, in that case, that is what type of capabilities you are developing amongst the employees. Now, when we are talking about the analytical skills right, nowadays there are two positions they are becoming very very important one is the business development and the other is the analyst right.

And therefore, if you are assessing, we are capable of assessing the gaps in inclusive capabilities, that is the what are the how to include the employees. It is holistic leadership; it is inclusive of all the employees. And, then with their strengths and weaknesses, as a result, you are able to cover their behaviors also. So, to cover their behaviors it is and involvement in the organizational process, it is very, very necessary that is you are having in your talent process, the inclusive strategy.

Including the talents with their all strengths and weaknesses, and matching that particular talent with the culture. So, you are developing their particular culture. The second one is workforce planning, and talent analytics is important. So, how are you making the workforce planning? Now, you see nowadays that is a dashboard; the dashboard is very commonly used.

And when you are using the dashboard very commonly so that you are making the workforce planning, you are making the plan your workforce accordingly. So, therefore, in the time of the ups and downs of the business, it is very much important that how you are planning your workforce. It will also depend on the technology acquisition.

So, it identifies world war planning and talent analytics that identifies the supply and demand. That is what will be the demand of the talented people and what will be the supply will be there?

And from where you are getting those employees are there from where what is your source of supply to your employees. Diagnosis of employees' development needs. What is their need for development? What they want to develop like?

Like you have to understand in the pyramid; pyramid if there will be certain employees or most of the employees, they are looking for their survival. Then, certain employees will be looking for growth opportunities promotions. There will be certain employees who will be looking for the excellent level are the very high level of in the organization and very high positions in the organizations.

So, therefore, in that case, you have to identify the development needs. Because, if you want to fulfill the top-level needs, then you have to develop your manpower people are talented, but do they know that job, may they not know that their particular job. And therefore, you have to develop them. So, therefore, their development needs are to be there in the form of skill gaps in critical talent segments.

Now, many times you will find a particular type of the employees is required like a simple example, is a particular machine operator boiler operators right. These types of the in their skilled people are required in the analytics right.

And therefore, if you have that, we will take further sessions the talent analytics. So, therefore, if you are able to develop that talent analytical skills gap, and then you want to develop that particular development of your people talented people.

Then, definitely, with the help of talent analytics, you can identify the areas, and then you can develop your manpower. We can also is where is the important key term is there that is the key job roles. So, like for example, the manufacturing industries and service industries.

In the manufacturing industries, that production department, that is at the shop floor right that is becoming very important. In the service industries, example is the hotel, and in the hotel, industry the chef there is a production department. And, then in that production department, it becomes very important.

So, we have to identify the skill gaps are there. What skill gaps are there? We might be having a talented chef, but the demand maybe that is there is a particular type of dish and maybe the continental dish and then one has to prepare for the continental dish, he earlier he may not be. So, that skill gaps are to be identified, and then we have to develop the manpower, the talented manpower accordingly.

Then, in integrating the competencies, what is important is talent acquisition? We will identify the skill gaps in talent when we will have talented employees. So, how to have talented employees? There is a talent acquisition that provides consistency during the interviewing. It is very important when you are going through the selection process of the employees. Then, it becomes very important that what is your interview style.

And your interview style is having the job knowledge, HR skills, analytical skills, conceptual skills, designing skills, and that you are testing. If you are testing those all this type of the skills different managerial skills and then you find that certain skills are required in an excellent way, but certain skills are required to be developed.

And therefore, at the time of talent acquisition, one should be clear cut map should be there that is, these are the manpower numbers. And, then these are the skill sets which they are having, and these are the skill sets gaps are there, which is required to develop. However, the manpower which has been identified, they are highly talented but may not be knowing a particular skill.

So, we have to provide the training for that purpose. So, provide consistency during the interview, then guides the candidates' assessment. So, it becomes very important that is the what is the candidates' assessment. If we are able to develop that candidate's assessment properly, we will be able to identify the talent skills gap. Enables assessment of candidates for the culture fit; this is with this we keep on talking about these issues.

In talent management, it is very important you may acquire a very highly talented person but, will that person will be able to fit in your culture. I always give that example like a daughter-in-law, she is most beautiful. She is well educated, but whether she will be able to accommodate the family's culture or not, otherwise she will not. She will be the wife of the husband but will never be a daughter-in-law in the family. So, therefore, that role will be missing.

So, therefore, in that case, it is very important that it enables the assessment of candidates for cultural fit. If culture fit is there, everything will be done. Learning and leadership development is there, and it is a diagnosis employee leader development needs; that is the how they are able to develop that leadership development needs are there.

And informs content for the core leaders development programs are there. The core competencies for which the talent you identified the talent gap, that there are critical issues. And those critical issues that they will be privileged alignment for the development with the business goals.

Performance management; in performance management establishes the performance expectations, which is what is expected from the performance of the employees and whether they are able to fulfill or not. If they are not able to fulfill the expectations of the performance, then, in that case, there will be a lot of gaps, and those gaps are to be fulfilled as it says the skill gaps.

So, there are different job skills are there and that there will be the skilled semi-skilled are there, and if the skills are there, then particular job which requires a particular next level of knowledge because, when you are recruited.

So, definitely, in that case, they have that particular skill, but when you are looking for the potential appraisal. From the performance appraisal to the potential appraisal from the current state to the future state, then definitely assess the skill gaps; if you are able to assess the skill gaps, then you will be successful.

Provides the how-to for achieving the performance goals. And this is very important people are talented people willing also, but they do not have the direction. And, if you provide them the direction of their performance management, that will be a wonderful road map.

I would like to share my example that is when I joined IIT, Roorkee in 17 years back and that time at the beginning of only it was told to me, that is, please go through the performance our performance appraisal form. Within the first few days of my joining, it was told; however, the performance appraisal form that time was supposed to be submitted after one year.

But my leaders were so visionary that they advised me that it is the read now today only. And then you will come to know that what you have to do in 1 year. And so, that at a time of the end of the year, you will not feel that is you were not aware, for example, a project. So, at that time, you cannot say that I did not know the project. So, Ph.D.

guidance that time I should not say the end of the year that I could not do these things a b c d I could do no, that is why I should know the a b c d in advance only.

So, that when at the with the paid off time, I develop the a b c d for achieving the performance goals. And then career and succession management is there. So, assess the readiness for the next roles. So, career advancement because, when we are talking about the competencies integrating into the talent process, they are ready for the next role, that is, a promotional role that they should be very clear.

Diagnosis development needs that is they are able to diagnose what are the development needs are there, in the career and succession management. Then, the diagnosis of the development needs and illustrate career progression opportunities. Always talent is looking for career progression. If they are going by this particular process, then definitely they will be able to make the competencies into the talent management process, they will be able to integrate.

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illustrates a list of 10 representative core competencies and their definitions.

Core Competency	Attributes
Action orientation	Targets and achieves results, overcomes obstacles, accepts responsibility, establishes standards and responsibilities, creates a results-oriented environment, and follows through on actions.
Communications	Communicates well, both orally and in writing. Effectively conveys and shares information and ideas with others. Listens carefully and understands various viewpoints. Presents ideas clearly and concisely and understands relevant detail in presented information.
Creativity/innovation	Generates novel ideas and develops or improves existing and new systems that challenge the status quo, takes risks, and encourages innovation.
Critical judgment	Possesses the ability to define issues and focus on achieving workable solutions. Consistently does the right thing by performing with reliability.
Customer orientation	Listens to customers, builds customer confidence, increases customer satisfaction, ensures that commitments are met, sets appropriate customer expectations, and responds to customer needs.
Emotional intelligence	Possesses the capability for recognizing, regulating, and constructively handling one's own emotions and the emotions of others.
Interpersonal skill	Effectively and productively engages with others and establishes trust, credibility, and confidence with others.
Leadership	Motivates, empowers, inspires, collaborates with, and encourages others. Develops a culture in which employees feel ownership in what they do and continually improve the business. Builds consensus when appropriate. Focuses team members on common goals.
Teamwork	Knows when and how to attract, develop, reward, and utilize teams to optimize results. Acts to build trust, inspire enthusiasm, encourage others, and help resolve conflicts and develop consensus in creating high-performance teams.
Technical/functional expertise	Demonstrates strong technical/functional proficiencies and knowledge in areas of expertise. Shows knowledge of company business and proficiency in the strategic and financial processes, including profit and loss (P&L) planning processes and their implications for the company.

So, here there are certain illustrations, that is what type of the list of the 10 representative core competencies. And their definitions that is the what type of their core competencies are there. First, we will take the action orientation, the action orientation targets and achieves the results. So, you see, nothing can be compensated as compared to the job skills.

One has to be very strong in his job. And therefore, that is a target and achieves the results. So, whatever the target is there and the target has to be achieved by that particular employee, who is classified as a talented employee. Overcomes obstacles; whatever the problems are coming, they are overcoming obstacles.

Accepts responsibility more and more responsibilities are accepted organizations have to learn, the leader has to get work done, but how alone he cannot do that work. So, what he does? He gives responsibility to different persons unbiased. And therefore, they are accepts the responsibility.

Establishes standards and responsibility. So, there will be benchmarking practices that is what one has to do. So, there will be the these responsibilities will be defined. Then, it creates a result-oriented environment; ultimately, nothing will become justified if the results are not there. To get the results, it becomes very important that is you are having a result-oriented environment.

So, what has been asked to you to deliver? You have delivered. What has been asked you to achieve? You have achieved that. And therefore, result-oriented environment that will make the 10 in the top 10 competencies and follows through an action. So, actions are to be taken. The second list of the competency is there that is about the communication. Communicates well both orally and in writing.

And then, therefore, in that case, it is becoming important that is one is able to write both orally and writing communication, verbal and written communication. Effectively conveys and shares information and ideas with others. What are managers required to do? That, they are supposed to share that particular information with the others effectively so, HR policies, HR rules new rules are made and new changes are made so, that has to be communicated very effectively and share the information with others.

Listens carefully and understands various viewpoints, the leader, the talented person, they must be at the leaders' position. So, what is required? That is, they should listen and understands others very carefully that what they are saying. Presents ideas clearly the presentations, they are having the proper procedure and consistently and understands relevant deals in the presented information.

So, whatever the details are there in the presented information, those all detail present are to be known by each stakeholder. So, that way, the communication will be done, whether it is verbally or it is in return, or it is symbolic. So, therefore that particular presentation of the information is necessary.

Creativity or innovation that generates the novel ideas; as I mentioned, the importance of the talent is the competency of talent is that is the generation of the novel ideas: the new product development, solutions to the problems. So, nobody has thought of the solution, and you think of that particular solution that is a novel idea. And therefore, that novel idea and develops are improved the existing and new systems.

So, you are improving the new system the existing system, and you are improving and making a totally new system. When you are making the new system, the people are very happy. That challenges the status quo, takes a risk, and encourages innovations. So, always whenever you are going for a new task that will challenge to these your status. And, definitely, it takes risk will be involved, and but ultimately, what will happen? The innovations will be there.

So, that creativity innovation is the competency, which is becoming very important. And, nowadays, much more emphasis is based is given to the critical and innovation strategy. Critical judgment possesses the ability to define issues and focus on achieving workable solutions.

So, therefore, the employees will be able to possess the ability to define the issues and issues. What are the issues are there in the organizations?. If the issues are not they are not becoming proper, then definitely they will are not addressed properly, then the organization will not grow. For the growth of the organization, it becomes very important that there are certain issues.

And what you want to achieve? Many times organizations themselves are not clear about what they want to achieve. So, then that decision-making process strategic decision making will be totally complex because they themselves are not clear what they want to achieve.

And what solutions are they looking for workable solutions? Consistently does the right thing by performing with reliability. And, if you are able to develop that particular

reliability, then you are done. Then, customer orientation listens to customers builds customer confidence.

So, therefore, that is a relationship, relationship with the customer that will be built only when you are listening to them and developing confidence. It increases customer satisfaction, and nowadays you are talking about customer delighted. So, customers are delighted so, that is the concept and, when we are talking about customer delighted and responsible to the customer needs that is very important.

Emotional intelligence. Possesses the capability for recognizing, regulating, and constructively handling one's own emotions and the emotions of others. We are talked about the emotional intelligence is there, emotional intelligence is about self-awareness, self-regulation, empathy, motivation, and socialization. So, these are the five dimensions of emotional intelligence. They is concerned.

So, in emotional intelligence, this 1 2 3 4 5 dimensions will create the employee that is strongly emotionally intelligent. To create these emotionally intelligent, it is whether you know to recognize regulating this awareness. And constructively handling one's own emotions with the empathy, motivation and socialization, that is the handling the one's own emotions and emotions of others that is a socialization process.

If you are able to do that, then definitely, in that case, you are a very strong emotional worker or emotional labor. So, emotional intelligence that is possessing the capability that has to be very strong in the development of the talent process in the organization. Leadership qualities, leadership that is the motivates, empowers and inspires we will talk the leadership in detail later on also. That is the motivates, empowers and inspires, collaborative with and encourage the others.

So, therefore, are you feeling motivated, are you empower, or are you not feeling that inspired by yourself. If you are inspired by that, then you are inspiring the others also. The leadership develops a culture in which the employees feel ownership in what they do and continually improve the business.

So, therefore, ownership as I mentioned, empowerment and ownership organizational citizenship behavior and psychological ownership. So, psychological ownership is developed by the leaders, that is, yes, you are the king of the house, and you have to

make the decisions. So, builds consensus, when appropriate, focuses team members on common goals.

And therefore, when they are at the appropriate places, then there will be a team-building and then accordingly, they will find the common goals are there to achieve. The next one is that is teamwork is there. So, therefore, if we are talking about team work, everybody is working together.

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illustrates a list of 10 representative core competencies and their definitions.

Core Competency	Attributes
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Technical/functional expertise	Demonstrates strong technical/functional proficiencies and knowledge in areas of expertise. Shows knowledge of company business and proficiency in the strategic and financial processes, including profit and loss (P&L) planning processes and their implications for the company.

Handwritten notes:
 - Next to Teamwork: *phases*
 - Next to Teamwork: *everyone*
 - Next to Technical/functional expertise: *achieve more*

4

Together everyone achieves more team means what together everyone achieves and more so, t e a m team is there together everyone achieves more. And here you will find knows when and how to attract develop reward and utilize. So, team performance unless until you do not reward the team performance, they will not be able to gain and utilize teams to optimize the results.

Now, acts to build the trust inspire enthusiasm to encourage others. So, therefore, the team members who are doing this are encouraged, and they are inspired. So, definitely, they will like to do more. And, help resolve conflicts and develop consensus naturally in the team formation, there is a storming performing forming storming performing right and then adjourning is there.

So, when you are talking about the first is forming. So, a team is formed, then they will be the naturally they are coming from the different personalities, they will be storming

then norms are created, and then performance is then and then the adjourning is there. So, that teamwork is becoming the inspire the enthusiasm to encourage others, and help them resolve conflicts right. Conflicts are a time of developing the norms.

And develop the consensus in creating higher performance teams. So, there will be no need of the employees to feel demotivated, and there will be high-performance teams. Technical and functional expertise is there. So, there is demonstrate a strong technical, and functional proficiencies that always I talk about that is the first. And the foremost requirement is the job skills knowledge of job skills; there is a technical skill, technical skills, human skills, conceptual skills, analytical skills, designing skills.

So, therefore, technical skills is the number 1. So, it demonstrates the strong technical, functional proficiencies and knowledge in the areas are the expertise. Shows knowledge of the company business and proficiency in the strategic and financial processes. Including profit and loss, therefore, in that case, there can be profit and loss planning processes, and their importance for the company is there.


So, what is the role of their of these teams that has to be seen, and accordingly, the ultimate purpose is that is the profit and loss planning and there bring the company into the profit? So, that will be the objectives.

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II- Performance Appraisal:-

A performance appraisal is a measurement of actual results achieved within those areas for which the employee is held accountable and/or the competencies deemed critical to job and organization success.

Performance Appraisal



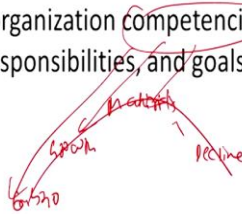
The illustration shows three ladders. A red 3D figure is climbing the middle ladder. To the right, there is a red stamp with the text 'UNDER REVIEW' and a red stamp with the text 'BEATEN UNDER'.

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Now, the second one is the performance appraisals are there. So, once we know that is 10 competencies are there, there will be the measurement of actual results. And therefore, employees will be critical to the job, and organizational success will be there.

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There are only a relatively small number of ways organizations measure employee performance. Dick Grote, describes a cogent view of performance appraisal. His model envisions performance appraisals consisting of organization competencies, job family competencies, key job responsibilities, and goals and major projects.



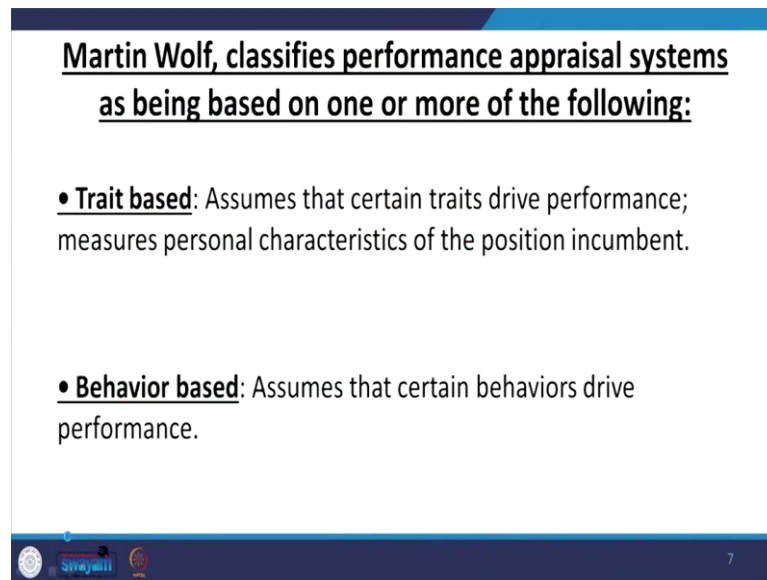
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There is a small number of ways organizations measure employees' performance. Dick Grote describes a cogent view of performance appraisal. This model envisions performance appraisal consisting of organizational competencies. So, therefore, organizational competencies are there whether the organization. Now, you see organization life cycle, organization lifecycle it goes by like this embryo, growth, maturity and declines it goes like this.

So, therefore, organizational competencies will be depending upon the stage; stage of the life cycle of the organization. And, then if that is in the case, it is going to be beneficial for all the stakeholders of the organization, then the job family competencies will be taken into consideration. And with the job competencies, there will be the job responsibilities right.

Once what you have, once is what the power you have, you are empowered, but with those decisions, empowerments. What can you do and what can you not do? The job responsibilities, goals, and major projects are there, which you have to have to achieve.

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Martin Wolf, classifies performance appraisal systems as being based on one or more of the following:

- **Trait based**: Assumes that certain traits drive performance; measures personal characteristics of the position incumbent.
- **Behavior based**: Assumes that certain behaviors drive performance.

So, Martin Wolf classifies the performance appraisal systems as being based on one or more of the following, that is a trait-based. That certain traits drive the performance measures personal characteristics of the position incumbent. So, therefore, it can be like this that is the person has the personality trait. The personality traits are the extrovert, introvert, thinking, feeling, perceiving and judging.

So, therefore, there can be different personalities. And, then they will decide on the basis of the personality that person can do the job or he cannot do the job. So, many times you will find that is in the defense service; it is a personality trait-based test that is becoming more important. Behavior-based. Assume that certain behaviors drive performance; that is, there will be certain behavioral aspects.

And on the basis of those behavioral aspects and there will certainly be drive performance will be there, and the persons will decide about the behavior. Then there can be the knowledge or skill-based is there, that certain knowledge and skills drive performance measures what the position incumbent knows or applies.

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• **Knowledge/skill based:** Assumes that certain knowledge/skills drive performance; measures what the position incumbent knows/applies.

• **Results based:** Assumes that achievement of objectives equals performance; measures what the position incumbent achieves.

So, talented people, will be given certain responsibilities on the basis of their what exactly knowledge and skills they are having. Certain employees, they are having a very high strong level of knowledge and skills, and then they will be promoted. Results based are their achievement of the objective equals performance, measures what the position incumbent achieves. And therefore, that will be the criteria.

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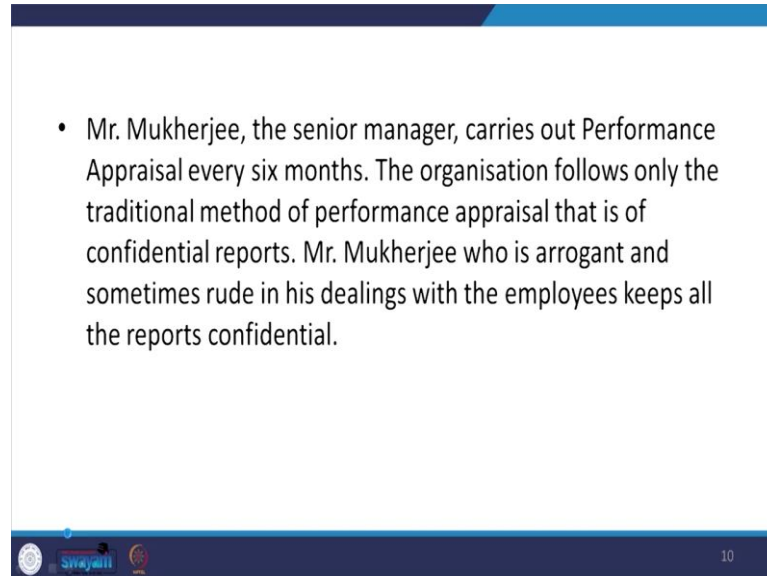
Case Study

Step up Learning School is an educational centre that employs nearly 500 employees to carry out its various activities in the four branches in Mumbai. Mr. Oberoi is the HR manager who looks after the HR functions like recruitment and selection, training and development and performance appraisal.

So, finally, I will like to take a case study that is a step of learning school is in educational center, that employs nearly 500 employees to carry out his various activities in four branches in Mumbai. Mr. Oberoi is the HR manager who looks after the HR

functions like recruitment and selection training and development and performance appraisal.

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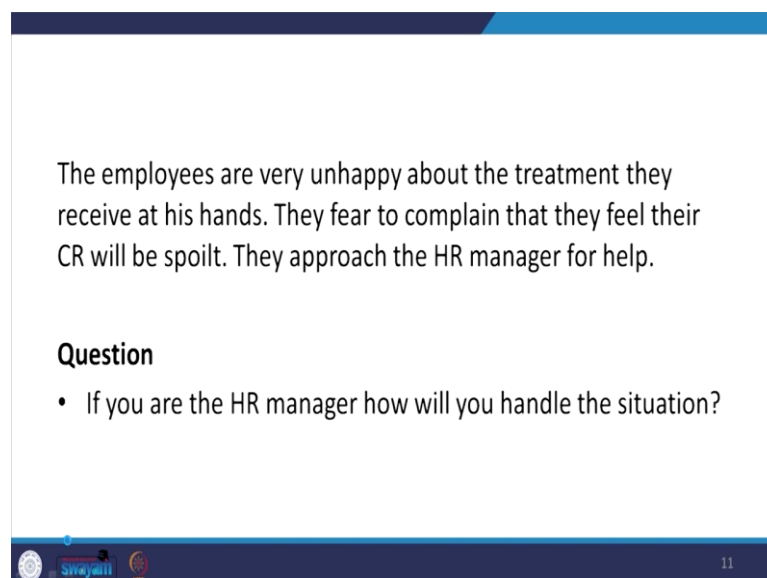


• Mr. Mukherjee, the senior manager, carries out Performance Appraisal every six months. The organisation follows only the traditional method of performance appraisal that is of confidential reports. Mr. Mukherjee who is arrogant and sometimes rude in his dealings with the employees keeps all the reports confidential.

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Mr. Mukherjee, the senior manager, carries out a performance appraisal every six months. The organization follows only the traditional method of performance appraisal that is of the confidential reports. Mr. Mukherjee, who is arrogant and sometimes rude in his dealing with the employees, keeps all the reports confidential.

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The employees are very unhappy about the treatment they receive at his hands. They fear to complain that they feel their CR will be spoilt. They approach the HR manager for help.

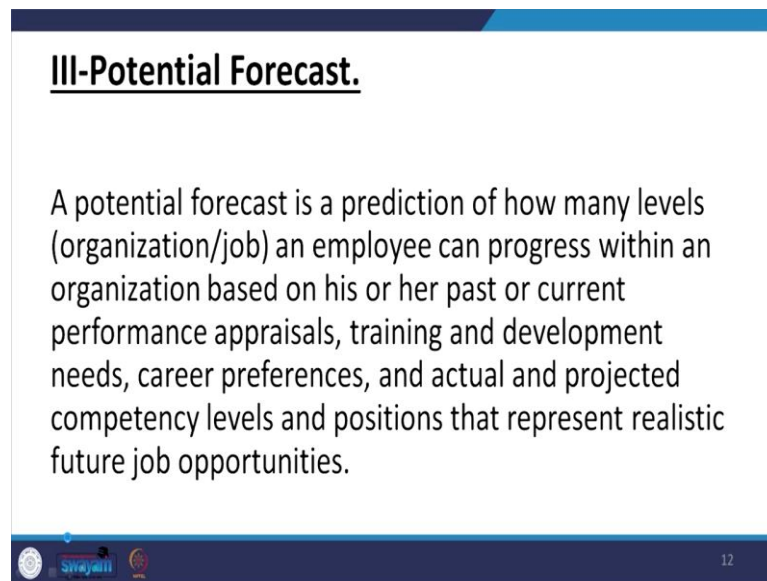
Question

- If you are the HR manager how will you handle the situation?

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The employees are very unhappy about the treatment they receive at his hands; they fear to complain that they feel their CR will be spoilt. So, they approach the HR manager for help. If you are the HR manager, how will you handle the situation? I will not give a direct answer. The answer is in the competencies. So, in the 10 competencies, if you will refer, you will find the answer for this particular question is there.

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III-Potential Forecast.

A potential forecast is a prediction of how many levels (organization/job) an employee can progress within an organization based on his or her past or current performance appraisals, training and development needs, career preferences, and actual and projected competency levels and positions that represent realistic future job opportunities.

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The second part of the after performance appraisal is the potential forecast is there. How many levels can employee progress within an organization based on his or her past or current performance appraisals? So, the training and development need career preferences and actual and projected competency levels that represent realistic future job opportunities.

And on the basis of this, we will decide about, that is how the talent competencies are to be developed. On the basis of their performance appraisal on the basis of their potential appraisals, by identifying those skills the competency skills competency mapping and then we will understand how to analyze the talent. So, this is all about this session and.

Thank you.