**Talent Acquisition and Management**
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Lecture – 19
Global Talent Management Drivers – I

So, in this particular session, we will talk about the Global Talent Management, and what are the Drivers are there. In the last session, we have seen that is how the work culture and global environment are to be created.

And in here, what are the drivers are there which drives these global talent management practices. And once we learn those global talent management plan drivers, then we can try in our organization so that we can encourage, retain, and develop our talented employees.

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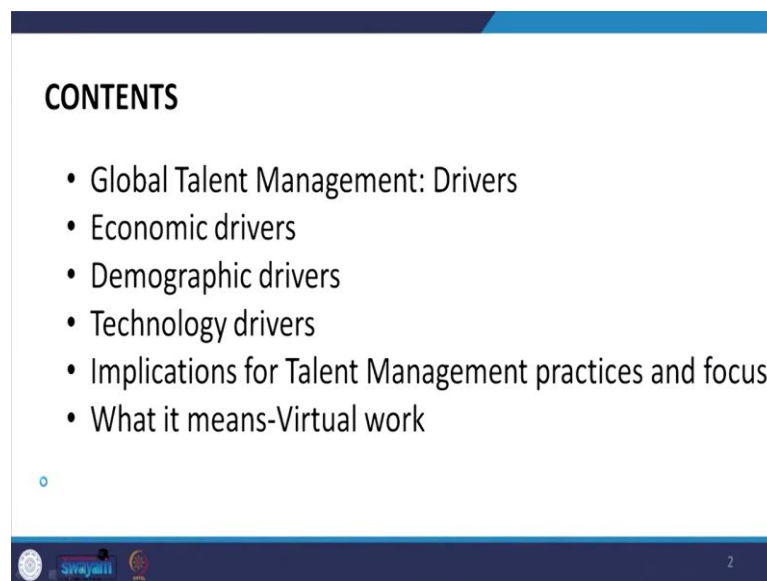
Then the economic drivers are there, and then the demographic drivers are there, technological drivers are there, implications, then we will also talk about the social factors which are affecting as drivers are there, and then the legal factors also. So actually, I would like to cover that pastel analysis that is the social, economic, political, legal, and technological.
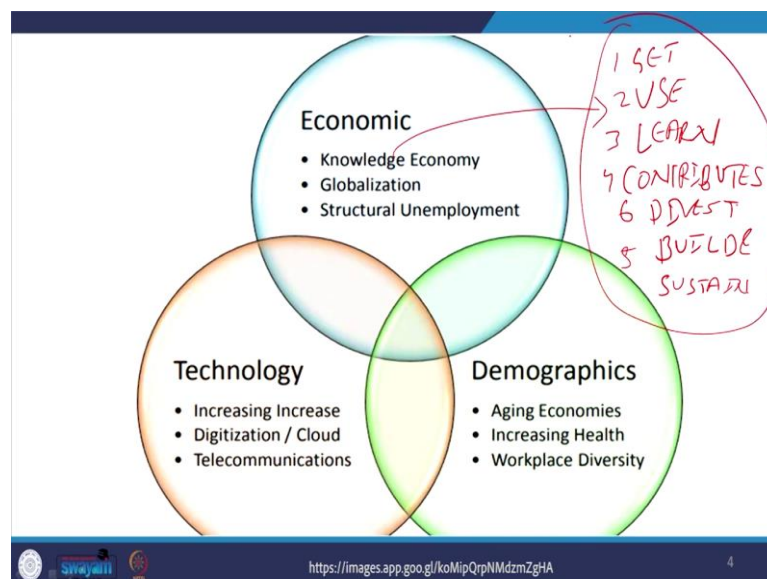
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So, implications for talent management practices and focus are there, and what it means in the virtual work is there. So, in this implications for talent management practices and focus, I will come to the economic drivers.

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Now, in the economic drivers, first, we will see that is how we are talking about the knowledge economy; we are living in the knowledge economy. And in the knowledge economy, how do you get that is the talent. The input to the talent is very, very important. And from which factors the input will be taken, for example, in the case of our publications, we see that is we are talking about this SCOPUS, SSCI, ABDC, or SJR, (Refer Time: 02:16) general research right.

So, therefore, the like these databases are there. So, there are, and so many are there, right. So, therefore, when we talk about the accepted sources are database which has the; which have the authentication. And then we will talk about how do we get it, that is the what is the source. Ganga Gangotri.

So, therefore, in that case, once we know that source from where the knowledge is flowing, and that source is authenticated, then 50 percent justification is done for your work for your knowledge. The second is how do you use it? Implications and there are two parts basically. One is practically at the workplace in the organizations; second is practical as your theoretical framework.

So, if you are finding your research, your knowledge is giving something concrete, which is usable at the workplace. So, there is a practical implication is there. Even if it is, it is not practically possible, but still, if it is having that particular theory application, conceptualization, then indeed we will say that is the use is there. Then, how do you what you learn from that learning process?

What is learning? Learning is the permanent change in behavior. And how do people learn? People learn from the surrounding work environment. Now, now I will tell you about many great places of work. When the employee joins, and when they see that most of the employees are busy in constructive work, they are busy in contributing to the organization, to the society, to the nation.

So, a new employee also learns that is the I have to also do like this, right. But if the new employee joins, he is in very much enthusiasm, he wants to contribute, he wants to do the great things, he wants to learn, he wants to prove himself, but when he enters, and he finds that is the rest of the employees they are not that much enthusiastic – they are not doing their jobs.

And if I will do the job, I will become the odd man. So, therefore, in that case, it is better not to do the job. So, what the talented employee requires? A talented employee requires that particular environment, enabling conditions, and that that he learns. And whatever he learns, he contributes. And when he gets used learn contributes, in that contribution will make the divest, contribution to the organization to the society of the nation, and that will be becoming the diversity is there.

All these processes will make making the build, build and sustain, sustainability, build and sustain, right. So, get, use, learn, contribute, build and sustain, and divest. So, these steps this is called the Wendy Ruth model actually. The Wendy Ruth has given in his book that is about this get, use, learn, contribute, build and sustain, assessment, divest is there.

Assessment is also there that we have seen in the assessment in the last session that is the deployment and assessment, development and assessment. So, assessment is there. Now, when in the knowledge economy, it becomes a work culture, this whole particular process that becomes the work culture. If you are able to learn that is the how-to get used on controllability and sustain assets and divest, then you are the knowledge worker, talented worker, talented employee, because you are the knowledge worker.

So, you have great knowledge, right. So, it is not the information, but it is the knowledge. And when you are the knowledge worker, you will use that knowledge. So, you will become the wisdom wise verse employee. And when wise employees are living in the organization, the organization becomes the high intellectual capital.

So, therefore, this knowledge economy plays a very, very important role whenever we are talking about the economic factors or drivers are there. What organization should do? And what should employees do? The organization should provide these all the resources where likes that sort of the training is there, that sort of development is there, the time that that is all sort of the resources are there, the e-libraries are there, e-books are there.

And therefore, if anybody wants the project compilation is there, there is a knowledge portal also. Many organizations having the knowledge window, knowledge window means just you open the window, and then you will find there is a piece of knowledge, right. You will see the knowledge. Knowledge means there are articles.

The projects have been done by the different employees, and those projects how successfully they have completed, what are their findings, what challenges they have faced, how they overcome those challenges. So, in that case, the whole documentation is done.

When then there is whole documentation, then in that here you will find whole knowledge is residing. Employee may go, he may leave the organization, but the knowledge is with the organization. So, that is about the knowledge economy is there.

The second point is that it is about globalization. Diversified culture is there. In one organization, you will find different types of employees are working. And therefore, in that case, you have to see that is how globalization has been done. And if globalization has been done – mixing of the different cultures, then definitely; now when we talk about nowadays we talk about the Atmanirbhar vocal for local.

Whenever the prime minister says vocal for local, and then, in that case, it is a human-centric economy, right. It is not a capital-centric economy, and now it is a human-centric economy. So, therefore, in that case, that globalization is there, where we are ready to serve Vasudhaiva Kutumbakam. And therefore, we are ready to serve and to the globe across the globe in spite of all the odds. So, therefore, in that case, we will find that is the globalization is given the priorities.

Then, structural unemployment. Here we will find that is the unless and until we do not encourage entrepreneurship. Especially in the management courses, till the management courses will be developing the job seekers and not job providers that will not be the problem will not be solved. In my one project, we sponsored by the ICSSR of a small amount of for the 20 lakhs of rupees.

And then I have found that is those findings of my courses that is the education, the talent development basically when we are talking about at the education level, and that requires the skill-oriented in addition to knowledge-oriented. We are not ignoring the knowledge. Knowledge is a compulsion, knowledge is a must, but only knowledge is incomplete formulation.

If you want an employable talent is employable, and then there has to be the knowledge and skills and attitude and habit that K.A.S.H model I have discussed earlier. So, that is just we have to take care of the structural unemployment is there. So, this is about the economy, is there, right. Then second first I would like to come to the technology and then demographics we I will discuss.

So, in technology, it is every day the technology is changing. Now, you are going for your mobile. So, now, first, you have gone for the 2G, we then the 4GB, then 6 GB, then 8 GB, and then the now when you talk about the 4G, 3G, 4G, 5G, 6G, 7G. So, therefore, it is the changes in the technology that is becoming. I must share with you that is the, my visit to the Maruti, and my visit to the Hyundai in Korea and Maruti in Manesar, and then we find that is the more advanced technology.

Now, there are so many demographic variables also, here you will find that is the; it will not be possible for a country like India to have 100 percent automatization. Because when you are on one side, you are talking about structural unemployment. On another side you are you cannot work in isolation now; you cannot work in silos.

What is required, you have to integrate. And for that integration purpose, it is very important that is the what technology is increasing, a balance is required. In the previous session, I talked about work-life balance. Here I will talk to you about the techno-economic balance. And the techno-economic balance is required, so that the whole organization, whole nation right, whole family right, so all can grow together.

So, on one side, the economy should develop other side technology should be advanced. But a balance work-life balance, a techno-economic balance that is very, very important for the countries like India. So, when we are talking about Asian business because I also have interacted on this subject Asian business with the Hanyang University Korea.

I took this particular subject of Asian business there. And then it becomes very, very important how you are balancing the economy and technology. Digitization and the cloud, now you see that cloud computing, cloud computing, and then there are so many issues are there, and some in some places that have been very much successful also.

And that is helping to share now there is another concept that is the co-working space common working space and in the co-working space the talented employees what they are doing they are having their own organization, small enterprises with the common resources. So, that is a co-working space; cloud computing is there.

Yes, you are the common technological server there, which you are the there is the number of these stakeholders there which they are using. And then the telecommunications which we have seen in the corona time that is how it is overused not

only used, but it is overused. So, therefore, these factors are also becoming very, very important.

Now, the demographics are there. Now, you see that is the aging economies. So, therefore, in that case, that those economies are like we have seen that that is the capitalist economy. And from the capitalist economy, then it has become the machinery economy. Machinery economy, and then we talk about the knowledge economy, grey in grey matter economy.

And that grey matter economy, knowledge economy, when you are talking about that is those organizations will be successful, which will be innovative. And what is innovation? Innovation is a knowledge economy. Innovation is an example of the knowledge economy. So, therefore, aging economies are there.

Then the increasing health nothing can be a better example than we have seen in these corona time, that is the how this demographic of the health is affecting to the economy totally. And at the workplace, the people, however, we have India having the unity in diversity.

But when we talk about the global level globalization, then in globalization, you will find workplace diversity that has changed tremendously. And to manage that change, it becomes very, very important that is the how you are going to manage this technology.

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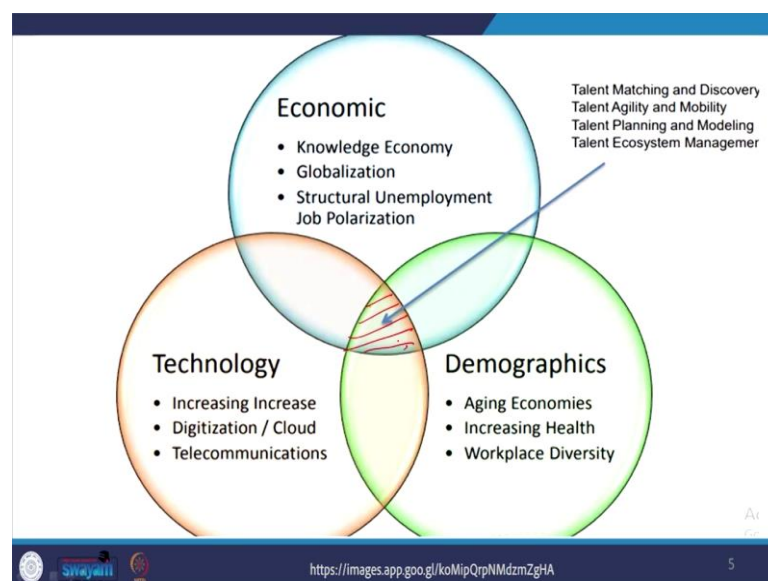
That talent matching and discovery, how it is affecting the talent management. Now, here this particular zone actually, zone means economical, technology, and demographic. This is the common area where you are talking about the economy also; when you are talking about the demographic also, you are talking about the technology also. So, talent matching and discovery, you will say that it is a high demand highly demanded, right.

So, yes, it is highly demanded. And in the highly demanded, it becomes important that is the how you are matching your talent and making the discovery of that particular step of the talent. So, what knowledge is required? The economy knowledge is required, the technical knowledge is required. And as far as the demographic is cons concerned, then the age is very, very important – at what age you are there.

Already India is a young country, and therefore, we have a young population, and that is why we can manage this demand that is we can match the talent and matching, and the discovery is there regarding these areas. Now, when we are talking about globalization, talent is global, global, agility, and mobility.

No problem, you will find that is the Indian talent is working across the globe whether it is Australia, or it is Europe, or it is the USA, or it is African countries, or it is Asia, right. And therefore, the talent that mobility and agility of the talent are becoming very, very popular, and here you will find it is that it competency mapping.

If you are competent enough, you are in demand. And simple example is of the English language right and therefore, there are different languages also, but the other languages may not be that much sustainable, but definitely the English language – global language when we are talking about the working across the globe outside India, so then, therefore, that becomes the helpful for your agility and mobility is concerned.

Talent planning and modeling are done on the basis of this that is the how you are nurturing the talent, how you are making the decisions, what are your strategies, what are your policies and procedures, are you framing the organizations are supposed to make the rules, but it will depend on the vision and mission of the organization.

If the vision, mission, goals, objectives are clear of the organization global organization right, so then you will definitely frame the strategies, policies, and rules. And from economics, you will take the budget, right. So, therefore, when we talk about talent

planning, then it depends on the objective and goals of the talent, vision, and mission of the talent acquisition, then how you are going for the developing that particular talent in the con; in the context of the strategies and policies framing?

So, you are framing such strategies and policies so that the talent is become becoming the more contributor – better contributor. And then on police-citizen policies that will be giving you the procedure and roles and budgeting is there and that will be the model. And therefore, different organizations will be having the different planning and the model.

And therefore, what is it they are able to acquire and retain? It is not only the acquisition, so you can attract, but are you able to retain or not right, so that retention is an important planning and the modeling is done. Talent ecosystem management, and therefore, in that case, it becomes very, very important on all these three aspects whether you are going to make the talent ecosystem management, so he with the economic technology and demographics is there.

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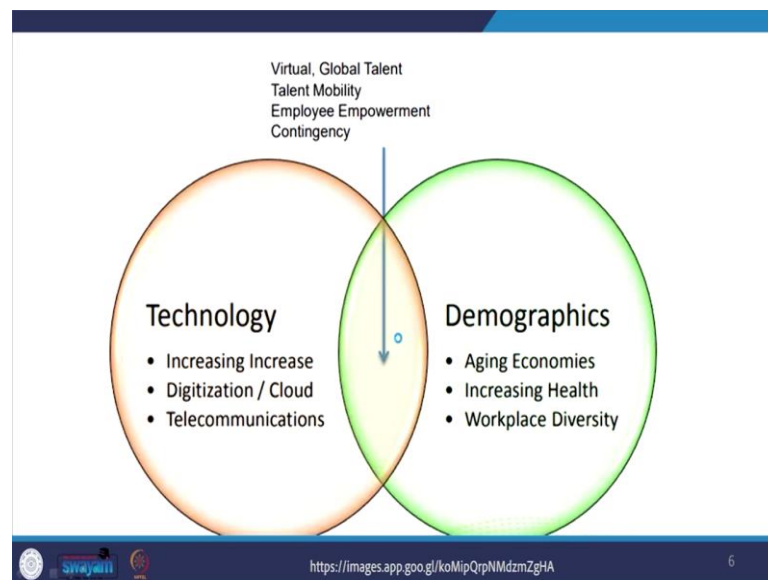
Now, we will see only the technology and demographics, how it works right. So, how is it to be done? So, it is virtual. It is a beauty of the technology that is the; it is not necessary that you travel right you can make yourself present across the globe. So, when earlier was saying that the God was seen at the different places, so must be there must be some technology.

And because of the technology, everybody has at the far distance places also is able to see. And there, that is the virtual global talent is there. Talent mobility already I have mentioned, there is no barrier to talent mobility. However, with the corona time, we have understood post-COVID that is the impact is this that is no mobility is required. Earlier it was more emphasis on mobility.

However, I understand this will not be applicable to the manufacturing industries. For the manufacturing industries, mobility is a must that is true. But in general, you will find otherwise in the service industries because nowadays the boom is of the service industries, health care in healthcare industries right, and therefore there is no mobility required.

But however, whatever mobility is required, you can take the help of technology and can reach that particular place virtually. Employee empowerment, nowhere you see there is a generation gap basically in demographics. The young blood, they want the power to exercise; and the experienced people have achieved this power after the long efforts and experience and years together they have spent, and then they have got that particular power.

But the young generation is achieving that power very fast because of this technology. So, therefore, in that case, it becomes very, very important that is how you are empowering your employees. If you are empowering your employees in such a manner right with the help of the technology, then definitely your organization is a successful organization to manage the talent because talent needs the power, and we should not forget that.

So, when we say gyanameva shakti what Shri Krishna has told the Arjuna that is the gyanameva shakti – Knowledge is Power. And if the knowledge is power, you have empowered you have he is highly qualified, he has the knowledge, and then he wants to practice empower. But the last factor, that is the contingency factor becoming very, very important that is the situation con in a given situation.

Now, you see, in management education; you have to understand sometimes we talk about x, sometimes we talk about y, sometimes we talk about the z. And you will find that is there are certain situations where x is contradicted to the z. So, which one is right x or z? Both are right in different situations.

So, as a management student, dear friends, please try to learn that is a contingency situation. Management is a situation-based subject. So, which strategy will be applicable in decision making process, it will depend on your situation. Sometimes as I mentioned, maybe the corrective actions, sometimes punishment, sometimes ignorance accept as it is, sometimes development is there.

So, therefore, in that case, it becomes very, very important that is that the situation which you are creating that situation has to be in contingency. So, technology and demographics will work into the contingency is there.

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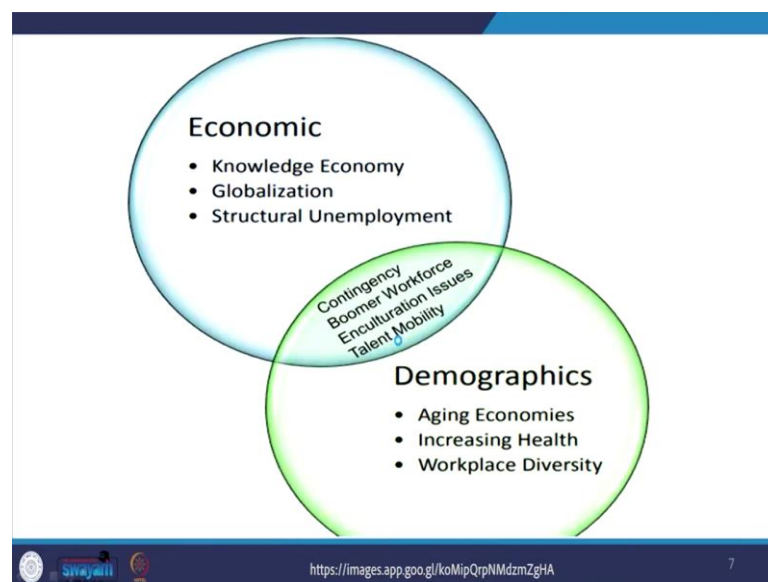
When we talk about the economy and demographics, the economy and demographics, that is on the contingency situation, again and situation based is there. Then the boomer workforce, so that is World War 2. And therefore, in that case, the what type of the demographics is there, but we are talking about nowadays we are talking about the young generation [FL].

So, averages maybe the 30-35 of the workforce. And therefore, accordingly, we have to make the decisions. However, the senior leaders, right very few, will be from the boomer workforce, but maybe. Then young acculturation issues it becomes very, very important that is the culture what is the in the economics and demographics the cultural issue is small culture.

So, earlier saving, saving was the culture nowadays expenditure, rotation of money, cash handling that is becoming the culture, the plastic currency that is becoming the culture. So, if this is the culture, you have to take care of your situation accordingly. Then talent mobility already I have discussed with you.

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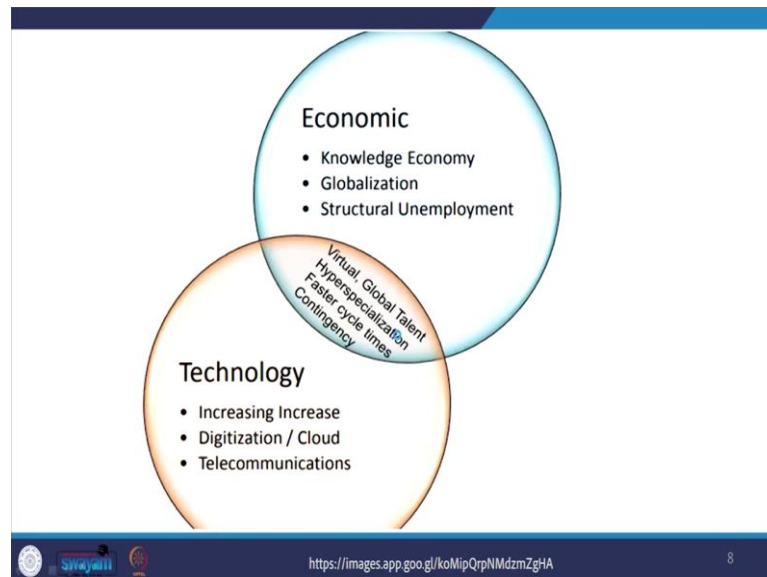
Now, when we talk about the economy and technology, so virtual and global talent, I have already discussed. Now, the hyper-specialization like in astrology, you see that is there is a [FL] and then right. So, therefore, that is the situations are there the how your planets are moving. So, therefore, in that case, you will find that easy here; also, it is not only in the case of talent management, but you are the specialist in the talent development or talent analyst, so that is your hyper-specialization is there.

And then, on the basis of that, you are going to suggest the globalization of talent management, so that is again becoming a hyper-specialization. So, your talent management is not on the national level; your talent management is the global talent management development. And therefore, in that case, it is hyper-specialization is there.

Then the faster cycle times in the technology like we are talking about the 3G, 4G, 5G, 6G, 7G. So, this cycle time is moving very, very fast. And therefore, whatever the software you are having, now whatever the hardware's you are having, and then you find after sometime it is becoming obsolete and then like a child you want the latest
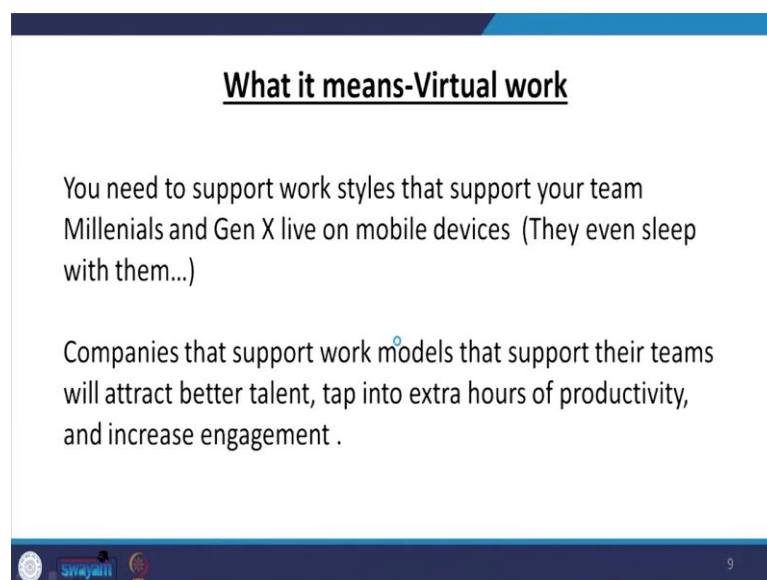
technology. And therefore, it is we have to be kept in mind faster cycle time; times are there.

And then the talent has to take the decisions accordingly. So, how much investment, what investment he has to make that he has to keep into mind, that is, the faster cycle times are there and the contingency that is the situations is there.

So, therefore, what it means to the virtual work? We need to understand work styles that support our team Millenials and Gen- X live on mobile devices. I remember that is earlier it was the world was the WWW – Worldwide Wireless Web, right. And before that, it was a WWW - World Wide Web. So, net banking was very popular and very comfortable.

And now we are talking about mobile banking. And therefore, they even sleep with them, and they are for mobile devices. So, they are so common. And then, even at midnight, if your sleep is disturbed the Gen, Gen X, I will see on social media that what is the development is there right and because before they sleep, they use the technology. Before they wake up, they use the technology; and when they wake up, they are with the technology.

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So, companies that support work models that support their teams will attract better talent, right. And therefore, it becomes very important because you see technology, technology,

technology, but the support team is to be very, very strong. I appreciate those companies technology-based companies not only in the current situation post-COVID situation. But also the industry in general also they are conducting a lot of examinations, a lot of the pedagogy systems, pedagogy tools are there.

And then, in that case, like our this initiative by the MHRD to reach you through the technology. And there is so much access to so many subjects. So, this has the into we have to understand that is the support system, support team that is very, very strong. And tape into extra hours of productivity. It is not only that 8 hours working the 48 hours in a week, but the fact is also yet 1948. No, it is not like this, like the extra hours of productivity, and increase the engagement of the employees.

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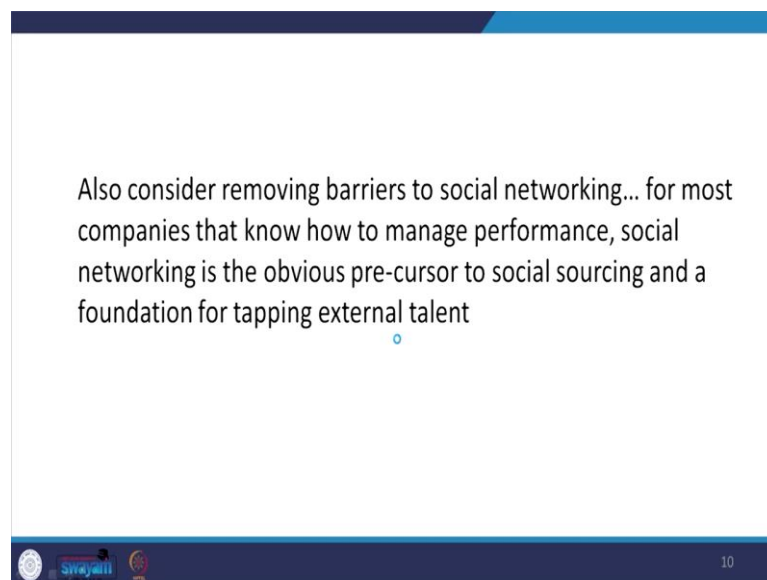
So, when we talk, we considering removing barriers to social networking. Now, this is a very, very important use, but serious issue of social networking. So, right from childhood, we are writing whether science is a boon or bane right. And now the same is there that application of science the technology is boon or bane that is the social media is boon or bane.

So, earlier, we were cursing that is our kids are busy with the mobile. And now we are saying take the mobile and learn from the mobile study mobile study through mobile. So, there, therefore, in that case, so whether social networking is good or bad, and as user I know your answer will be that is it should be the balanced one. Any infrastructure, any

resources, any facilities, any technology, any activity, any action; if it is accessed then requirement, then it is becoming a curse.

So, whether it is to be boon or bane, it depends on the user; that is how the user is using that social networking. If the user is able to go that are enjoying that social networking for the enhancement of learning, knowledge, of course, the recreation is there entertainment is there and they can go for that particular recreation and entertainment. Nobody can say that is the on social not working, do not go further recreation, and then that is not possible even.

Even if you will stop our kids there, that is not possible, practically not possible. So, therefore, in that case, social networking is there. But, how to make the right use of social networking that is very important. Like many people are using the like LinkedIn and all for their professional development, and that has become popular.

And when the social networking is the otherwise is of concern that is the Facebook is now you, please also understand that is your potential employers. They are watching your social media, and they are trying to understand your psychology. That is what type of psychology you are having.

If your social networking is strong, then definitely, in that case, they will see what type of comments, what type of your responses, what type of your reactions - R and R – reaction or responses. Are you reacting or are you responding? So, when you are using rationality and logic, then definitely, in that case, that social networking is working.

But if you are just entertaining on social media and not taking the right platform, then it can be cursed. So, therefore, talented people, you, please understand, talented people can either the best employees or they will be the worst employees. So, on what factors and it depends? So, as we have talked about these drivers, that is the economic drivers, technology drivers and demographic drivers are there.

And here when we are talking about social networking, in social networking, your demographic drivers they are playing a very, very important role. And, but as we know that if we are empowering our young generation, and Generation X, which is using this technology, they have to consider that the right use of the social network.

So, for most companies, they know how to manage performance because otherwise, it will be a challenge. But when you are using social networking, you are able to manage their performance also given the direction of growth. So, many people, by using social media they are growing, understanding. Social networking is the obvious precursor to social sourcing and a foundation for taping external talent.

If organizations are using this particular social networking, so, therefore, they are communicating to society. Society understands the image; they are learning across the globe. And as a result of which they are tapping the talent at the different places and the different geographical location, with the different demographics with the help of technology, support of the economy, they are making the global drivers.

So, I would like to end by saying this there are these three drivers – economic, technological, and demographic. If the right combination is met and this is also contagion continental means that is there should be they taken into the situation, contingency is to be taken into the situation.

Then as a situation is there, you are able to mold. If you are able to mold, you will be developed. Your human capital, and then the talented people, with the help of all this technology, demographic, and economy, will support you, and you will attract the right talent, and the organization will grow. So, this is all about the drivers. I would like to stop here for this particular session.

Thank you.