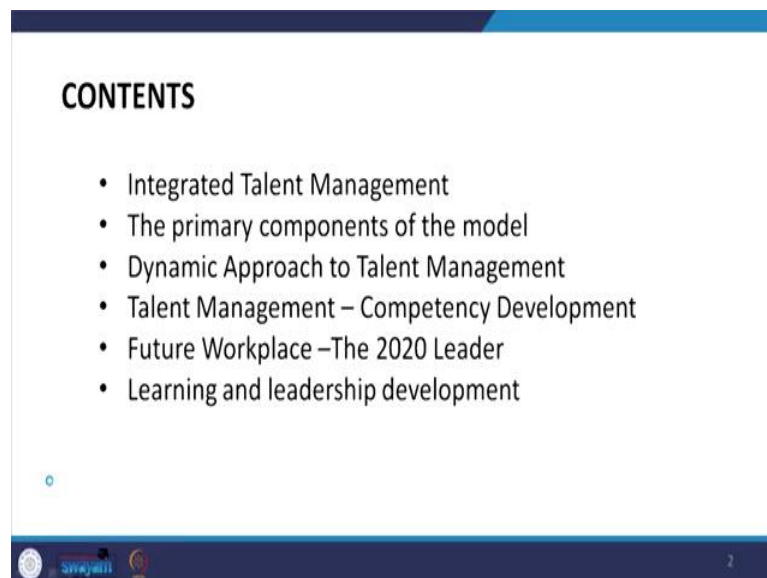**Talent Acquisition and Management**
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture – 18
Integrated Talent Management

Today, we will discuss the integrated talent management. So, far we have discussed about it is how we will be managing the talent and what are the principles of talent management are there, and what are the different practices of talent management by the Indian organizations that we have seen so far, and organizations in India and their talent management practices.

Now, today we will see about the integrated the what it means; that is the first we will try to understand the concept. That is the whenever we use the word integrated, so exactly what will be the functions, what will be the roles that we will be covering in the integration. Naturally, integration means more than one.
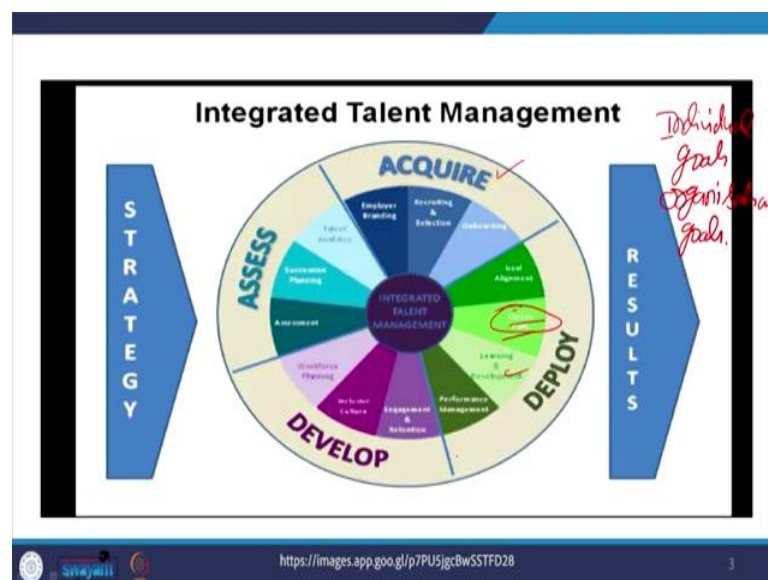
(Refer Slide Time: 01:10)

So, that concept first we will discuss. Then what are the primary components of the model in the integration. What dimensions, or the factors, or the components, are integrating and then creating the talent management practices. Then dynamic approach to talent management, there are different approaches. There is no static approach; there is a dynamic approach. Why is it dynamic?

Because you see that we so far I hope you have understood that is there is an individual, there is a group; there is an organization, there is a situation, there is an environment, there are the practices, there is work culture. So, all these factors are creating the dynamic approach to talent management then the competency development – how to develop the competency.

Future workplace – the 2020 Leader, what are the characteristics are there. And learning and leadership development, we will be discussing that is how we are going to learn, and leadership development is there.

(Refer Slide Time: 02:12)

So, what is integrated talent management is there? Now, here you will find that is there are the four factors that are very important that are the assessment, acquiring, deployment, develop. So, in this case, the same which we have talked about, that is the how we have to in the case of the recruitment or the planning of the talent management, acquisition of talent management is there.

Now, in the acquisition of talent management, we talk about that is the employer branding, how the employer creates the brand that we have seen in the last session in which we have talked about that is their certain practices by the organization so that the employees are not only satisfied, the employees are an internal customer.

So, it is not customer satisfaction; it is the customer delighted. So, therefore that internal customer employee, they are not only happy, but they are delighted in the organization. So, that creates an employer brand.

So, great workplace; and in the great workplace, there are so many practices by which they are giving the freedom, flexibility. And the examples are the flexible working hours, or the job profiles, matching with the personality, choose your job, craft your job, crafting of the job that is also the comes under the employee branding, where the organizations they craft.

They ask the employees, and you craft your job. It is not the organization that will give you that this is your job profile, and job description, and job specification. No, you craft your job. And that if such support is given by the organization, then definitely there will be the employer branding, strong employee branding will be there.

Then in the acquisition, basically, it is recruiting, and selection is there right. And then they are putting the employees on board. And onboarding is very important. Now, you see that onboarding, why is this the word has been used? Onboarding means now they are ready to take off.

So, once you are boarded, then you have supposed to takeoff: takeoff means excellent performance in the organization. And therefore, in that case, it is very important that is the how the onboarding is done. If the boarding is not properly done right, then the people will not enjoy the takeoff.

So, it is just like when we are traveling in a plane and then if you are not comfortable in the boarding and that is why the boarding is given that much of importance. If you have done that boarding, then you can go to the new heights in the career, and similarly, the plane goes into the that is analogy is there.

Now, however, once you have done the onboarding, then you to deploy them; deploy means what – the goal alignment. Now, we always have to see the individual goals and organizational goals; this is very important.

In the case of the individual goals, what is the individual goal? The individual goal will be first will be survival in the organization, second will be happiness in the organization, and third will be growth in the organization.

So, goal alignment, all these goals right there, has to be aligned. What does it mean? The employee should first have comfortable at the workplace, then he should be happy, and then he should be aligned with the organizational goal for the development and growth opportunities. This will be possible only with the help of the career path.

So, your career path everybody decides its career path; some people decide their job path. There is a difference between a job and a career. So, these boarding and takeoff you know some somebody will not like to go to that much heights that are not the objective, or we can say there is no competency also, but it is not necessary that is all competent persons will take off right, it is the individuals choice so of the job or for the career.

But in general, when you are talking about talented people talent management, so by default, by design, it comes that is the people will be interested in making their career. And therefore, in integrated talent management, it is not the job; it is the career that has been taken into consideration.

Then nowadays the role of the learning and L and D – learning and development that has become very important right. So, like the age group, there is no age for learning as such, and there is no age limit for that, and the people can learn even the people learn after retirement.

In our department, one of the MD doctors retired from the army, and then he has done Ph.D. from the Department of Management Studies, IIT, Roorkee. So, therefore, you cannot say that is there will be a particular age of learning and development.

But in general, when we talk about the demographic variables and the age and learning, so naturally, in the early stages of the age, your learning is fast, and you are keen to learn. After that, there are examples, but maybe some exceptions right some examples maybe the exceptions are there. But so those who learn after retirement, but there are.

So, L and D is becoming the deployment is very very important at what technology do you use, how you are making them the learn and develop, how you are focusing on their

goals. As I mentioned, organizational goals and individual goals and that to achieve an individual goal to reach that height, it is important that is you are learning something new.

Learning means new. So, you are changing yourself with the period of time, and you are developing. The change is positive; change is not negative. Change is positive. And you are developing, and therefore learning and development is there. On the basis of that, what we do? Performance management is there.

So, this performance management that will be depending upon that is the, whatever the job has been done after your recruitment, so when the acquire position acquisition of the talent is made, when the deployment is going on, and then how the employee is performing? Because it is a basic principle in management the ROI – Return On Investment.

What is the return on investment? So, the investment may be of the emotions; investment may be of the man, machine, material, money, method, minutes, whatever the investment is there. So, in that investment, it is important that is there is a performance management evaluation will be done. And on the basis of that evaluation, you we the organization, will decide that is where to place this particular talent at the front line, at the middle level, or at the top level.

So, therefore, that engagement and retention, the talent engagement, talented, engagement. He will not be happy. If you keep him free and say talent will not do that, talent will be worried. And I have met many students and these type of employees if they are idle, they become restless because they understand that is this is not good.

So, if somebody is giving them the salary and they are not doing any job, they will not appreciate it. Talent will not appreciate. Some people might be there, but normally the talented people will not appreciate it. So, what is required? Engagement is required. Engage them. And when you are making the engagement to them, then they are busy, they find the results, they continue organization, and there is a retention of the employees are there.

A second important aspect is that is in the development is the inclusive culture. Inclusive culture means I always give the example of the daughter-in-law, newly wedded

daughter-in-law. When she comes to in-laws house after marriage, right, so what how the mother-in-laws treat? Inclusive culture.

She says that you are part of this family. So, a new employee is also part of that organization. And if that organization if he is accepted right, and therefore, in that case, you will find that is will be the inclusive culture is there. Now, you see there are the three types is there. The first one is that is the development and growth culture that I say means development culture right.

Then there is the culture. Culture means that is the improvement, this development right. And therefore, the corrective actions are taken, learning and development are done, the employee has been included in the culture. And it is the culture that is there. So, culture – accept it, right.

So, therefore, in that case, it becomes very important that is the what type of culture you are? You are into the development culture. So, which culture will the talent like? Talent will like that is the if he has developed that competency is to be there right. And therefore, he should be promoted. He should be given a chance to the higher positions, his growth that will be there.

But if he is not doing good, what is required? An improvement is required and, therefore, inclusive of that particular employee to make the corrective actions. Or you find that if the employee selected then accept, that is a this is a situation. So, therefore, these three strategies of talent management that has to be implemented at the right time with the right personality.

So, therefore, it should not be a mismatch, where is require improvement is required; there you, please do not go for the acceptance; or because if you accept as it is, there will be no [FL] there will be no improvement. But if there is a chance of improvement, we have to make the improvement and get to the [FL] that is the next level that takeoff. Takeoff is very important, [FL] means takeoff. So, therefore, in that case, there is an inclusive culture is to be there; they identify the talent and apply the proper strategy.

Then the workforce planning is important. Now, you see many organizations they what they will do? They will keep 10, 20, 30 numbers, there is no manpower planning, and

they will keep the people. And then they will ask them ok, now you leave. When you did not require that much, your planning should have been done properly.

They would have tried somewhere else to get the job and got some established, but when the organization does not have the proper planning, workflow planning is not there. So, what happens? It is just making fun of the talent. So, therefore, proper workforce planning is required.

When you want to make, you take as much as possible, right. But when then, but after some time, give them the job; place them, deploy them. But at the time of deployment, you say bench, the talent will not like this. So, therefore, workforce planning is very important.

Now, the last is the assessment right. So, therefore, in the case of the assessment, it is the potential assessment. Here we have talked about performance management. Here I would like to say that is the in integrated management; it is the assessment is there that is about the potential assessment. And when you find out that there is a potential right. And if there is a potential, please keep him reserve for the higher position that is succession planning.
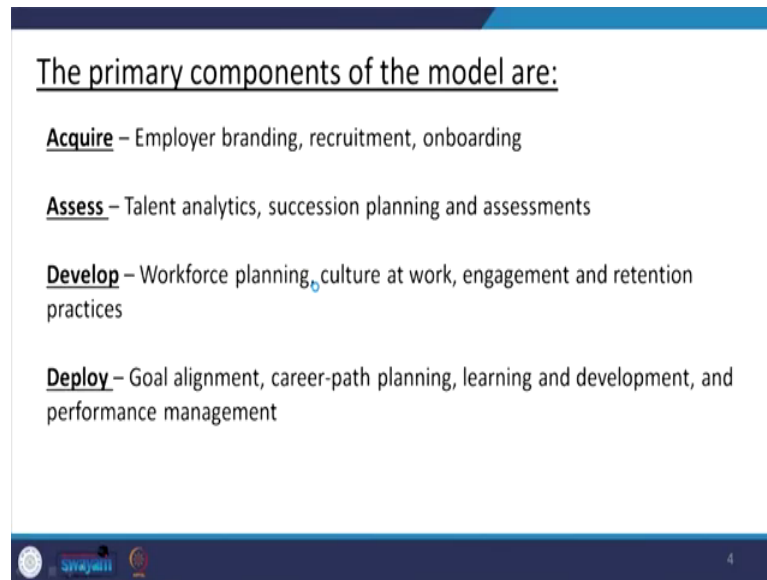
You are searching for a successor. There are many organizations that try to bring the best successor, but the successor could not do as the predecessor, and then there was a problem. But it is, unfortunately and sometimes it happens even in the most professional companies also, sometimes it happens because you never know human nature, human behavior when it will be turned.

When it will be like a dog, when it is like a horse, when it will be like a cat, when it will be like a fox, so, therefore, in that case, that there is a succession planning that is becoming very important. And then, there with the talent analyst, this is the I will take a different session also on this talent a full session I will like to take on the talent analysts and the analysis of the talent.

Nowadays, that is very important, and the popular also, and organizations are already practicing also. So, therefore, in that case, that is a talent analysis is there. So, what should be the strategy? The strategy is to acquire, deploy, develop, and assist. As a result of which, what will be the results?

You will get the right candidate at the right place. So, this is all about integrated talent management is there. So, acquire, assess, develop; and deploy – career-path, learning, and development, already I have mentioned. So, I will go to this.
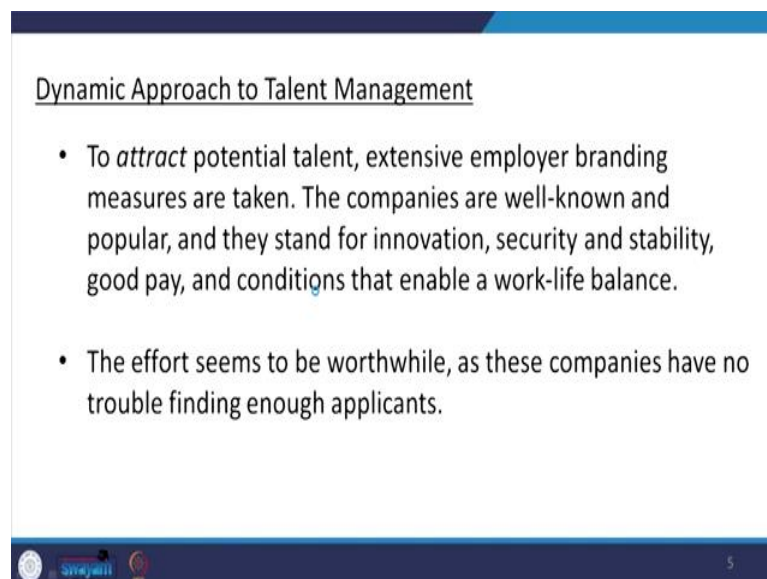
(Refer Slide Time: 16:29)

The primary components of the model are:

Acquire – Employer branding, recruitment, onboarding

Assess – Talent analytics, succession planning and assessments

Develop – Workforce planning, culture at work, engagement and retention practices

Deploy – Goal alignment, career-path planning, learning and development, and performance management

(Refer Slide Time: 16:31)

Dynamic Approach to Talent Management

- To *attract* potential talent, extensive employer branding measures are taken. The companies are well-known and popular, and they stand for innovation, security and stability, good pay, and conditions that enable a work-life balance.

- The effort seems to be worthwhile, as these companies have no trouble finding enough applicants.

Now, the next point is the dynamic approach to talent management. To attract potential talent, extensive employee branding measures are taken. Now, the way the impression of the family [FL], and therefore, in that case, that is an employee branding, in-laws branding.

What is in-laws branding is there? And then you find that is history, and the history talks about that is the there are the many success stories, and there are the struggles. And the struggles are faced by the team building dynamics. Every member of the family was working together, and now they tell the next generation that is this is the story, the story of success.

And therefore, that is the family branding and that is the here we will talk about that is the employer branding is there. That there was a time when economic recession was there, 2008, 2009 right – 12 years back, and then that time how organization implemented different strategies, and all the family members of the organizations means executives they work together.

They worked on half the salary. And there was no perk. Everybody sacrifices for the perk. And today, that organization is surviving, and the growth is there. That is called employee branding, dear friends. Employee branding does not come by the ornamental. It is the somebody has the very good ornamental, and then the people say oh it is the branding, very good.

It does not come like this. This comes from the hard work. It comes by the practice; it comes by the faith; it comes by the patience; it comes by the love; it comes by the belongingness; it comes by the citizenship; it comes by the optimism, and it comes by the happiness.

So, therefore, the extensive employee branding to attract potential talent, the companies are well-known and popular, as I mentioned. They are known families are known. They are well-known and popular. Yeah, this is the family; this is the culture. So, in spite of all these attractions, there is no deviation.

So, in spite of all these economic challenges, social challenges, legal challenges, technological challenges, the organization is still surviving. And they stand for how? Innovation – new product development, security, and stability – job security, we will share the bread.

So, I remember during the economic recession, many senior executive, especially vice president level and general managers, people in many organizations and what they did? They took half the salary. They have not taken the full salary, half salary. And they said

that is the let us see when the organization will make the profit, we will see, but today we will share our salary.

So, therefore, that security job security is there. Stability like in the Corona time in spite of all the odds, many organizations are with their employees, and that is the stability is there, no need to go anywhere continue. And maybe in the startups, I am not talking about the big houses. Even maybe the startups it is ok, we will share the bread, but you will not go, and it is stability is there.

Then in the good environmental conditions, it is good pay. And conditions that enable a work-life balance. Work-life enrichment that becomes very popular that is if you are having the balancing of the different favorable and unfavorable, so there is a continuity, there is it is a constant.

And therefore, that work-life balance is that is favorable and unfavorable, challenging and winning, all situations are coming into the life of an organization or the employees, and employees are balancing those situations. The effort seems to be worthwhile, but it will not come as it is; you have to make an effort.

You see, dear friends, what I am talking about the dynamic approach to talent management; it will not come automatically. It will not change that if you are grabbing something and putting the culture. No, culture requires practice. As I mentioned, it requires patience; it requires tolerance. Nobody will learn your culture without cost; there will be a cost right. And then you have to bear.

Are you ready to bear that cost? Culture will come. But if you are not ready to bear that cost and the cost, it may be very costly. I understand, many times, not sometimes many times imbibing that culture, developing the talent, it becomes costly. I hope you understand what I am saying.

It is not the financial cost; it is the investment of emotions; it is an investment of time; it is an investment of the efforts right, and that is giving the result, so no trouble finding enough applicants. As these companies have no trouble because employee branding is there, there is no trouble, employment branding I have talked about earlier in the earlier session also.

(Refer Slide Time: 22:46)

To select external and internal talent, a challenging multilevel selection process is used. So, do not make the haste; go slow. First, let the applicant apply. Have software, have the keywords. See whether the candidate is fulfilling that particular key satisfying the keywords or not.

And if it is not ok, no, the next step is required. But if he is fulfilling the keywords, then see that is the what type of job profile he can do, then organization, then let him interact with your clients; many organizations are doing that. They are not directly calling for an interview and then selecting. And the selection is based on the interview.

These methods have already been noticed that this is not correct. It requires dating. It requires some time to spend together, and then we have to decide. And therefore, in that case, it is with the go-to the clients' complaints, handle the clients. Go to the dealers, handle the dealers. Go to the meet these other stakeholders of the society external, meet them; internal meet some executives. And then, your interview will be planned on the basis of the comments by all.

So, therefore, in that case, it is the, and in addition to managers and the HR department, top management is often involved right, so that is a manager who is responsible for that with the help of the HR department recruitment that you know. And the top management is often involved.

So, that the top management is interacting understanding even though the selection for the post is might be by the front level, but top management is directly involved, so that the practices, that culture and those expectations that can be checked. In rare cases, a talent can even nominate himself or herself. Nowadays, this is also a very common practice right.
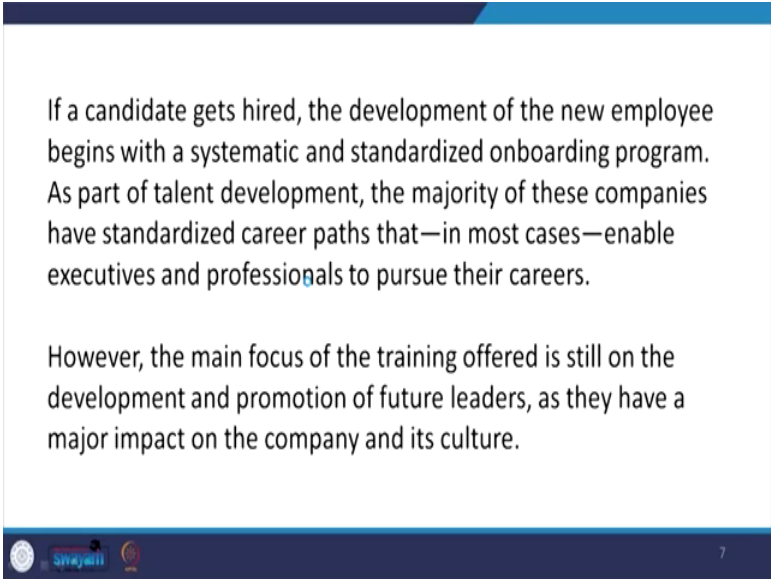
Those who are interested in your organization and your organization is carrying a very good brand. So, they will nominate themselves. In it like now in case of this employment, you will see LOR - Letter Of Recommendation that has become very very important. So, no final order will be released unless and until the LORs are not formed.

The letter of recommendation what has been mentioned, who is mentioning, what has and what are the contents, what are the strengths and weaknesses analyzed by the person. It is his responsibility, a serious responsibility. In addition to challenging and complex selection procedures, because the applicants are more, so the process becomes more complex such as assessment centers. I have talked in the last session about this psychometric test.

And in the psychometric test, you will find these assessment centers are doing those tests and identifying the psychology of the candidate applicant. And that psychology are those responses into that by the respondent will be analyzed and that result will speak the matching with the culture or not.

Several interviews are conducted as I mentioned it is at these the external stakeholders, external stakeholders are the customers or clients, interaction with the clients, interaction with the dealers, interaction with the society, and then with the internal customers that is those who are the potential colleagues or the bosses or the different executives, coordination is required with those departments, those departments managers. So, there will be so many people will meet and interact formally and informally, and then they will decide whether it is to be done or not.

(Refer Slide Time: 26:43)

If a candidate gets hired, the development of the new employee begins with a systematic and standardized on boarding program right. So, after this so many interviews are done, and then the person will be called for the on boarding programs. As part of the talent development, the majority of these companies have standardized career path that – in most cases – enable executives and professional to pursue their careers.
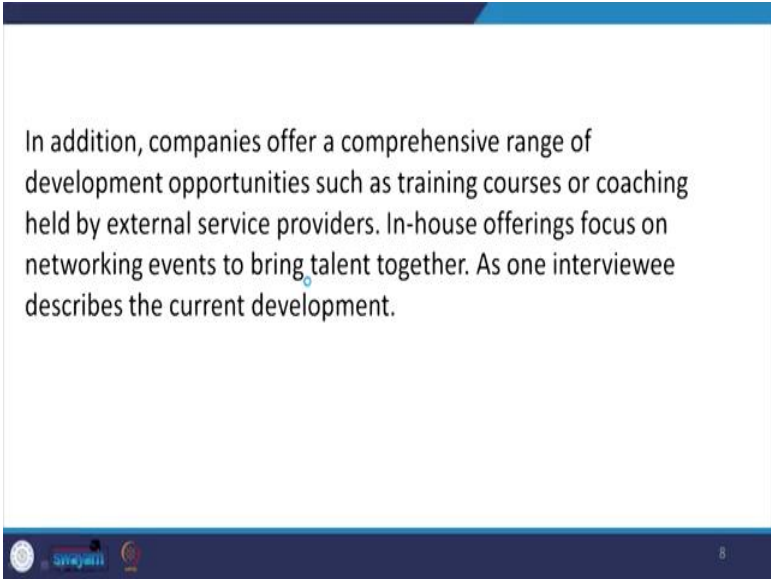
So, here you will find that is these companies have standardized career paths on the ways that if you see remember that particular slide in which I have talked about that is the development you know. So, there is an acquisition, there is a deployment and there is a development. So, in most of the here, it is a career path that professionals want to pursue in their careers.

The main focus of the training offer is still on the development and promotion of future leaders. It will depend on the development and promotion of the future leaders as they have a major impact on the company and its culture. So, there are top-level executives, and they will decide on the basis of these all these interactions is there.

(Refer Slide Time: 27:51)

In addition, companies offer a comprehensive range of development opportunities such as training courses or the coaching held by external service providers. And like the headhunters, there are the headhunters, there are the coaches, right external consultants, and then they all these they are making the development opportunities training courses right.

And when we are talking about these online programs and a many of you might be working executives as usual, and then you are taking this particular program. So, therefore, in that case, these types of training courses are the coaches, then the external service providers are there like the MHRD has done this.

In-house-offering focuses on networking events to bring talent together, and therefore, it becomes very important that is networking events are for the talent that has been brought together. As one interview describes the current development, in this case the example is also taken.

(Refer Slide Time: 28:53)

Talent Management – Competency Development: Key to Global Leadership

Global leaders are individuals who effect significant positive change in organizations by building communities through the development of trust and the arrangement of organizational structures and processes in a context involving multiple cross-boundary stakeholders, multiple sources of external cross-boundary authority, and multiple cultures under conditions of temporal, geographical, and cultural complexity.

So, in the talent management competency development, the key to global leadership. Global leaders are individuals who effect significant positive change in the organizations by building communities through the development of trust, trust-building exercise is becoming very important.

And as a result and the arrangements of the organizational structures and processes in a context involving multiple cross-boundary stakeholders, and multiple sources of the external cross-boundary authorities, so those who are the different stakeholders and authorities, and also the temporal, the geographical, and the cultural that complexity that will be taken into consideration whenever we are talking about the global leadership.

So, in global leadership, the major part is that is a geographical and cultural complexity is there because there are multiple sources, multiple leadership styles are there, there are multiple cultures are there. So, it will depend on that is what is the geographical and cultural complexity is there.

(Refer Slide Time: 29:58)

Future Workplace –The 2020 Leader

Leadership Capability	Leadership Behaviors
Collaborative mind set	• Inclusive decision making • Genuine solicitation of feedback
Developer of people	• Mentors and coaches team • Provides straight feedback
Digitally confident	• Uses technology to connect to customers and employees
Global citizen	• Has a diverse mind set • Prioritizes social responsibility
Anticipates and builds for the future	• Builds accountability across levels • Champions innovation

Meister and Willyerd (2010) highlighted five leadership areas that seem to be emerging for the leader of the future as shown in Table

So, when we talk about the future workplace, collaborative mindset, developer of the people, mentor and coaches team, provides straight feedback, digitally confidence, technology to connect to the customers and employees, global citizen, diverse mindset, and anticipates and builds for the future accountability across the levels, the champions innovations are there.

So, this is the future workplace the 2020 leaders are required. And therefore, that leadership requires global leadership will be required; this type of debt seems to be imaging for the leader of the future, as we have discussed here. And therefore, what is required? A collaborative mindset is required, the developer of the people.

Then the digitally confident, nowadays it becomes very very important uses the technology to connect to customers and employees. So, therefore, that because you have to connect with the outside world. So, digital confidence is very important.

Global citizen having the exposure has a diverse mindset. It is not like a single mindset, but it is a diverse mindset and prioritizes social responsibilities. These anticipate and builds for the future, builds accountability across the level. And the champions innovation that is the best part that is how the champions are built.

So, therefore, in this session, so we understand that is the dynamics of talent management it is coming from a cross-cultural variety. There is a leadership which is required the global leadership is required.

And if you want that global leadership, you have to understand the acquire, deploy, development, and assessment practices. Once you bring them, your branding is done, you are the best employer, you are the great place to work, and the talent will be attracted to you and will join you because of these practices. So, I end this session here.

Thank you.