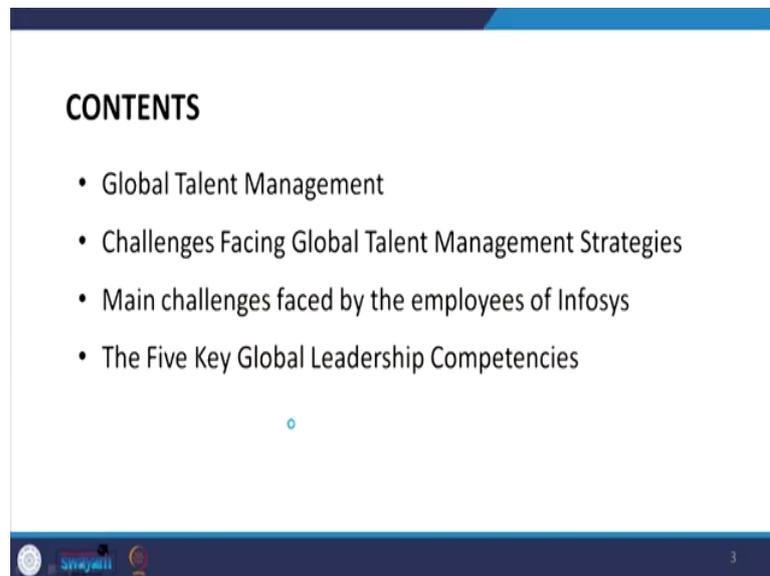


Talent Acquisition and Management
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 21
Global Leadership Competencies - I

In this session, we will talk about Global Leadership Competencies. As we have seen right from the beginning that the talent management is different from human resource management in terms of the selected employees only. So, naturally, your leadership style has to be customized and changed according to your talented employees are there.

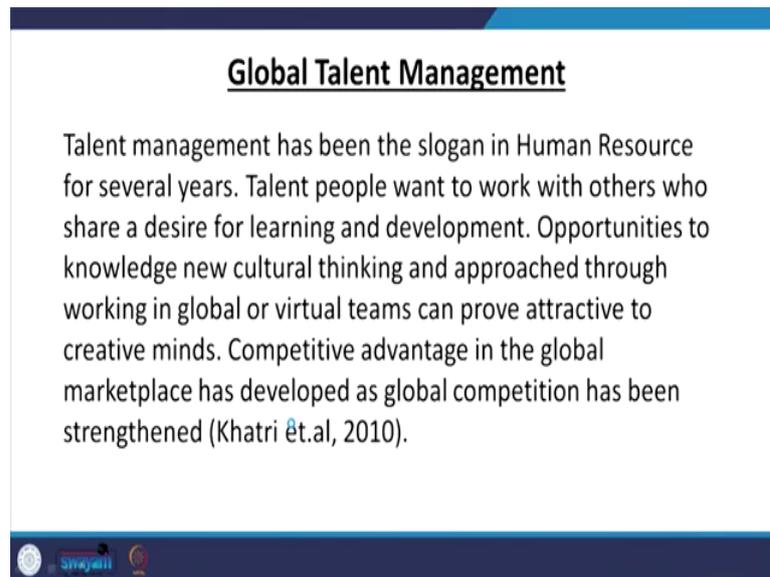
(Refer Slide Time: 00:57)



So, this will be the impact of globalization on talent management, we will see global talent management, challenges facing global talent management strategies, main challenges faced by the employees of Infosys, and the five key global leadership competencies.

Now, here you will see that talent management has been the slogan, since 1991 itself, it has become very important in liberalization, privatization, and globalization. It becomes necessary for organizations to identify talented employees. So, for HRM this has become the slogan.

(Refer Slide Time: 01:40)



Global Talent Management

Talent management has been the slogan in Human Resource for several years. Talent people want to work with others who share a desire for learning and development. Opportunities to knowledge new cultural thinking and approached through working in global or virtual teams can prove attractive to creative minds. Competitive advantage in the global marketplace has developed as global competition has been strengthened (Khatri et.al, 2010).

swjain

And talented people want to work with others who share a desire for learning and development L and D. L and D are becoming very important nowadays. That you are supposed to work with the employees though from whom you can learn, you can share your knowledge and as a result of which the whole organization grows unless and until any organization is not having this strong L and D department.

The first condition is this, that they should have the plan. They should have the calendar for training calendar and many organizations even that is this L and D has made compulsory as a part of their performance appraisal. That how many hours you have spent in learning and development in this particular either calendar year or financial year whatever the appraisal year is there.

And if 40 hours are not there then definitely it will be taken as a negative remark. So, that has become compulsory to train yourself then it depends on the employee in which area he wants to develop himself, the opportunities to knowledge, new cultural thinking. So, we normally talk about the European culture, Asian culture, USA, Australia, Africa, and like these different continents we talk about and every continent is having its own culture.

The countries are again having their own culture which is also is true, but even if we see continent wise also, we will see that different business are there. Now, how these cultural thinking and approaches to working have been taken care of. So, cross-cultural exposure

has become very important and as a result of which when you are managing the talent and it is normally the organizations or there are the people are coming from the different culture either within India or from outside India, so, cross-culture is there.

And to the working global or virtual teams, so global teams are there. Now, even in that case when we are talking about the companies that are working at night because of their time management with the USA and other countries. Then definitely your virtual teams are also getting exposure to the cross-cultural, the working conditions and because they have to interact with either the customer or clients, bosses.

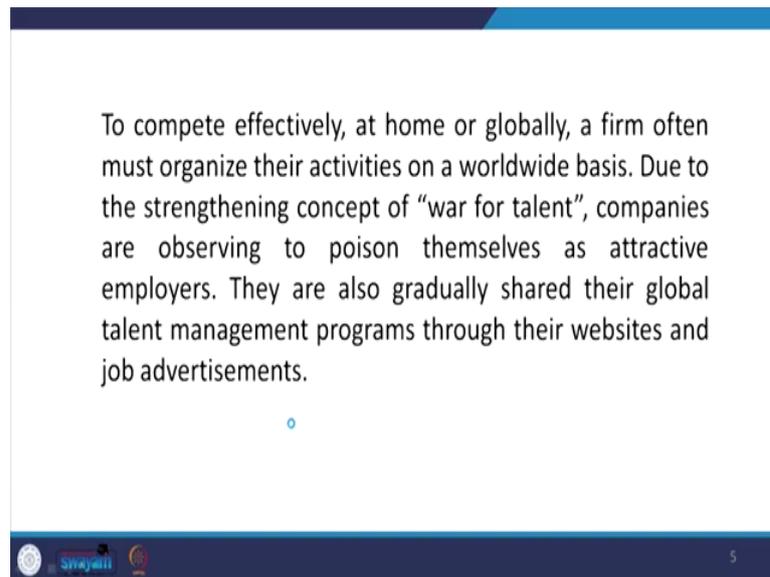
So, if that attracts that can prove attractive to the creative minds. So, minds are creative. So, if the minds are creative then definitely it has become very important that the exposure to the cross-cultural of these global level, that has to be noticed and to be used for the betterment of the organization.

Competitive advantage in the global marketplace has developed as global competition. So, therefore, when our Prime Minister Shri Narendra Modi Ji says that is it is the vocal for local and be glocal. So, therefore, in that case, that whatever the local conditions are there first please take the exposure to the global level and then give the advantage of that knowledge, information, exposure, understanding, and advancement to the local people.

So, I will also like to mention here one thing that for few years you will find that reverse immigration has started. So, in the last 5 years, you will find that the people from the USA and other countries are coming back to India and they find it in here as for the entrepreneurship.

The government is strongly supporting, then you come back, you get the exposure, you learn there, you spend there the 8 years 10 years right. And then come back to India your own country and then develop the manpower here and get the support to the give the support to the economy national economy. So, therefore, development as global competition has been also strengthened.

(Refer Slide Time: 06:20)



To compete effectively, at home or globally, a firm often must organize its activities on a worldwide basis, this is very true. That is if you are participating in the worldwide competition, then you are supposed to have that particular strength and as a result of which strength of the glocal, glocal strength global with the local.

So, then that you will be having the upper hand in the worldwide competition. Due to the strengthening of the concept of war for talent, companies are observing themselves as attractive employers. And therefore, in that case, they are becoming the practices where they can attract those global level employers. They are also gradually shared their global talent management programs through their websites and the job advertisements are there.

Now, we will find there are so many websites even for academicians. So, there is a particular platform and in that platform, you will find that an advertisement at the global level is coming, right. And then you can apply there and you can get the exposure from outside India also.

Similarly, for the different countries, you will find there are different opportunities and in the education system under the new education policy, their global exposure is going to increase either from India to outside or for the outsiders to India.

So, this type of exposure at the global level has been encouraged and increased. Similarly, these talent management programs, so, their websites are also becoming very very popular.

So, whether it is through the online courses are there or their websites they are making the selling of the products or bringing the customer and manufacturer at the common platform and all these talented employees are making an effort. So, that gets the global platform in the competitiveness.

(Refer Slide Time: 08:37)



- Global Talent Management involves organizational activities for attracting, selecting, developing and retaining the best employees in the most strategic roles to achieve organizational strategic business priorities internationally. This takes into account difference across countries in how talent should be managed.
- Global Talent Management involves global competition for talent, managing new forms of international mobility, improving the organizational capability to manage talents in emerging markets, elaborating new corporate HR roles

Global talent management involves organizational activities for attracting right, selecting, developing, and retaining the best employees in the most strategic roles. This is very important. First, we will talk about the organization for attracting talent. We have talked about that one concept i.e., employer branding. Even talented people may not have that much exposure to that company.

But, enough exposure is there to get attracted towards the top-notch companies or you can say fortune 500 companies or you can say like the Google, Apple, Microsoft is there right or in India, you will find that is the Tata groups companies or the Infosys is there and so many other companies are there.

IT companies are there, automobile industries are there right. Automobile industries with the like we talked about when the Maruti or the Hero Honda and all. So, therefore, their

number of examples are there, where there is the international exchange and the global talent is working in India and outside India.

So, and then selecting those, now in the selecting if you remember we have talked about acquisition talent acquisition and in the talent acquisition session I have talked about the psychometric tests. And through the psychometric tests, you can find out whether the person is having the ability to work in the cross-culture or not.

He is understanding the different cultures and in working with the people from the different culture by understanding those type of psychometric tests are available, where you can test them and you can find out and select the employees. Developing and retaining the best employees in the most strategic roles.

So, therefore, the talent has to be developed and when you are making with the development of those employees, then the best employees are to be there, as already I have talked. So, that if you remember we are talked about the acquisition, right. So, the acquire is there, deploy is there, development is there and rewards are there.

So, most strategic roles to achieve organizational strategic business that corporate-level strategies. At the corporate level strategies, the talented people are there then definitely the organization will be having the vision also and the flourishing the business also; business priorities internationally, this take into account differences across countries.

So, therefore, they know that is if they have to work in India they have to work in China. They mean, international companies have to work in India into China or Japan or Singapore then definitely what type of the practices are required and how talent should be managed and those employees are working in these countries.

And especially the local talented employees then how to manage them that is also to be seen at the corporate level in the talent management practices. Global talent management involves global competition for talent, managing new forms of international mobility.

So, nowadays now you see work from home virtual working hours, where virtual teams are there and therefore, there is no need exactly to go physically to some places. How many times you can work from your own country only so, that international mobility is also affected.

Improving the organizational capability to manage talents in emerging markets, right. Now, what are the emerging markets in the current scenario we can talk about? The healthcare industries are there, elaborating the new corporate HR roles. And in this context when there are global and virtual teams are working and internationally they have to work.

So, then it requires that is the HR corporate HR has to reframe their policies for this type of the employees and also understand that is how-to attract and retain the talent.

(Refer Slide Time: 12:53)



Challenges facing global talent management strategies: in the 1990s, high demand for talented employees had been recorded, but due to the shortage of global talent employees, it surpassed the supply. And till today also, not only in the 1990s till today also we get these reports and we read these type of the news that is the whatever the demand of the industry is there at the global level that type of the talent is not available.

So, on one side there is unemployment, another side there is no suitability of employment. So, these two aspects have to be checked. So, on one side we have to give them global exposure; we have to ensure that is our local talent right that has been nurtured through the learning and development up to the expectations of the organizations.

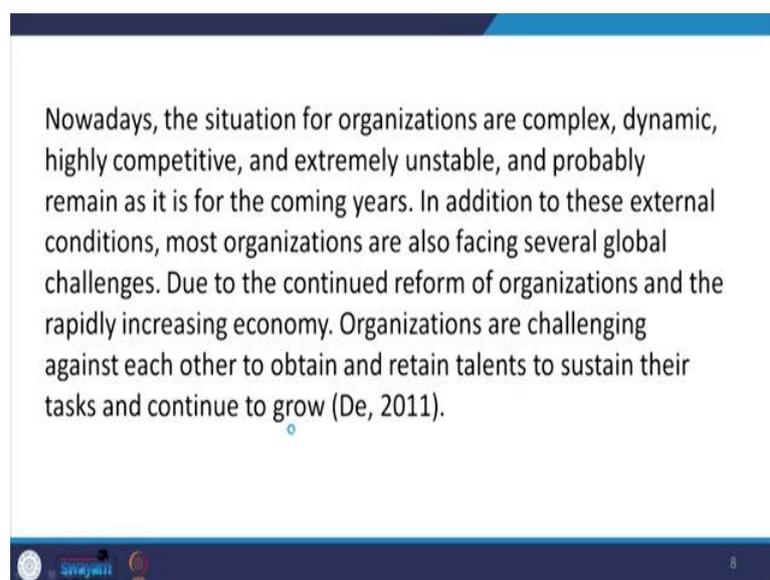
If you can give them that particular platform then definitely our talent will be recognized first thing is there. The second one is this that is whenever we are talking about the matching of the talent with the organizational needs. We have to also understand the future organizations, what are future organizations that are there?

Now, recently we have seen in some universities despite engineering, the art sections are having the more the preferred by the candidates, applicants. And therefore, many students have taken admission in arts as compared to going for the maths or science. So, why it is so?

Because they understand, it is the future requirement will be of the self-sustainability, entrepreneurship and the working into the different areas especially in the service industries, right. So, like example is the health care is there, the hospital is there and tourism is there.

So, if you have to work in those areas then definitely you have to plan your career path accordingly. This shortage of talent is the one side that is no exposure to another side. There is no matching of the demand. Put on take talent put the focus on how to acquire, retain and manage talent in the global business. That is the major issue is there. This challenge came to be labeled as Global Talent Management according to Machado in 2017.

(Refer Slide Time: 15:46)



Nowadays, the situation for organizations is complex, dynamic, highly competitive, and extremely unstable. And all of us know that because of this corona time or because of the economic recessions, it is becoming the businesses are becoming the very complex and dynamic, and who will be able to sustain right?

So, there is a very difficult to say and highly competitive environment is there. So, sometimes you find the organizations are growing like anything, and suddenly that organization collapse. So, the reason is that it is extremely unstable and because of the extremely unstable and probably remain as it is for the coming years also.

So, it is not the question of the 2020 or 2021 only right, it is likely to be there may be up to 2050. So, therefore, the next 25 years unless and that it is very difficult to say that what will be the stability and what will be the businesses which will be sustainable.

In addition to these external conditions most organizations are also facing several global challenges right. Due to the continued reform of organizations you know organizations are getting the reform again and again. So, sometimes they are increasing manpower sometimes they are reducing the manpower.

The leadership styles are changing, the planning is changing, planning is many times is becoming an obsolete function. Due to the reform organizations and the rapidly increasing economy, organizations are challenging each other to obtain and retain talents to sustain their task and continue to grow.

So, like pharmaceutical industries. Nowadays, we talk a lot about the pharmaceutical industries. So, therefore, in that case, the talented manpower remains the same. We have seen in this corona time that the vaccine creation is the medicine for these people who are having the infection.

So, therefore, in the case, those talented people, their task to retain them is becoming very difficult. Again when you are talking about IP creation, intellectual property creation in pharmaceutical industries it is becoming a challenging task.

(Refer Slide Time: 17:56)

Global Talent Management : Main challenges faced by the employees of Infosys are:

S No	Challenges	Solutions
1	There is no job security at the time of recession. Too many employees, leading to layoffs and restructurings on the one hand, and not enough talent, leading to talent crunches.	A solution that is reflective of regional needs to ensure localized compliance, suitable flexibility, and cultural adaptation.

o



So, global talent management main challenges faced by the employees of Infosys are here is an example; there is no job security at the time of recession. Too many employees, leading to layoffs and restructurings on the one hand, and not enough talent, leading to talent crunches are there.

So, these the complex business dynamics and instability, and then sustainability is in the question. So, therefore, there is no job security. So, too many employees leading to layoffs and restructuring on the one hand and not enough so, they have not enough talent and as a result of which they find the lack of talent.

So, business what is lack of talent means? They are business problems, but there is no one to handle these problems efficiently and effectively. So, what is the solution? A solution that is reflective of the regional needs to ensure localized compliance. Ultimately you have to develop talent locally and suitable flexibility.

So, that whatever the decisions you want to take you can exchange the decisions accordingly and cultural adaptation. So, that global cultural adaptation becomes a necessity.

(Refer Slide Time: 19:17)

S No	Challenges	Solutions
2	It is difficult to attract and retain suitable management talent to run global operations because skills sets of international operations are more complex, global talent management is more demanding than domestic talent management and the cost of failure are far higher in global companies.	Even with the most stylish talent management technology solutions, however, the bottom line is that technology cannot help an organization overcome poor people practices. The first step in effective talent management, then, is to ensure that the human element of human resources is not ignored. The foundational elements of strong leadership, engaging managers, and robust communications will go further than any functional improvements that advanced technology could bring.

It is difficult to attract and retain suitable management talent to run global operations because the skill sets of international operations are more complex. Now, you can say that gives them exposure to the global level, but then there is a complexity also. And therefore, as a result of which the skill sets of the international operations are more complex while these skill sets at the local level, are much easier because they are known, they have been learning.

Global talent management is more demanding than domestic talent management, right. So, therefore, it is becoming highly demanding the skill sets and the cost of failure are far higher in global companies. Now, you hire the talent so, the talent is hired at a very high cost, and suppose that talent is not able to adopt the global practices then, in that case, they will be the failures in the higher global companies.

So, it has to be taken care of that there is a complex, highly demanded, international global talent requirement. So, what is the solution? Even with the most stylish talent management technology solutions. So, therefore, when you talk about artificial intelligence that nowadays, human talent replaces by AI.

However, the bottom line is that technology cannot help an organization overcome poor people practices. So, you can give a very high tech instrument to the person to run, but that person's skillsets to be enough capable to run that instrument, the equipment that

machine if he is not able to run that machine properly his skill sets, are not there like it has been seen that international operations are more complex.

So, suddenly you change your this optimal level from 1 to 4 than the bottom the technology cannot help like your raised to the four-level of technology, then an organization overcomes poor people practices. People are not used to it, they are not capable to adopt that particular technology to run the technology. So, therefore, poor people's practices are there.

The first step in effective talent management is then is to ensure that the human element of human resources is not ignored. So, please do not forget the man behind the machine. So, your machine will be high tech, but the man behind the machine whether he is high tech or not please consider. So, that human element you have to consider.

The foundational elements of strong leadership, getting work influenced the behavior of others getting work done from others that is very important. So, strong leadership, engaging managers again with the bigger absorption, dedication, and that commitment is required, and robust communications will go further than any robust communication keeps in contact.

So, what is the solution for facing international global operations? Your strong leadership, engaging managers, and robust communication will do go further any functional improvements that advanced technology could bring. And therefore, that is only possible that is if you are considering the man behind the machine and then you are having that strong robust communication, leadership, engagement. Then definitely your functional improvements will be there for the advanced technology that you have brought to your organization.

(Refer Slide Time: 23:44)

To develop effective leaders and manage the talent supply chain, organizations must formalize their leadership development process and ensure their leadership programmers' goals are aligned with their business strategy.



<https://images.app.goo.gl/feVNXw2NknPIHy8>

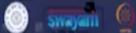
To develop effective leaders and manage the talent supply chain, organizations must formalize their leadership development process. So, special leadership programs are required your common leadership programs will not work with talented people. So, the bosses those who, by positions, are the leaders right, those who are influencing the (Refer Time: 24:06) or they are seniors in the organizations.

They must formalize their leadership development process; how to formalize that we will see further in the other slides. And therefore, that leadership development process has to be taken into consideration and ensure their leadership program goals are aligned with their business strategy. Now, again there are organizational strategies, business strategies and there is an individual leadership strategy. So, that alignment is very much required.

(Refer Slide Time: 24:40)

The Five Key Global Leadership Competencies

- SOLID LEADERSHIP SKILLS
- “GLOCAL” MINDSET
- FLEXIBILITY
- AN EXTRA GEAR
- SELF-AWARENESS AND REFLECTION

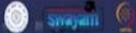
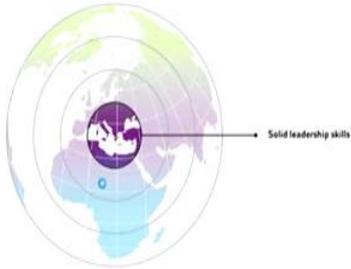


So, these are the five key global leadership competencies are there that are solid leadership skills, glocal mindset, flexibility, extra gear, and self-awareness and the reflection is there. So, we will go one by one. Solid leadership skills: as I mentioned that is in global talent management (Refer Time: 24:59) there is technology is complex and the man behind the machine that he has to, we are to take the human element so, that our leadership style that is to be solid.

(Refer Slide Time: 25:13)

1: SOLID LEADERSHIP SKILLS

An essential prerequisite for success in global leadership is for the global leader to stand on firm foundations grounded in solid management experience and to be equipped with a toolbox filled with all the tools and processes that are also used in traditional (locally oriented) leadership.



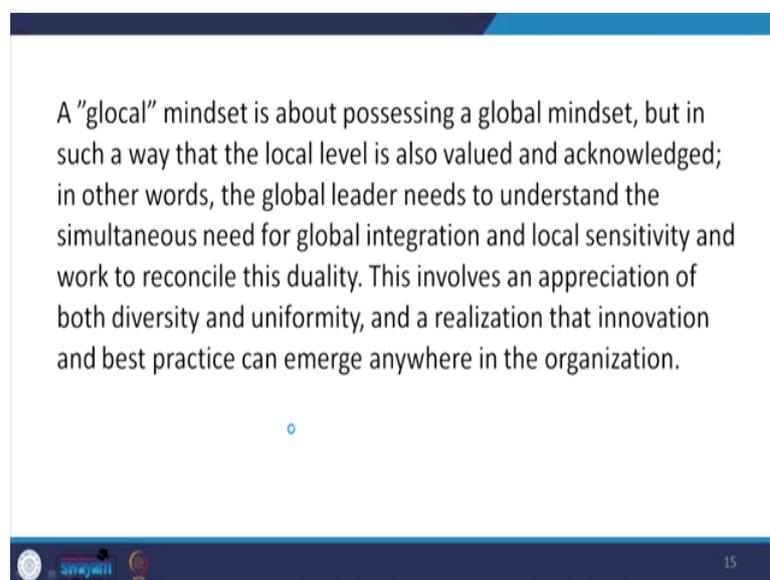
<https://images.app.goo.gl/uYnehPjCGHuztEW8>

How what does it mean? That is grounded in the solid management experience to be equipped with a toolbox means what? Filled with all the tools and processes that are also used in traditional locally-oriented leadership is there. And in traditional local leadership, you will find that if you are concerned with the person, servant leadership and that type of approach is very very much important.

Otherwise, by saying that if we have given you the best machine, we want the best output that is not enough that your intervention is a leader with the human element that is very much necessary. The second one is the glocal mindset: Apart from having a solid grasp of the traditional leadership tasks, the global leader needs to have a glocal mindset that is the exposure to the global working for local, right.

So, prime ministers, these words are there and that is the Aatmanirbhar Bharat, Aatmanirbhar Bharat, and Vasudhaiva Kutumbakam. So, therefore, in that case, when you integrate this concept we will find it is a glocal mindset that is becoming the necessity of the type. So, you have to compete at the global level keeping in mind the local manpower. Next thing around the solid leadership skills at the center.

(Refer Slide Time: 26:34)



A "glocal" mindset is about possessing a global mindset, but in such a way that the local level is also valued and acknowledged, as I mentioned exposure to the global and local values and local level is also recognized. In other words, the global leader needs to understand the simultaneous need for global integration and local sensitivity, right. So,

therefore, in that case, that is the; we have to integrate at the international level and the local sensitivity is required and work to reconcile this duality. And this involves an appreciation of both diversity and uniformity. So, on one side there will be workforce diversity and the like in India what we say, unity in diversity.

So, therefore, that unity in diversity, the diversity in uniformity that is required, and in India already we have that particular culture. And the realization that innovation and best practices can emerge anywhere in the organization. Naturally, you are you have to identify the new and new practices, new types of complex situations, and new solutions that will be kept on emerging.

(Refer Slide Time: 27:51)



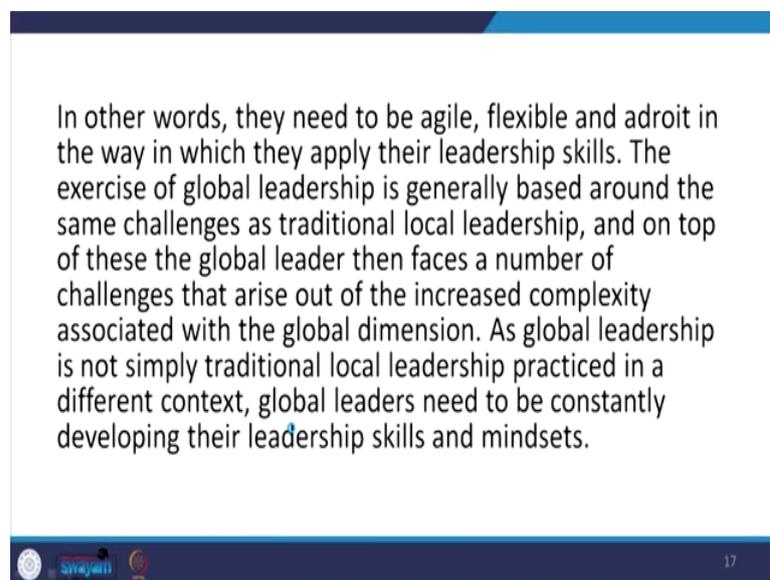
The third one is flexibility: Apart from a solid grasp of the traditional leadership skills and the glocal mindset, global leaders have to be able to adapt their leadership style to produce results in many different situations and contexts, flexibility is there and that is called the HR flexibility.

In the HR flexibility that leadership flexibility basically in the HR flexibility, it becomes very very important that is the expert tuning you are making the tuning, you are working accordingly to your followers. If your followers can understand that what is expected from them by the organization.

And the leader who is a bridge, a leader who is providing guidance, a leader who is influencing, and then if he is flexible. So, it is not like that he is having a single leadership style rather than he is flexible to change his leadership style according to the maturity level of the followers.

So, we have talked about these in Hersey Blanchard's maturity that leadership model also there are the different maturity level and according to the maturity level the leader has to perform. So, this flexibility will be becoming very much important.

(Refer Slide Time: 29:02)



In other words, they need to be agile, right, and therefore, flexible and adroit in the way in which they apply their leadership skills. The way they apply their leadership skills that have to be seen, the exercise of global leadership is generally based around the same challenges as traditional local leadership is there.

So, what is a local leadership challenge is also matching the followers and leader. So, that has to match and on top of these the global leader then faces several challenges that arise out of the increased complexity associated with the global dimension.

So, many challenges are there which are increasing the complexity with the global dimensions. If the global dimensions are there then they are working accordingly. As global leadership is not simply traditional local leadership practice in a different context,

global leaders need to be constantly developing the leadership skills and mindsets are there.

Now, you see this everything is flexibility means everything is kept on going to be the change. And therefore, the local leadership in the global context in the local context as per the situations and as per the technology development that needs to be constantly we have to change and develop the mindsets are there.

(Refer Slide Time: 30:13)

4: AN EXTRA GEAR

Some global leaders find that they have to do more than usual to deal with physical separation and particularly to build bridges across divides in the form of time zones and different locations, cultures and objectives in the global organization.

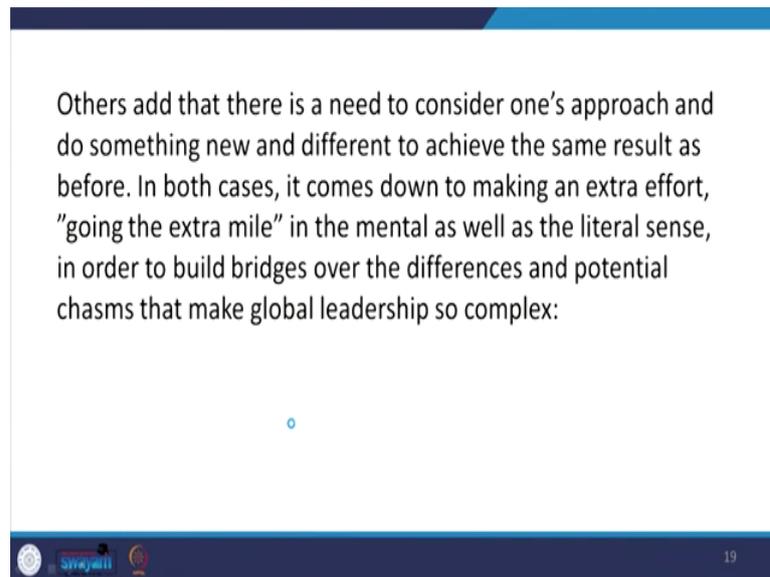


<https://images.app.goo.gl/UynehPpJCGHuztEW8>

Now, the extra gear, and next-level right. So, therefore, everyone reaches up to a particular level by his capacity, but dear friends to go into the next level to be the next level (Refer Time: 30:26) of a next level and for that, I have to L and D, I have to go through the L and D learning and development. I have to get trained myself and then only I will be going to the next level.

So, than usual to deal with the physical separation and particularly to build bridges across divides in the form of time zones and different locations, cultures, and objectives in the global organizations are there. And therefore, we have to go for the extra gear and that is the next level. How to reach the next level, I will discuss further also.

(Refer Slide Time: 30:58)



There is a need to consider one's approach and do something new and different to achieve the same results something new and different to achieve something new and different right. And therefore, your creativity has to be reflected everybody is doing the job, but the way you do the job excellent impact is there.

So, that impact factor has to be seen. In both cases, it comes down to making an extra effort, "going the extra mile" which is a very important extra mile. So, you always have the extra mileage in the mental as well as the literal sense to build bridges over the differences in potential chasms that make global leadership so complex.

(Refer Slide Time: 31:44)

5: SELF-AWARENESS AND REFLECTION

We need time for reflection and time to build up, develop and maintain our global leadership skills. The vital need in global leadership is for the global leader and/or leadership team to maintain their global readiness and be able to see themselves from the "other person's" viewpoint. Reflection is about learning from the challenges faced and experience gained in the leadership role.



<https://images.app.goo.gl/uYnehPpJCGHuztEW8>

And finally, we will talk about self-awareness and reflection. We need time for reflection and time to build up, develop and maintain our global leadership skills. The vital need in global leadership is for the global leader and a leadership team to maintain their global readiness to be able self-awareness.

We should know that where do we stand, what is my strength, weakness, opportunity, threats. I have to also know the TOWS matrix, I have to also know the SWOT matrix, and then they able to see themselves from the other person's viewpoint, how the other persons are perceiving, and what they are expecting. Reflection is about learning from the challenges faced and experience gained in the leadership role.

So, naturally, when you will be doing certain jobs you will face certain challenges there will be certain commands, there will be certain suggestions, you have to get the incorporate there may be a success there might be the failures and the leader, but he does not stop, he continuously goes towards this trial and error process and ultimately he leads to the global talented employees.

So, this is all about the competencies in global level management competencies number 1. We will discuss further the case studies in our next session.

Thank you.