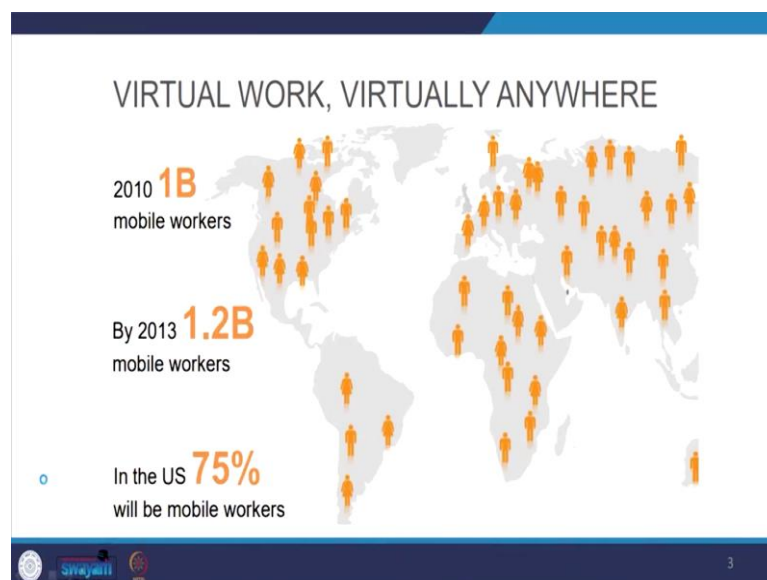


Talent Acquisition and Management
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Lecture – 20
Global Talent Management Drivers – II

In the previous session, we have discussed about the Global Talent Management Drivers and economics technology and demographics, right. Now I would like to continue that particular discussion with the context of the global workforce, global demographics, and global leadership competency development. Now here when we are talking about virtual work and virtually anywhere. So, in fact, what is happening?

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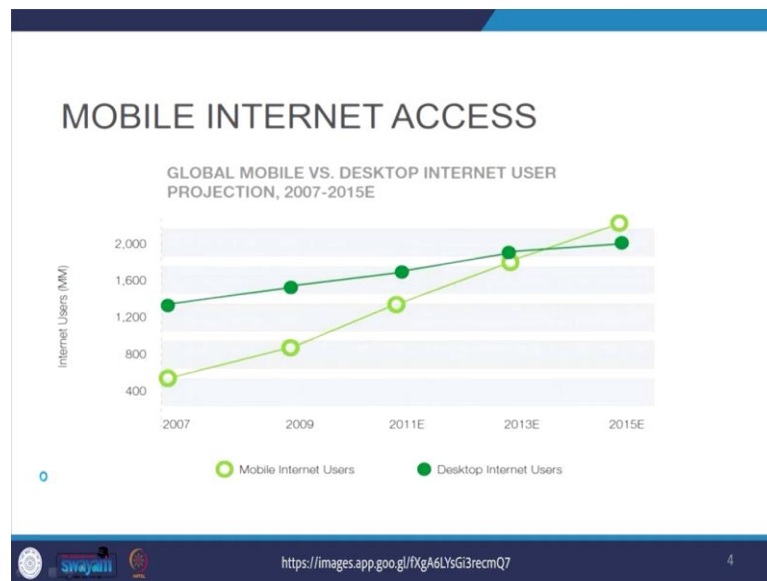


So, because of the technology and demographics of the workforce right we have seen, and it is from India many gen x people, they have migrated to the different countries, and some of them have come back also in India, and now they are doing the taking the projects from those countries and doing the work from India.

So, their objective is to have the cost-cutting to be an entrepreneur, to be with the family and that socialization process and their children, right. Because this is the generation normally which is returning after ten years of experience so that time the children's are growing. So, they are also now getting exposure to the Indian culture, which they are interested in. So, this type of situation in India is emerging and going successfully.

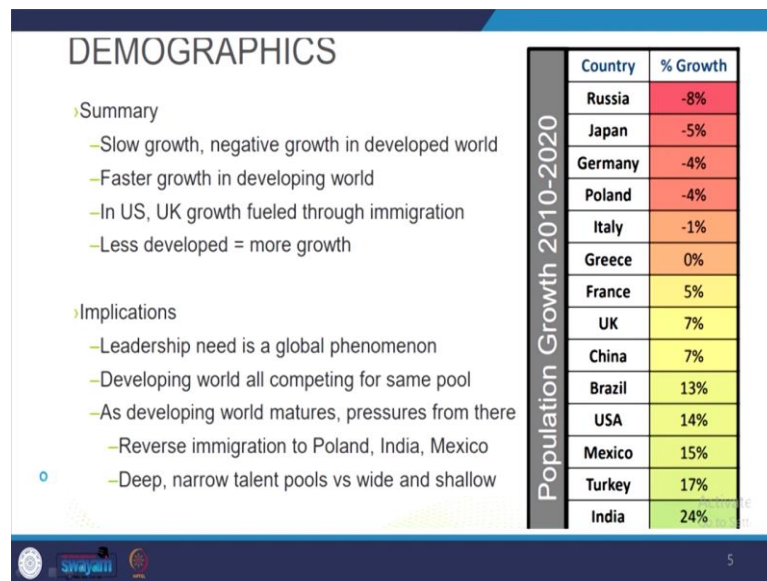
So therefore, we have to talk about how this virtual workforce and virtually anywhere is working. Across the globe, you will see so in 2010 it was 1 billion, and they were that were the mobile workers were there, in 2013, and it was 1.2 billion mobile workers is there. And in the US 75 percent will be mobile workers in the current and future near future.

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Now, if we are talking about mobile internet users, so, you can see that is how these mobile internet users have been increasing in internet users are they have been increased. That global mobile versus desktop internet user's projections 2000 up to 15 it was there, and desktop internet users are there.

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Now, this I want to discuss; actually, the demographic summary is here you will find the countries and the that is the population growth 2010 to 2020 right and the country the percentage growth of the population is minus 8 percent Japan minus 5 percent Germany, minus 4 Poland, minus 4 percent, Italy is minus 1, Greece 0, France 5 percent population growth, UK 7 percent, China 7 percent, Brazil 13 percent, USA 14 percent, Mexico 15 percent, Turkey 17 percent and India is 24 percent growth there right and when we are talking about this growth, so naturally the gen x people they are increasing.

And if that is the ratio, then we have seen in the previous sessions that is how this technology has become a very important driver into the economics also and also for the development of the nation. So, we find that is in certain countries there is a slow growth negative growth in the developed world is there like here we have seen some of the countries, and therefore there is a negative growth is there.

And if we talk about the developing countries, we find that is the faster growth in the developing world is reflected. In US UK, the growth is fueled through immigration rights. So, that is the population increased in the USA because of immigration. So, less developed is equal to more growth is there, implications are leadership need is a global phenomenon.

Now, as the demographics are changing population is changing population growth is changing. So, how to be that leadership is required, and that is the global phenomenon is required, and you cannot go by the one culture or one system rather than it has to be the

cross-culture and there will be the variety, there will be the integration integrating the different culture, and therefore this leadership also has to be changed.

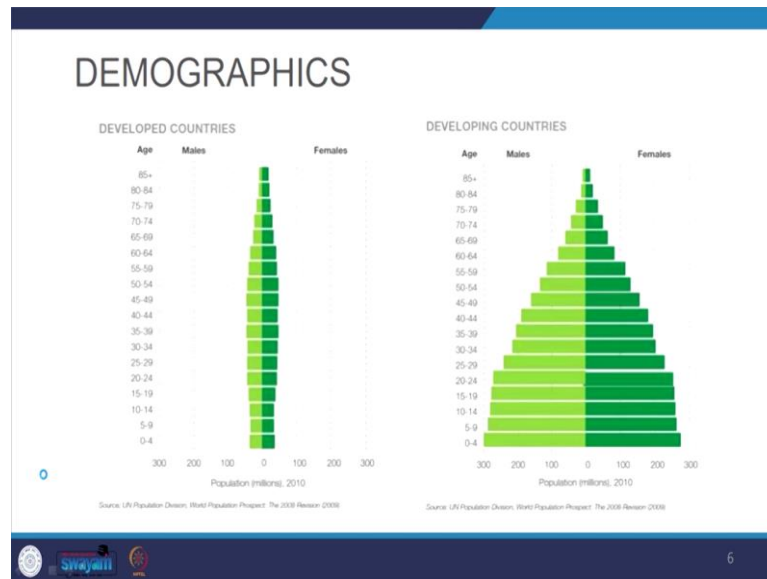
When you are leading a homogeneous group, then definitely your leadership style is required to be different. I will be talking about the very important dimensions in global leadership talent development. And when you are talking about the heterogeneous group and then in that case, there will be different global phenomena will be there. The developing world all competing for the same pool, so, therefore, in that case, it is becoming the common phenomena is there.

As the developing world matures, pressures from there reverse immigration which I was talking about the India, also, here is the example is given that is reverse immigration. The reverse immigration has increased into Poland, India, and Mexico, and I already in the beginning, I have mentioned these things that is in India.

Now, that generation which I have immigrated the 10 years back 15 years back and now they are coming back to India. Deep narrow talent pools versus the wide and shallow. So, therefore, those who were the workers were the doers doing the jobs.

So, those deep narrow talent pools right, that is now the reverse because of the reverse mentoring they are coming back. Of course, the deep and narrow talent pools are also immigrating, but that we will see how it is affecting the overall phenomenon. Now, here you will find the developed countries.

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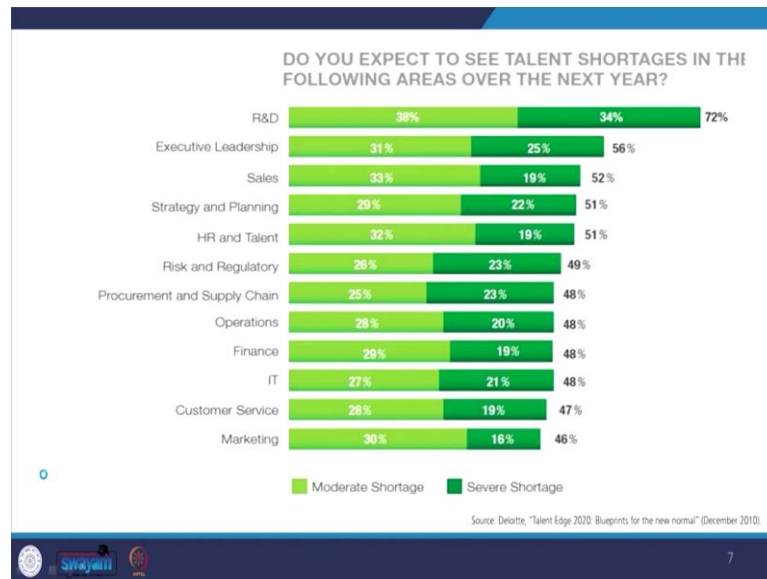
So, the population in the millions about the developed countries, the males and females demography you see that is the how it has been the increasing. While, when we are talking about the demographics of the developing countries for the female.

So, the population in millions right about the male and about the females right and this is the age group is there. So, for example, between the age 55 to 59, it is almost going to be the 50 50 percent right, while here if you will go by the 55 to 59 right in the developing countries. So, here we will find that it is 55 to 59 it is becoming the more is going towards as we going to the fewer age strata. And then we will find the number of female employees, and that is increasing tremendously.

While here in the certain age groups it is constant or more or less 50 50 percent is there; however, if we go by the senior age people then here we will find that is the male workers right, they are reducing, and the female workers are increasing.

Here we will find as we reduce the age and then we will find that is the male workers and the female workers, right. So, here both are is increasing like here from the 0 to 300 million these population have been taken into consideration how it is affecting our talent management practices.

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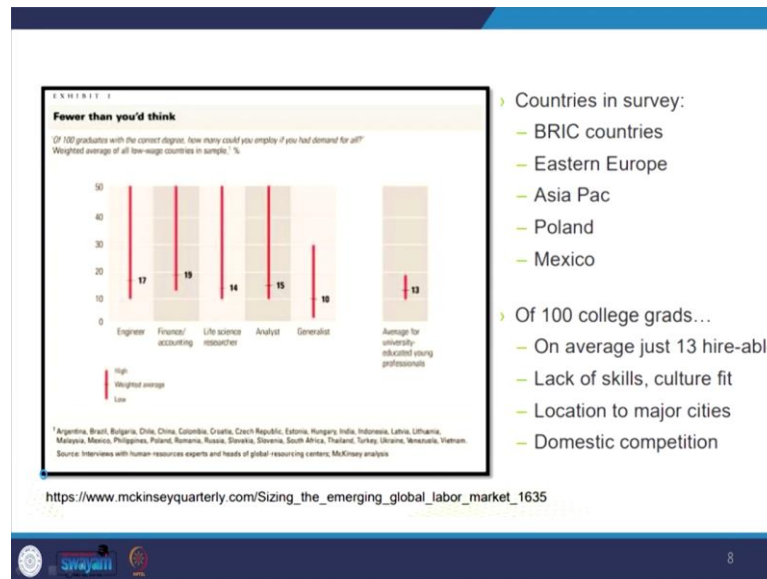
So, in the for the talent edge 20 20, the Deloitte has observed that is to see talent shortages in the following areas over the next year R and D research and development, shortages in the following areas and that is 38 percent right. That moderate shortage is there and there will be the 34 percent in the areas where there will be severe shortages will be there.

In the executive leadership it is 31 percent is there executive leadership and while in case of these talent shortages in the areas of the executive leadership, it will be the severe shortage of the 25 percent is there.

Similarly, the sales 33 percent and 19 percent strategy and planning 29 percent 22 percent, HR and talent here we find that is 32 percent is the moderate shortage in the case of the HR and talent there are 32 percent is there. While in the case of the severe shortage is concerned, it is 19 percent will be there in the case of the severe shortage is there.

In the risk and regulatory 26 23 percent procurement and supply chain 25 23 percent operations, 28 to 20 percent severe shortage will be 20 percent right and the moderate shortage will be 28 percent, finance 29 and 19, IT 27 and 21, customer service 28 and 19 and marketing is the 30, and 16 marketing is a reasonably observable and it is a moderate shortage, and the severe shortage is almost the severe shortage is the 50 percent of the moderate shortage is there.

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Now, here this particular paper in which the country survey was done that is BRIC countries, Eastern Europe, Asia pacific, Poland and Mexico is concerned and of the hundred college graduates on averages, 13 hireable oh or. So, therefore, you will find that is it is becoming of the 100 graduates with the concrete degree how many could you employee if you had if you have demand for all, then the weighted average of the low wage countries is sample has been taken into consideration out of 100.

So, according to them, only 13 average of the 13, are becoming university-educated young professionals. And the countries in the survey are the BRIC countries Eastern Europe, Asia pacific, Poland and Mexico name has been given, India is also here, and that that has been the data has been collected from here also.

So, if we talk about the engineers right out of 100, that is 17, finance and accounting that is the 19 life science researchers 14 and the analyst are 15, and the generalist is that is the 10. But when we talk about the overall average and the average is becoming the 13, which are the hireable.

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Good people, even great people, are getting increasingly shut out of the job market

- › There are bargains to be had for those companies that know how to discover fit and aptitude through better matching.
- › Investing in workforce development is no longer just a company thing, it's a country thing, an issue of global competitiveness .

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Now, the what is the challenge very interesting point is noted here good people, even great people, are getting increasingly shut out of the job market. So, what is the solution? I will come to these points also, but on the basis of this heading, what is the solution?

The solution is what India is doing. India is taking the lead into the startups and the entrepreneurship enterprising and the government has introduced a lot of schemes are there and the young generation interestingly young generation has shown a lot of interest to start their startups a small startups.

And when it is spread across the urban and rural areas and that that will be the backbone of the economy that will be the backbone of society, the social structure though it is taking a tough time to change and naturally. Because it is a question of the culture change, cultural change pyramid change and if the pyramid change is there naturally, it will take a long time.

But the satisfaction is this that it is started and it is started that I find the many papers have been reported. That is the now the startup culture the initiatives of the government of India that that has been becoming the orientation for the job market and therefore now the generation is looking for the different education, they are not going only for these engineers and medical science.

Rather than they are going for the service industries, health care industries, hospital management right and different enterprising skill-oriented and the enterprising oriented qualification that is very important, so, there are bargains to be had for those companies

that know how to discover fit and aptitude through better matching. Here it is becoming very important that is the fit discover fit and aptitude.

If we the organizations know how that is how to find out the discover fit because what is the major challenges we have seen in the previous session that is talent retention. Talent retention is low. Why is it low? Because it is not a fit model if you are making the fit model, then definitely, in that case, the talent will be requiring to work for more time, and aptitude is there for the better matching; otherwise, they will be diverse.

So, to avoid the diverse, it is always made better that is the personalities are matching; they understand to each other it is not a monologue it is dialogue, right. So, therefore, from the employer side and employee side also. So, therefore, this discovery fit and aptitude that matching is becoming very important.

Many times we find organizations are saying we are not getting the right candidates, candidates are saying they are not getting the right organizations, then they cannot work in those organization the work culture the practices the stress is so high that is they do not want to continue in that organization.

So, these are the challenges economic pressures are already there, and the demographic structure is changing, the technology requires new demand. So, investing in workforce development is no longer just a company thing, right.

It is a country thing, and therefore when we are talking about that new educational department that is developing with the new education policy the developing the manpower, in a different canvas with more employable skills an issue of the global competitiveness that is addressed.

So, it is not the question of about one particular country like India, but it is a question of that is the serving to the other countries also. So, when you are talking about the Vasudhaiva Kutumbakam. So, therefore, this is becoming the global competitiveness is there.

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- Skill shortages are going to smack people in the face once the economy rebounds but the War for Talent will be significantly worse than pre-recession. And traditional solutions, like importing labor, won't be as simple.

Skill shortages are going to smack people in the face once the economy rebounds, but the war for talent will be significant; we have seen this particular session that is the talent war, right. And then it will be when the after this situation then it will be becoming the worse pre-recession and traditional solutions.

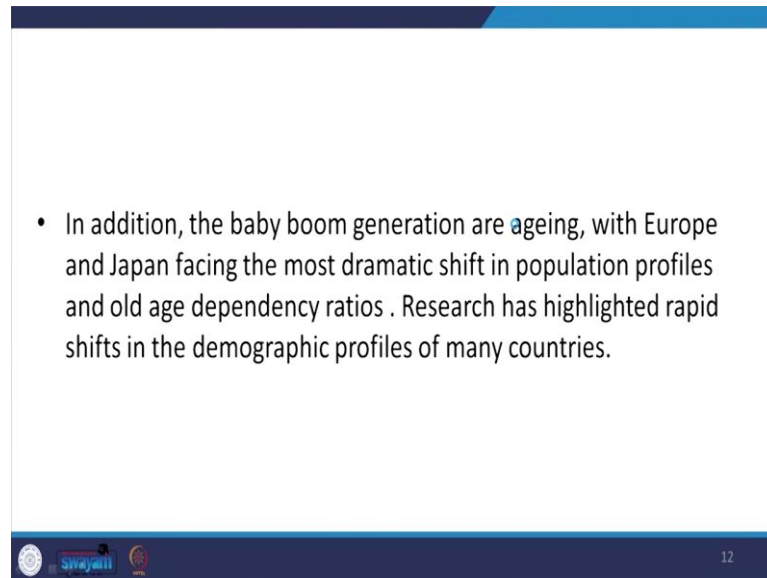
So, there will not be these traditional solutions that will work like the importing labor that is not the solution, how because then again there will be employee turnover and rut will be going and going on the same rut will be going on. So, therefore, what is to be done we require to understand the demographic trends.

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- Demographic trends also influence the nature of the talent management challenges facing organizations.
- Declining birthrates and increasing longevity are the key demographic trends driving a rapid shift in the age distribution of the general population and also the supply of labour.

Then nature of the talent management challenges facing the organizations is there. So, how to do that? So, there is a leadership different leadership required. So, declining birth rates and increasing longevity are the key demographic trends driving a rapid shift in the age distribution; that is, the demographic challenge is there, and therefore it is affecting the supply of labor that we have discussed already.

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Now, when we are talking about the baby boom, generations are ageing with Europe and Japan facing the most dramatic shift in population. As we are talking about the India, India has the young country right. In population profiles in old-age dependency ratios ah. So, in Europe and Japan, this is becoming a big problem; research has highlighted rapid shifts in the demographic profiles of many countries are there.

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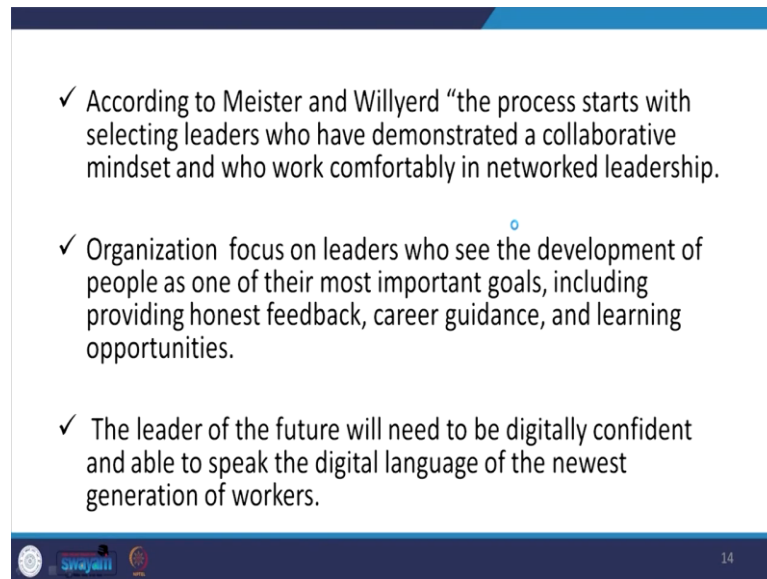
- For example, many European countries face rapidly ageing populations and changing demographics, and countries such as the US, Germany, Italy and Japan will experience a significant decline in the number of workers aged 35–44 years old over the next decade. The US will soon have a population dominated by immigrants or second-generation young people with a non-European background

For example in many European countries face rapidly ageing populations and changing demographics. And countries such as the US, Germany, Italy, and Japan will experience a significant decline, in very important point is the in the number of workers age 35 to 44 years.

So, really it is becoming a very big alarm, that is the when Germany, Italy and Japan-US where the number of workers age 35 to 45 years is getting old over the next decade and then what is to be done. Soon have a population dominated by immigrants naturally you require manpower.

So, you have to manage the manpower they will be the manpower will be from immigrants or second-generation young people with a non-European background, because the European background people that that will be becoming old and the to replace this that the young generation will be coming and that will be from the non-European background is there.

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- ✓ According to Meister and Willyerd “the process starts with selecting leaders who have demonstrated a collaborative mindset and who work comfortably in networked leadership.
- ✓ Organization focus on leaders who see the development of people as one of their most important goals, including providing honest feedback, career guidance, and learning opportunities.
- ✓ The leader of the future will need to be digitally confident and able to speak the digital language of the newest generation of workers.

According to Meister and Willyerd, the process starts with selecting leaders who have demonstrated a collaborative mindset; that I will come to that particular point that is how that collaborative mindset is required and who were comfortably in network leadership. So, organizations focus on leaders who see the development of people as one of their important goals to meet future challenges.

The primary goal of the senior persons is to develop the manpower. Including providing honest feedback, so where they are lacking, they can improve upon, and whatever their strengths, they should be aware. Career guidance so, not only in the one or two directions prime stream only, but there are the so many prime streams are now opened, and then you can choose as per your convenience is there, and therefore you will find like in many universities.

Now, in India, the arts have been preferred as compared to science, and there are the learning opportunities are there; the leader of the future will need to be digitally confident and able to speak the digital language of the newer generation to workers is there.

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- ✓The 2020 leader is being a global citizen, in the broadest sense. This means being not only a leader who can work well across cultures but also one who understands the value of working with governments and nongovernmental organizations in the intertwined dependencies of the future.
- ✓Finally, anticipating the future and building the capability to address it are the capability area required for the 2020 leader.”



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So, how to develop the global leadership for the talent development global talent development, the 20 20 leaders is a global citizen in the broad broadest sense. This means being not only a leader who can work well across the cultures diversified cultures but also one who understands the value of working with the governments and non-governmental organizations.

This is a very important point. I think very few literature have mentioned about this that is, the NGOs working with the NGOs, how the global talent development will take place with the NGOs in the intervene dependencies of the future.

We are anticipating the future and building the capability to address it to the capability required for the 20 20 leaders. So, what that competency is required that now we will talk about global leadership competency development this slide.

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Categories : Global Leadership Competency Development

Business and Organizational Acumen	Managing People and Relationships	Managing Self
Vision and strategic thinking	Valuing people	Inquisitiveness
Leading change	Cross-cultural communication	Global mind set
Business savvy	Interpersonal skills	Flexibility
Organizational savvy	Team skills	Character
Managing communities	Empowering others	Resilience

Categories and Competencies of Bird's (2013) Framework of Nested Global Competency Development



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How to develop? So, here now, business and organizational acumen, managing the people and relationships, and managing self. So, vision and strategic thinking, what is the vision, and what is the strategic thinking that is becoming very important are there.

Leading change, so how you are going to lead that particular change is there and the business savvy, because here some of the points we will find that is we have discussed earlier. But some of the points require attention again, and therefore in that case, on the context of what we have seen, the demographics are there.

So, in that context, these points have been taken again, and therefore organizational savvy is becoming important. When 35 to 44 right, that type of demographics is changing, so organizational savvy will also be changing. Because of the earlier generation, they were used to in India. For example, in India if we talk about so in India, they were very much comfortable with the PSUs; one generation was very much comfortable with PSUs.

Then the next generation came and then they have preferred the private organizations, and then there are economic disturbances, and again the trend has started to make job security and then there is a particular culture. Then there are different nature of industries which have boom and then in place of the manufacturing the service industries have taken place. So, all these contests where you are making the organizational savvy that that is becoming very important.

So, that is managing the communities in these NGOs and the government organizations that are required to be taken care of. Now how to manage the people and relationships in the global leadership competency development is there, valuing people the respect for people understanding that is the yes they like we have seen in the developed countries and developing countries you can compare like this also.

So, in the developing countries definitely, we need to improve these our the HR practices and in HR practices we have to find out that is when there will be the non-European will be fewer immigrants, and then the others will be more and then the valuing their respect culture and values that are becoming very important.

The second part is cross-cultural communication, and I already mentioned the English language, which is becoming the more common language at the global level at the international level is there. And that is why those countries who are not very much comfortable with the English language then they are also required to develop this type of the languages.

So, that the global workforce becomes global, and the leaders can understand the culture of each participant, each employee, and accordingly, he can tune up his leadership style. Interpersonal skills are becoming very important, some of them already I have discussed during our previous sessions and team-building skills, and in the team-building skills, it becomes that is the how we are going to create the cross-cultural unity.

So, when we talk about unity in diversity, and that has to be reflected in the team skills, and the people are valuing each other, they have the respect. They know the language, they know the culture, and they have respect for the culture of every individual, and as a result of which cohesiveness has been developed and developing the team skills are developed.

This generation young generation is looking for empowerment that is decision-making, and if we are able to provide them decision-making empowerment, then that will be successful. The managing self will be the inquisitiveness, right.

So, what is important? Like you see, many times we find that the people have the earbuds, especially generation x I am talking about, and they have no concern about the surrounding. So, therefore, inquisitiveness is a very important point. When you talk

about the cross-culture who is sitting next to you, what type of the in the even in the office seat, right.

What type of culture is having it is not just you cannot work in the isolation and silos you have to interact, because when you are talking about the team skills and empowering others and all. So, managing the self is becoming a critical issue in managing the self if there is no inquisitiveness, then that will be a problem. If you are not curious to know others, that will be a problem.

So, what is important is that is you know others and let them know about you that cultural exchange, that international platform right; that is the demand of the time otherwise, it will be difficult for an organization to survive.

The second one is the global mindset; from all these discussions, we have understood that in every country, every employee will be having a different mindset, and they will be working into the cross-culture, and there are people who are working in the cross-culture their USP is required, they respect the values for others, and that is called the global mindset.

So, you know if the person is coming from the x country, he will have this value system. If the current person is coming from the Y country he will have those value systems. And in the organization, the parent organization it itself is required if people ask what your culture is? Now you cannot say our culture; we are Indian organizations, so our culture is Indian. So, we have to say that it is global culture and not only to say we have to practice basically.

Unless and until we do not practice that global mindset, it will be very difficult to work in developing global leaders. Global leadership accepts others understand others, and work with others. Now flexibility, so we have done the work on my 1; 2 Ph.D. scholars and myself also the topic of Ph.D. was that is the mod scale of the managerial effectiveness, and in the managerial effectiveness there are the productivity flexibility and adaptability those 3 dimensions we have taken.

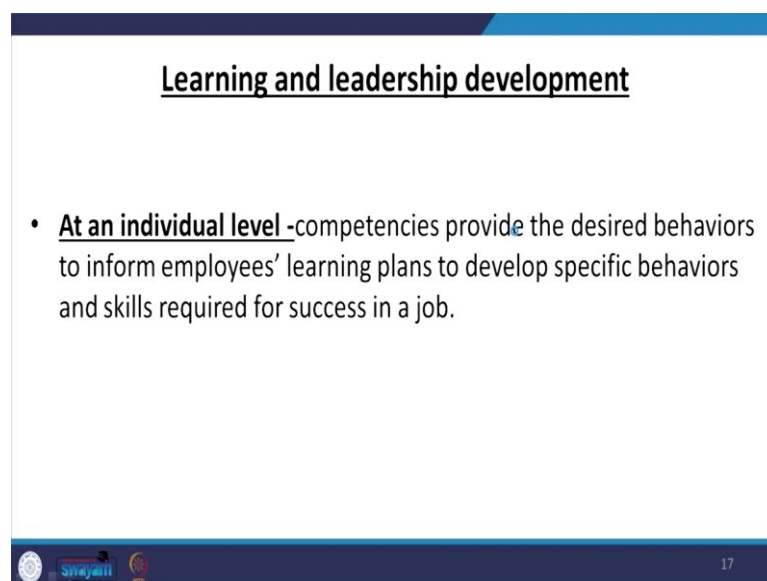
And therefore, when we talk about the flexibility HR flexibility so that leaders are required to be having HR flexibility. Why it is so complex, because the people are from

different culture and with unitedly you have to create one culture for Indians it is not difficult because already we are saying unity in diversity, it is our culture.

But for the other organizations, it is difficult because traditional leadership adopted our culture. But now, no this type of concept is existing and it can it is coming about the global mindset, so flexibility is required. So, whenever we are talking about the character, the character is working in the global context, and I would like to connect here with the character with the demographics.

So, the demographics are kept on changing, and therefore the character is also required to keep on changing. When we are talking about resilience and resilience, it becomes acceptable to all. So, we have to ensure that we are working for these not only for ourselves but for others also. So, this global leadership competency development will develop the people, and as a result of which we will find that is how we can develop our talented employees.

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Learning and leadership development

- **At an individual level** -competencies provide the desired behaviors to inform employees' learning plans to develop specific behaviors and skills required for success in a job.

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So, at the individual level, how to develop that provide the desired behaviors to inform employees learning plans to develop specific behaviors and skills required for success in a job. A particular behavior will be required, and the specific skills will be required to be successful in a job is there. What is required at the organizational level?

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- **At an organizational level**- core development programs for leaders at each level (e.g., new supervisor boot camp, managing for performance, leading to excellence, executive immersion) can be more effectively planned and implemented when specific behaviors and skills required for success in a particular leader segment can be identified.

At each level, that is, new supervisors boot camp managing for performance leading to excellence. You see, this will be the uniform always you will say sir it was earlier also yes, I know that is in the traditionally also we have talked about the leading to excellence, and here also we will talk about the leading to excellence.

So, why we are going for the global competitiveness or the global leadership, global talent management for leading to excellence organizations and the executive immersions. If planned and but it can be more effectively planned in a given situation when specific behaviors and skills required for success in a particular leader segment can be identified.

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Organizations that identify competency-based job and leader segment success profiles are 4.8 times more likely to rate themselves in the top 10 percent of their competitors based on the quality of their employee and leadership talent.

So, organizations that identify competency-based job and leader segment success profiles are 4.8 times more likely to rate themselves in the top 10 percent of their competitors based on the quality of their employees, and leadership talent is there. And if they are doing this, then they will be more and more successful in context to the global leadership competitiveness.

I am sure there are dimensions that I have talked about in talent development and talent management and global talent leadership; those dimensions I feel that is are very important and practically useful. If you apply those, I have no doubt that you will be the global leader to develop the talents.

Thank you.