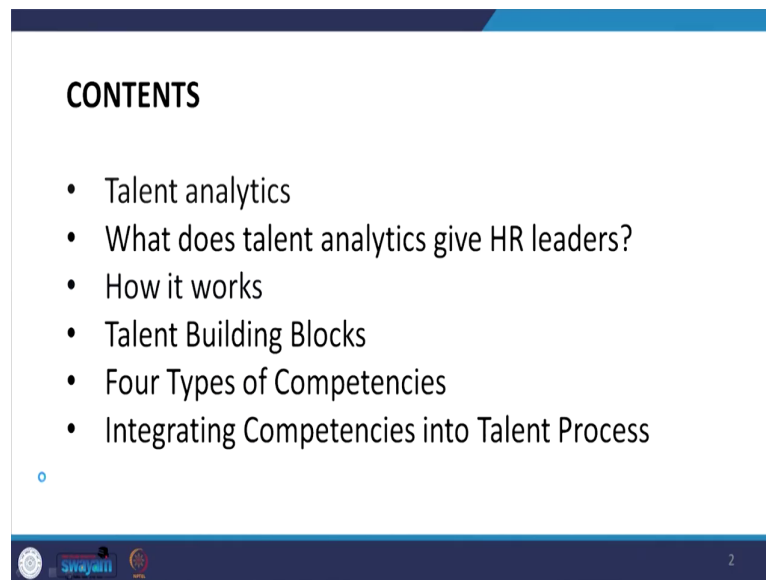


Talent Acquisition and Management
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 25
Talent Analytics

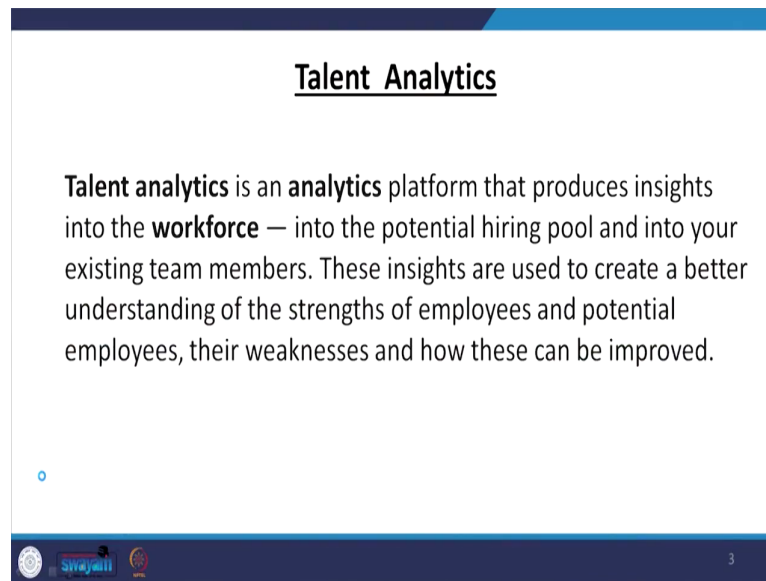
Now we are entering into a different aspect and that is the analysis. In the previous session I have mentioned all these case studies when we are talking about a very important thing is how do you analyze the talent? And here we will talk about Talent Analytics. What does talent analytics give the HR leaders?

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How does it work? And the talent building blocks; four types of the competencies are there and the integrating the competencies into the talent process. So, these are all the aspects in talent analytics, which is the nowadays very emerging topic and how to do the talent analytics that we will see. It will be also talked about that is the for doing this the talent analytics what type of the competencies are required.

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Talent Analytics

Talent analytics is an **analytics** platform that produces insights into the **workforce** — into the potential hiring pool and into your existing team members. These insights are used to create a better understanding of the strengths of employees and potential employees, their weaknesses and how these can be improved.

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So, first we have to understand. What is talent analytics? Talent analytics is an analytics platform that produces the insights into the workforce. What type of insights? Into the potential hiring pool right, because, when we are going for recruiting at large numbers so specially LE's large enterprises right.

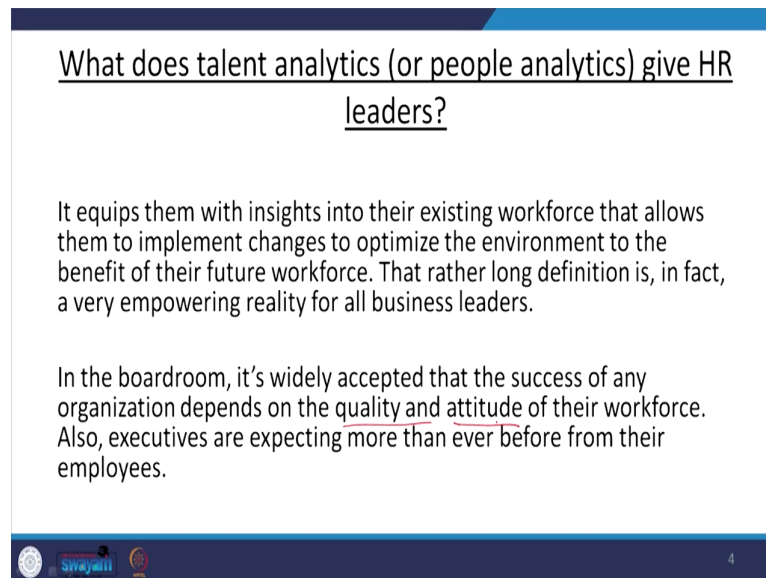
And then when they are inviting the application so naturally there will be a very potential hiring pool. Into your existing team members and these insights are used to create a better understanding of the strength of the employees that are the internal customers and potential employees that are the those who have applied and then you want to know their strengths and competencies. And also, their weaknesses and how this can be improved?

So, this talent analytics is basically a platform, which is producing the information you know the word has been using the insights into the workforce means about the information about your workforce that is the potential employees and the current existing employees about their strengths and about their weaknesses. So, once you know their weaknesses you can improve upon and once you know their strengths you can use them in the best manner.

What does talent analytics or people analytics give the HR leaders? It equips them with insert into that existing workforce; then to implement; implement the change that is very important when it is required? In fact, I will advise that it is always required that there should be a division, which will be kept on continuing the exercise to explore their employees and

potential employees that is the applicants because when we will go further you will find it is a continuous process.

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What does talent analytics (or people analytics) give HR leaders?

It equips them with insights into their existing workforce that allows them to implement changes to optimize the environment to the benefit of their future workforce. That rather long definition is, in fact, a very empowering reality for all business leaders.

In the boardroom, it's widely accepted that the success of any organization depends on the quality and attitude of their workforce. Also, executives are expecting more than ever before from their employees.

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So, what is important is that, to implement the changes to optimize, to implement the changes that allows them to implement the changes. So, what type of the changes are required, that is to be implemented, and the environment to the benefit of their future workforce.

So, providing that environment; environment is to the benefit of their future workforce is there that is how these particular requirements with the business environment changes that competency development, competency mapping learning and development and competency mapping that is the benefit of their future workforce.

That rather long definition is in fact, a very empowering reality for all business leaders. It is very much required, how empowering your employees, empowering means developing the competencies right. Now, you see that the global talent leadership and talent analytics in all these cases, coaching is becoming very important.

And when will coaching be successful? So, I always give the example of the Shri Krishna and Arjun Chanakya and Chandragupta and Dhroncharya and Eklavya. Why? Had these coaches become successful you know all the three right. That is the team; team of the coach and team of the trainee or learner. So, the person who is providing the training and the person

who is receiving the training knows the frequency of the both when it matches. So, that trainee gives much better results, dear friends.

So, it is a very empowering reality for all business leaders. When you share knowledge with others, right. So, it becomes important for that particular receiver that the receiving end is right. He is multiplying that knowledge. You are just giving a thread, an idea, a concept and understanding basic conceptual understanding, but he builds on that because you have empowered with the knowledge. When the knowledge is empowered then the person who is receiving that knowledge, he will definitely be able to build on that.

So, it becomes very important how you are using that particular knowledge. Now, in the boardroom, it is widely accepted that the success of any organization depends on the quality and attitude of their workforce. So, what I was mentioning? What type of the quality you are having? And then if you are having that particular quality then definitely you will be able to develop the manpower of leaders, it is not the ordinary manpower rather than leaders.

So, the success of any organization depends upon the quality and attitude of their workforce. So, practically this we have to learn. So, I may be giving you a lot of input and then you will say Sir, you are giving success mantras, but will really this will be the success mantras, or this will not be the success mantras. Dear friends, it is not only me or you, it is the person who is receiving these mantras how he is chanting those mantras. If he is able to chant those mantras in a proper way, right.

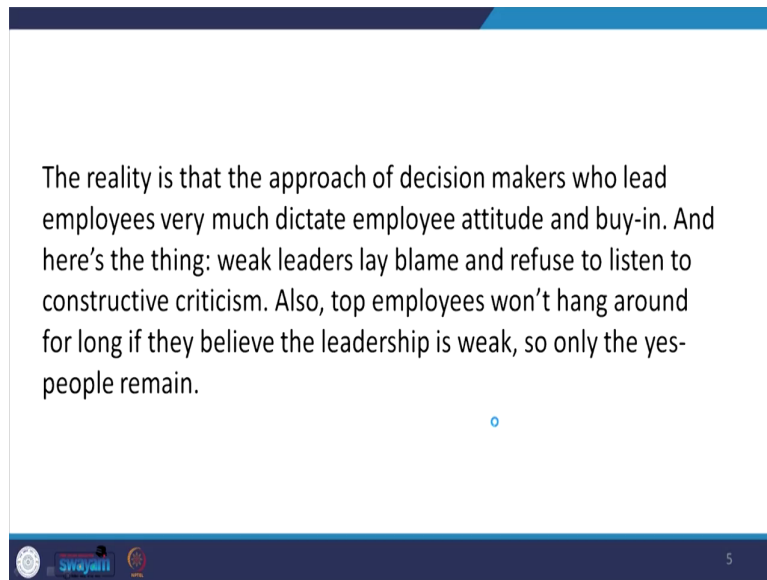
So, then definitely there will be the success that I can assure you. So, therefore, the quality and attitude of that workforce, these mantras will be applicable and the global leaders will be developed or not.

Also executives are expecting more than ever before from their employees, this was with my boss also, and this is with me also, and may be when my subordinate will become the boss then definitely in that case also he will be also expecting more than ever before from their employees or from their next generation.

That every generation is expecting more than from the next generation. And I think that is right also. The reality is that the approach of decision makers those who are taking these particular decisions who lead employees very much dictate employee attitude and buy-in this is the important point right.

So, it is who they may dictate you know do these, do that, do not do these, do not do that right. So, there are a lot of dictations there and then when you are dictating the persons in then definitely it will depend on that personality that filters.

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And then his attitude and buy-in. So, whatever the dictation you will give and that the everything will not be buy-in. He will not buy away everything, he will be selective. That is ok. My boss said these things, but I like doing yoga. Yoga is necessary to keep good health. Yeah, the global leader should keep good health.

And then if you want to make a long inning then you should be physically fit at your prime young age you should be very careful for the intake, healthy intake you are supposed to take, and no bad habits. But at that age what is buy-in that is fine, if it is rejected, right.

So, then global leaders will not be there, and here is the thing weak leaders blame and refuse to listen to constructive criticism. This is also important. In this process of the give and take it is important that there will be certain constructive criticism also, that no your; your leadership style is not appropriate as per my maturity level.

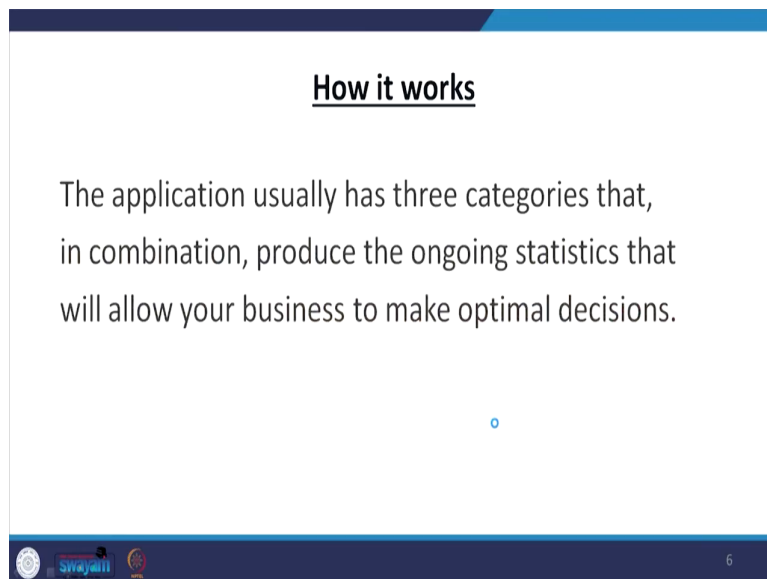
And if it is not appropriate as per my maturity level you have to change your leadership style. Because I am fix I am your subordinate, I am your follower therefore, I am the follower, but I have my strengths and weaknesses and put in that we will see in analytics, and then you know

that, you analyze that, you identified those strengths and weaknesses. Now, you tune up your leadership style according to my maturity level.

So, in that case it refers to listening to constructive criticism they have to listen. Also, top employees would not hang around for long if they believe the leadership is weak, so only the yes-people will remain. A very alarming sentence. That is if you are doing the leadership and in that leadership if that is you are not ready to accept the criticism right, and constructive criticism or the feedback, and then you do not develop accordingly so people will not be with you.

Those who are talented employees and those who are giving the feedback talking that you change, but you do not change and then as a result of which the who will remain yes-people will remain with you. And they will say the leader is saying so maybe and that may be that may be so, right. So, therefore, in that case it becomes very important what type of the people you want to lead.

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How it works

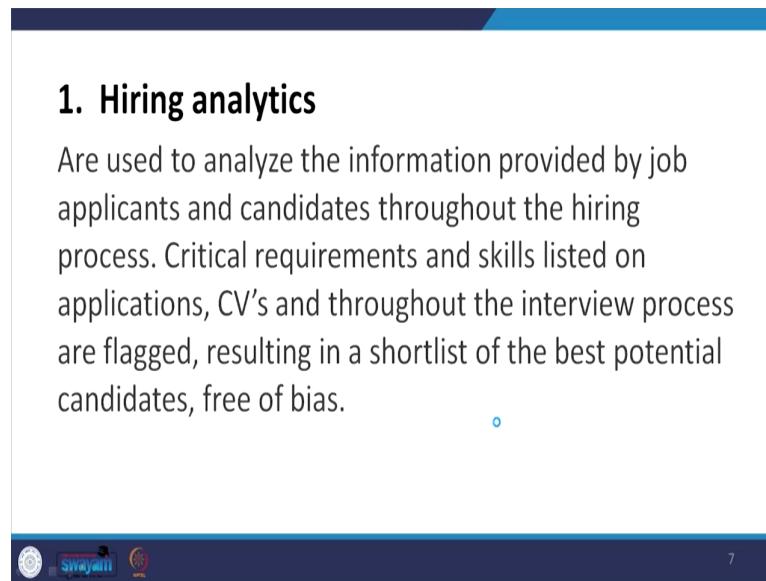
The application usually has three categories that, in combination, produce the ongoing statistics that will allow your business to make optimal decisions.

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So, how does it work? The application usually has three categories that is combination, produce the ongoing statistics that will allow your business to make optimal decisions. So, what are those statistics that we will see?

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1. Hiring analytics

Are used to analyze the information provided by job applicants and candidates throughout the hiring process. Critical requirements and skills listed on applications, CV's and throughout the interview process are flagged, resulting in a shortlist of the best potential candidates, free of bias.

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So, normally there will be three categories. The 1st one is hiring analytics. Hiring analytics are used to analyze the information provided by the job applicants and candidates throughout the hiring process. Now, what type of the hiring process that input has been provided? The example is whenever there is a resume now, those multinational companies, global companies, those who are having thousands of applicants for a one post, thousands and this is true right.

And then if that is there how will you filter them? So, you have to develop software, software with certain keywords. So, I remember that is the one Goldman Sachs Company they have developed the software in which the keywords are there, which will be allowed and there are also the keywords which will not be allowed, right.

So, they find the resume which will be the keywords, which will be having the correlation with organizations culture fine and the job specification and related to the job profile. If it is matching with a job description, job specification and job profile then definitely that application will be screened in the first level.

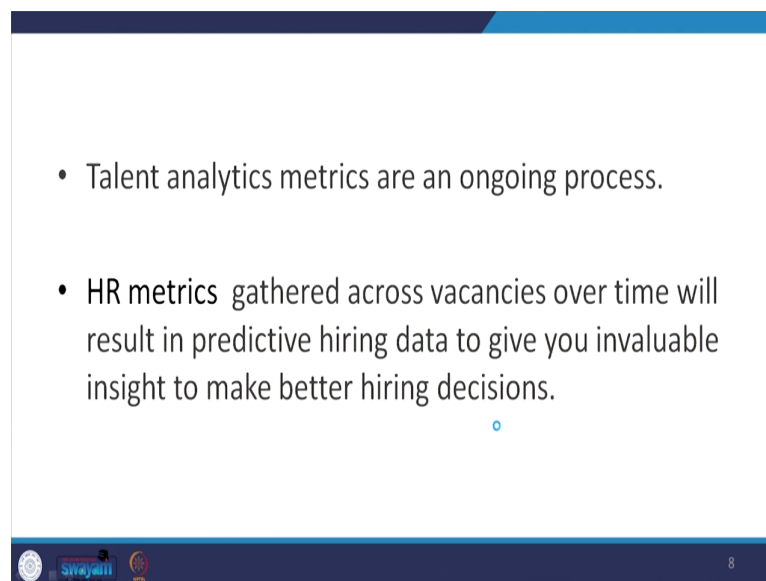
But if there are certain words which the organization is very clear that is these words are there then for this post this applicant is not suitable. And as a result of which you will find that there will be rejection, not we will not use the word rejection, but they will not be suitable.

So, can throughout the hiring process critical requirements and skills listed on application. Those keywords here the word has been used the skills are listed that is a CV is having these skills they are listed on the applications. CV's and throughout the interview process also means now you see the interviews are at the 7 layers.

So, first is that is the psychometric test is there and then you have to interview with the client then you have to interview with the technical team, you have to interview with the HR team, you have to interview with the boss you have to interview with the other senior employees of the organization, so like this there will be the number of layers are there.

So, that is the interview process is flat, and the resulting in a short list of the best potential candidates free of bias. So, out of this so many applications in hiring analytics, you will have the keywords, and they will be the skills requirements listed on the applications and as a result of which the interviews will be flat.

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Talent analytics metrics are an ongoing process as I mentioned that is what happens in the big organizations that the people will be keep on applying and the organization if it is recruiting that is fine. Even, if the organization is not recruiting what they will do? They will shortlist those applications and keep them in the database right.

Databank: what is the databank? Databank is a very old concept earlier also, if I will share with you that is 30 years back. If anybody was sending his resume then that resume was

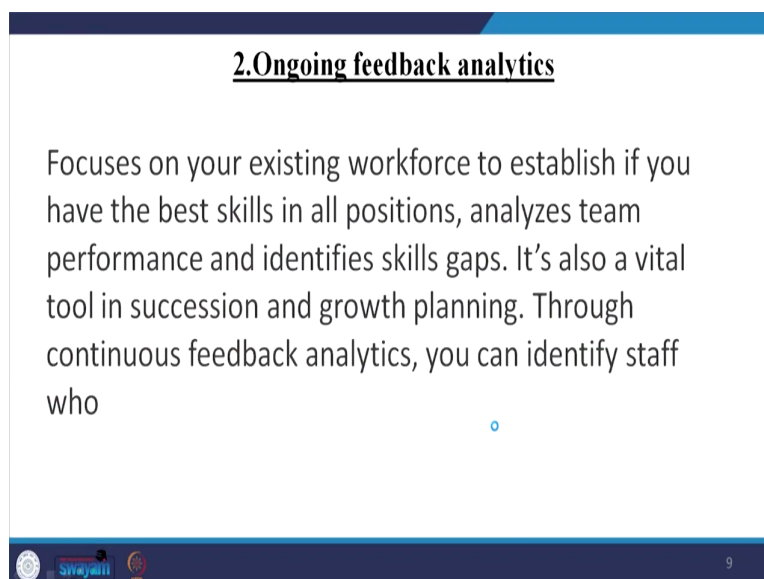
good, but there is no requirement because there is no vacancy means at present, but the CV is very good. So, what we will do we will keep in the file. Please file for the future requirements that we will go into that particular file and that was the hard copy right, 30 years back.

But now the mail is there, the attachment is there, and you see that CV is good. The candidate has been called for an interview then, but there is no vacancy. So, what you will do in this is that soft copy that you will keep; keep into the reservoir. So, this will always be a continuous process. HR metrics gathered across vacancies over time will result in the predictive hiring data.

So, therefore, whatever the metrics is gathered and then that will result in the predictive hiring data will be there. How many applications have you received? And how many have been shortlisted and who are supposed to be called for an interview, to give you invaluable insight to make better hiring decisions.

So, you are making the whole analysis of that right, and then on and then you are either keeping it into your database or in or reservoir or you fail. That is this is mismatch with the culture so therefore, you keep it pending not to be currently to be considered. Then, in that case you will find that is your insight to make better hiring decisions that will be there.

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2.Ongoing feedback analytics

Focuses on your existing workforce to establish if you have the best skills in all positions, analyzes team performance and identifies skills gaps. It's also a vital tool in succession and growth planning. Through continuous feedback analytics, you can identify staff who

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The slide features a blue header with the title '2.Ongoing feedback analytics' in white. The main content is in a white box with black text. A small blue circle bullet point is visible at the end of the text. The footer contains logos for Swayam and a small circular logo, along with the number 9.

The 2nd one is that is an ongoing feedback analytics, in the focus on your existing workforce to establish if you have the best skills in all positions. Now, that was for the applicants hiring

now this is for the existing employees. And when there are the existing employees that have the best skills in all positions, that is whether they are acceptable or not, and analyze the team performance that is the yes the team is doing good.

And identifies the skill gaps, skill gaps that are our current employees on their personal inventory, personal inventory that is there will be best skills in all the positions, what is required in a particular critical position critical skills are required.

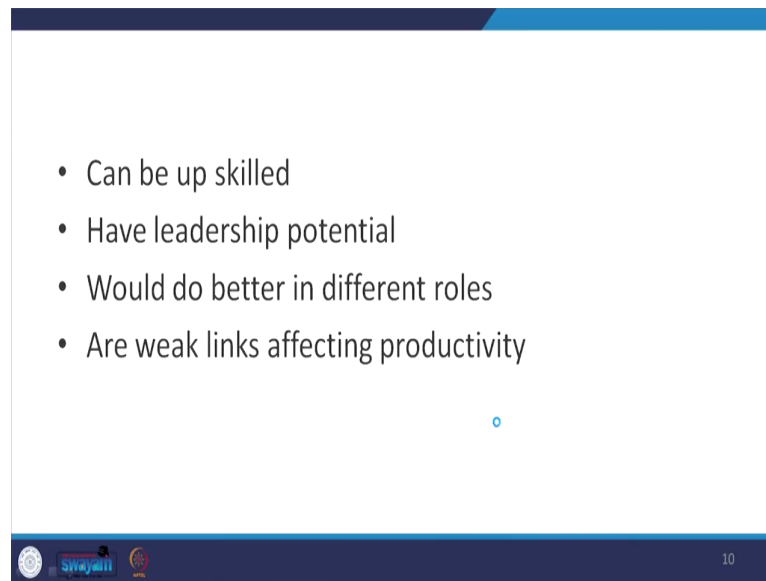
And what type of the skills are required maybe the HR skills are required in certain positions is to go to the higher, then the HR skills are becoming important, or the job skills are required, or the conceptual skills are required, or the analytical skills are required or the creative, or designing skills are required all the skills.

So, analyzing these skills better based on the all positions analyze the team performance HR skills also one may be very highly expert, but when he interacts with the people; people do not like that person. The way he dictates, the way he talks, the way he comments, the way he behaves so they say no I do not want to work with this particular person may be whatever the payment is there.

So, therefore, in that case that is analyzing the team performance and identifies skill gaps. So, whether it is a technical skill, job knowledge skill gap is there HR skill gap is there concept concepts are not clear, conceptual skills are not there, analytical skills the person does not know or designing or creative skills the person does not know and therefore, those gaps are identified.

It is also a vital tool in succession and growth planning. That is how that succession is to be done and the growth planning has to be done by the organization. Through continuous feedback analytics you can identify this staff that is the who can be recruited. So, therefore, you can identify this stuff right by the continuous feedback and analytics is there. So, who can be up-skilled? Yes, if you increase their skills, then you can make use of them. Have leadership potential right.

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So, that is the top, this is a corporate level strategy will be deciding the factors on the basis of your past experience, and your profile, and whatever the analysis is done, and analysis what type of the skills have been identified. So, that will decide whether there is a requirement of the up-skillness or the person is already having that leadership potential. If the person is already having that leadership potential, then definitely he will be given that responsibility to do that particular job.

Who does better in different roles? Like you identify that it is not only the one role which in the one department, when one section he is doing best he can have the job rotation also. So, he can do the better jobs in different roles also. Or weak links affecting productivity or there are certain weak links are there and therefore, the output is not there. So, these all these analysis of the thousands of employees that will be done with the help of talent analytics.

The 3rd one is optimization analytics. So, 1st one was the hiring analytics, 2nd one was the potential analysis of the current employees, and 3rd one is the optimization analytics. What is this? It brings together the statistics from the hiring analytics and ongoing feedback existing analytics, to produce predictive data that enables informed decision making.

So, therefore, in that (Refer Time: 22:42) of predictive data which is required that will be enabling the informed decision making is there.

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3. Optimization analytics

- Brings together the statistics from hiring analytics and ongoing feedback analytics to produce predictive data that enables informed decision making. Optimization analytics allows management to see their current situation, identify areas that need change or improvement and to take decisive action.

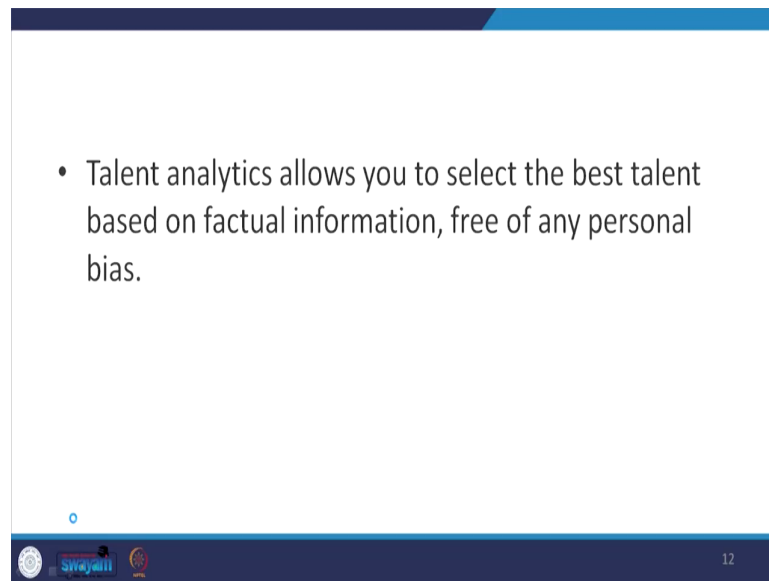
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Optimization analytics allows management to see their current situation, it is what their current situation is there and identify the areas that need change or improvement and to take the decisive action there. So, optimization is the combination of both, right. And this is the 3rd one optimization.

So, optimization if hiring analytics 1, ongoing is 2 and 3rd one is optimization analytics. So, what for predictive data? right, So you can find out that is on the hiring analytics you will create a database of the potential employees and may be calling for their calling them for the interviews.

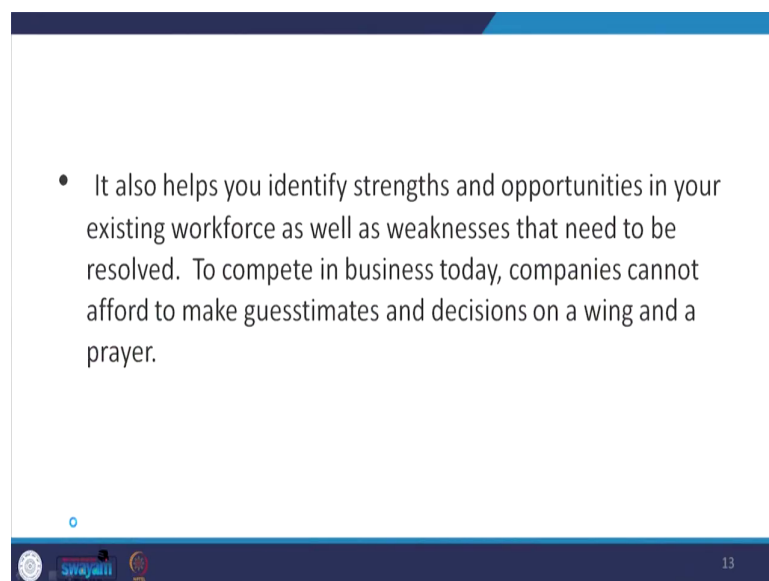
In the 2nd one, ongoing feedback analytics becomes very very important. That is the existing employees and that you find out their strengths and weaknesses and you take the decisions. Optimization analytics allows management to see their current situation on the basis of this. Identify areas that need change or improvement and to take the decisive action to go for the hiring analytics or not to go for the hiring analytics.

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So, here with this combination of three we will decide that talent analytics allows you to select the best talent based on the factual information, free of any personal bias right. So, this is becoming a very very important aspect that is how you are selecting the best talent and therefore, because you have done through the technical process. And human interface is very less as a result of which you will find that you are going to develop this one.

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I will also talk about how it also helps you identify strengths and opportunities in your existing workforce as well as the weaknesses that need to be resolved. So, your future

business strategic goal right you want to achieve that goal organizational goal. So, to achieve that organizational goal what is required is existing workforce is required and that has to be resolved.

And how is it to be resolved? It is to be resolved on the basis of the functions that you have identified to be done by the others. If they are able to do that your current optimizing the ongoing feedback is there and your employees are doing good that is there, but if they are the weaknesses.

So definitely, what is required? Training is required leadership, mentoring, coaching is required. To compete in business today companies cannot afford to make the estimates and the decisions on a wing and a prayer. So, you cannot take leave it to the situation based decisions making rather than you are having the predictive analytics.

And therefore, you are not getting the guess estimates rather than you are taking the decision on the base of the facts and figures and that is the important. Now, the successful organization uses a talent management approach that will link the 3 assessment tools or building blocks.

Competency assessment, performance appraisal and potential forecast is there. How does it work? Competency assessment competencies are one of the building blocks; one of the building blocks, which are in a talent management model are any behavior, skill, knowledge or other type of stated expectations.

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I- Competency Assessment:-

Competencies are one of the building blocks in a talent management model. They are any behavior, skill, knowledge, or other type of stated expectation that is crucial to the success of each employee and to the success of the entire organization. Competencies used for employee assessment must always include the organization's creed.

Which I have mentioned that is it can be of any behavior; that is whatever the competency you develop then for example, the leadership so, that is a behavior is there. Technical skills, analytical skills then that is a skill is there or decision making or the corporate strategic goals the knowledge are required or any other type of the stated expectation, that is crucial to the success of each employee.

For example, the person is with the HR or marketing then definitely there the behavioral aspect is more that is applicable to all, all factors are applicable to all disciplines and divisions, but some is having the core competency are more influential in a particular business of the departmental section.

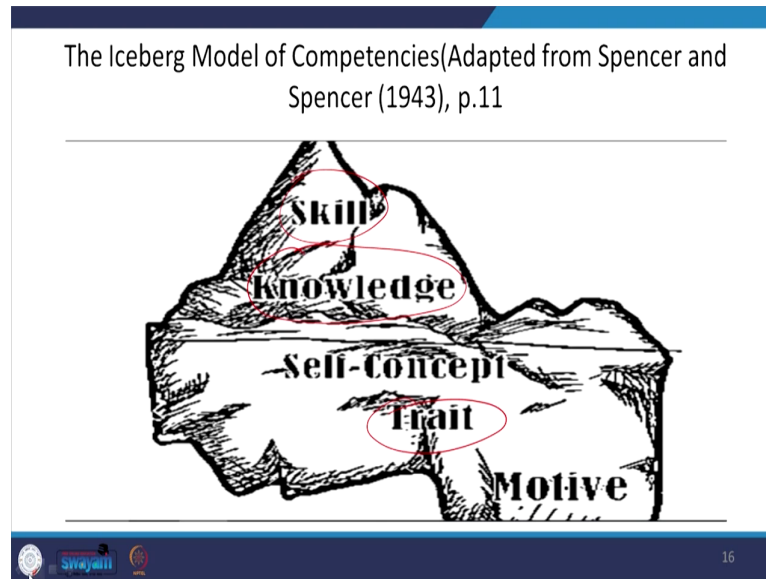
So, therefore, so it may be the behavior then definitely you are required to improve upon the success of the employee depending on the behavior. If it is into engineering or analytical then the skills are there, which is important or it is at the corporate level, strategic decision making process.

Then nowadays, the strategic decision making process is also becoming a very important function and that is knowledge based. So, to the success of each employee and to the success of the entire organization. Competency is used for the employee assessment of the parameters now, here is a catch also; I will like to mention one very important point- like you are doing the analysis that is the problem with the technology basically.

The problem of the technology is like that you are using a software these technology-technology means what you are using a software. So, suppose I put the X income and Ys expenditure. Even in that case the hat software will identify the correlation between X and Y. So, who will check no, no X income, so X expenditure is required not Y's expenditure that is a man behind the machine. But, when you feel that the machine is the ultimate and men are not required.

So, then there will be no cross check and sometimes it may be a very big error. So, therefore, it is becoming very important that they are crucial to the success of each employee in the entire organization must always include the organizations creed. So, please see that whatever you are doing is appropriate and what you are looking for then only you will be able to do that.

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Now, it is the Iceberg model of the competencies adapted from the Spencer's and Spencer's in the, that time. And that is the; I have mentioned that is the knowledge skills and attitude you know traits. So, therefore, these knowledge, skills and traits are very very important there.

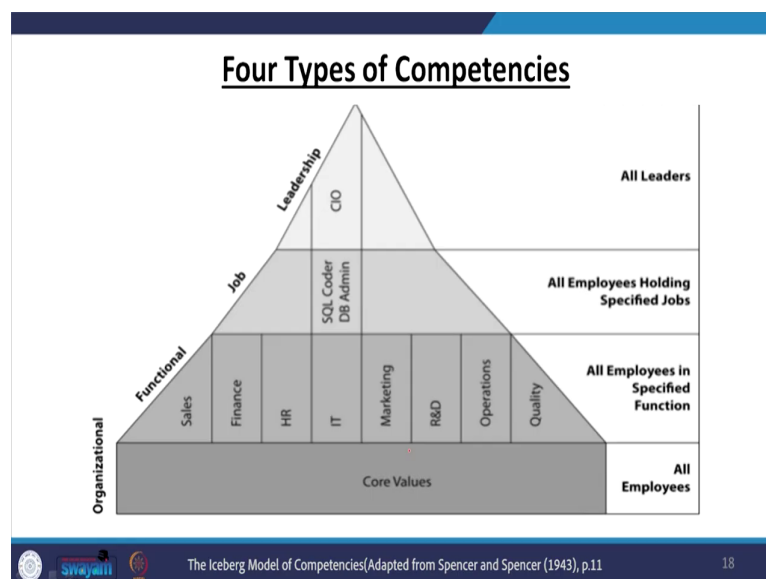
And accordingly, you are developing the motive. So, please understand that if you are working on this particular model then you have to be careful how that competencies are developed in the iconic organizations practically, how this model is applicable, Apple, we will take certain examples of the industries.

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Organizational Competencies at Iconic Organizations	
Organization	Organizational Competencies
Apple	Innovation Quality Customer Service Marketing Simplicity
Google	Societal Education Environmental Care
Pepsi	Performance Orientation Teamwork
Toyota	Continuous Improvement Respect for People

Apple - Innovation that is becoming the quality then these, what innovative ideas are there, quality is there, customer service, marketing and simplicity. So, these are the organizational competencies there. Google- societal education and environmental care so that is a core competency. Pepsi- is a performance orientation, teamwork is there. Toyota is a continuous improvement and respect for people.

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So, organization competencies at the iconic organization that has to be seen. Now there are four types of competencies. So, that is the organizational level, functional level, job level and

leadership level is there. So, that is all leaders; all leaders are supposed to have the competencies of the leaderships there. All employees holding the specified job SQL coder DB and this so, that is a job related competencies as I mentioned that is a technical skill or the job skills are there.

And all that is the functional competencies whether you are working in finance, HR, marketing, R and D, operations, quality these are the different functional areas are there. And in these functional areas then you are required to put the competencies into the functional areas, and the core values that are the organizational level. Organizational level all employees are required to have the core values are there.

So, all leaders should have the leadership, all employees should have the job competencies, all functional employees have to specify their competencies into the functional areas, specified function and basically the core values of organizations that have to be followed. So, this is all to give us the understanding of the different types of the analytics and how these have been applied in the organization that we will see in the further session.

Thank you.