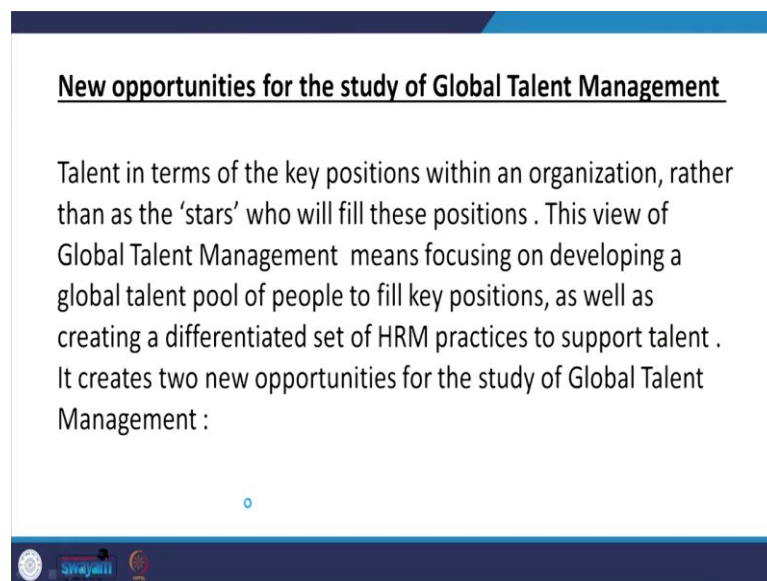**Talent Acquisition and Management**
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Lecture - 26
Talent Management Challenges - in the Near Future

Now, so far, which we have discussed now the question arises. That is the Talent Management Challenges in the Near Future; what are the different challenges are there. So, new opportunities for the study of the global talent management, then the competitive study of the Europe and Asia of talent, critical talent management challenges in the near future, and the examples of Google's concept of the 20 percent time.

Now, the new opportunities for the study of global talent management. Then as the 'stars' who will fill these positions.

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New opportunities for the study of Global Talent Management

Talent in terms of the key positions within an organization, rather than as the 'stars' who will fill these positions . This view of Global Talent Management means focusing on developing a global talent pool of people to fill key positions, as well as creating a differentiated set of HRM practices to support talent . It creates two new opportunities for the study of Global Talent Management :

This view of the global talent management means focusing on developing a global talent pool of people to fill the key positions are there. So, whatever the key positions are there? That now that the talent pool has to make the fill these positions, which we have seen at the time of the analytics also. As well as creating a differentiated set of HRM practices Human Resource Management practices to support the talent.

And to support the talent, there is a requirement of the different set of the HRM is there. It creates two new opportunities for the study of the global talent management. What are those two new opportunities are? 1st is a perspective on the impact of global talent management on the HR role that is both top-down, management control approach to moving talent around the firm and the bottom up, self-initiated, culture driven flow of talent through key positions.

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1.A perspective on the impact of Global Talent Management on the HR role that is both top-down (management-controlled approach to moving talent around the firm) and bottom-up (self-initiated, culture-driven flow of talent through key positions).

2. An expansion of the territory that might legitimately be considered part of a Global Talent Management system into marketing-driven concerns such as market-mapping and employer branding (Sparrow, 2007).

This I would like to explain. Now when we are talking about the impact of the global talent management, exactly what your top management wants? What is the leadership style? And then the management-controlled approach is there; then definitely it will be moving to around the firm. That is the yes, the positions are to be done like this.

And the bottom up that is a self-initiated how you are doing the self work culture driven flow of the talent through key positions are there. So, what type of this culture-driven flow is there of the talented through the key positions? Then if the culture-driven flow is there through the key positions. Then that organization or that family right which is carrying the culture that will be sustainable for long time.

Organizations, where the culture is not able to catch, are the families. Those who are not able to carry that culture then that though that will be subject to the situation. It is very difficult to say that they will be a failure or they will be successful, but it will be subject to the situation. Because it is very difficult to say how they will respond and the family

or the organization which is not having a consistent culture in a given situation how it will respond, you never know, right.

So, now then, an expansion of the territory that might legitimately be considered part of a global talent management system. So, that the territory that must be as a global talent management system that has to be accepted, and these marketing-driven concerns are there. So, if the marketing-driven concerns are there, then it will be more acceptable as market-mapping, and employer branding are there.

So, this is becoming very important. That is how you are considering the marketing-driven concern. If you are matching with the examination situation market means what? A situation. An organization's context with the external environmental factors and then the employer branding employee branding one session we have already taken in the previously, that is how employee branding is attracting the talent, and that is to be seen.

Now, this is a very interesting slide which you will appreciate. That is a comparative study of Europe and Asia of talent, right. So, UK, Europe and Japan, and this study have been done and that it is the talent is having the learning abilities, right. So, therefore in this study, it has been found it is the those who are residing in the UK right they have the faster learning abilities are there. Similarly, in Europe also learning abilities are there.

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Comparative Study of Europe and Asia of Talent

UK	Europe	Japan
1 Learning abilities	1 Learning abilities	1 Loyalty, integrity
2 Working independently	2 Power of concentration	2 Power of concentration
3 Written communication skills	3 Working independently	3 Adaptability
4 Working in a team	4 Written communication skills	4 Getting personally involved
5 Working under pressure	5 Loyalty, integrity	5 Learning abilities
6 Accuracy, attention to detail	6 Field-specific theoretical knowledge	6. Field-specific theoretical knowledge
7 Power of concentration	7 Getting personally involved	7 Fitness for work
8 Oral communication skills	8 Critical thinking	8 Initiative
9 Problem-solving ability	9 Adaptability	9 Tolerance
10 = Initiative,	10 Tolerance	10 Working in a team
10 = Adaptability		
10 = Tolerance		

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As far as Japan is there, the top most they are also having the learning abilities of course. But the topmost has been found the loyalty and integrity with the organization. So, this becomes the very important aspect, the Asian cultural aspect. Then the working independently that there have been preferred. Then there is the power of concentration.

So, in the organizational structure, you will find there is a power of the concentration, and the people are working with that culture. And in Japan also you will find there is a power of concentration is there. It is the written communication skills that have been found more in the UK-based employees, UK-based organizations, and the working independently.

So, therefore here also when we are talking about working independently, then here also you will find it is number 3rd that is working independently is coming. In the 3rd, here you will find that is adaptability. So, here the 1st is the loyalty, then the 2nd one is becoming this power of concentration, and the 3rd is becoming the adaptability is there.

The 4th one, which is the talent, has preferred in UK and employees working in the UK that is working in a team, right. While in the 4th in Europe it has been given the preference to the written communication skills are there. When we talk about in the Japan, then in the 4th one, it is getting personally involved, then that is becoming at the 4th frequent is there.

The 5th one in the case of the UK the preference is being given working under pressure, right. Here the loyalty and integrity while in Japan, loyalty integrity was the 1st one. While here it is loyalty and integrity in Europe is that is the 5th one is there. So, that easy becoming the learning abilities are there. The 6th one in UK is the accuracy of attention to detail.

So, here it becomes very important that is their preference is more on the accuracy, that is, whether there is a proper accuracy or not. While here, it will be the field-specific theoretical knowledge. If they have the field-specific theoretical knowledge, they will be Europe has preferred on the 6th stage. And while in the 6th stage, the UK's brief employees are preferred accuracy, attention to detail is there.

Here it is the field-specific theoretical knowledge that has been given. So, Europe and Japan have given this similar priority in the case of field-specific knowledge is there.

Here the power of concentration is 7th in the UK, while the power of concentration is 2nd in the case of Europe and Japan.

The oral communication skills are that is the 8th one is there. While in case of these, the UK is concerned, they have not given that preference as such rather than they have given at the 4th stage the written communication skills that have been preferred. The 9th is the problem-solving ability in the case of the employees of the UK. While in the case in the 9th, it is the adaptability is there, while in the case of Japan that is the 3rd one is there.

And the 10th one is given the initiative, while in the case of the Japan, the 8th one is given that priority is the initiative is there. Here it is the 10th one is the initiative adaptability and tolerance, right. The 10th position they have given for these responses in the UK.

In the Europe the 10th is given the tolerance is there and in case of the Japan working in a team is there. So, therefore this comparative chart shows that is what are the preferences of the employees in the different continents of the UK, Europe, and Japan. So, if we have that particular information, then the question arises what are the critical talent management challenges in the near future.

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Managing the talent: So, here the talent shortage looms, especially in Europe, right. And we are seeing that is the like the India, which is having the very young generation the age

is higher in the case of Europe. Companies will want to assess their quantitative and qualitative needs for talent in light of their strategic and business requirements, which is very common.

But the important is that is when we are talking about talent analytics, so then that will be the quantitative and qualitative needs. So, how will you identify? So, we will identify on the basis of these types of traits. So, somebody asks that is what type of traits are to be used to identify, and then we will talk about that is here the quantitative and qualitative needs are there.

Some of the measures like it has been given in the quantity. So, it can be quantity. Some of the measures we can use with the help of the case studies. So, we have done a number of the case studies, and therefore, that is the qualitative analysis, and on the basis of the qualitative analysis, we can find out these strategies for an organization. In a given the quantitative and qualitative situations, how the strategies are going to be formed.

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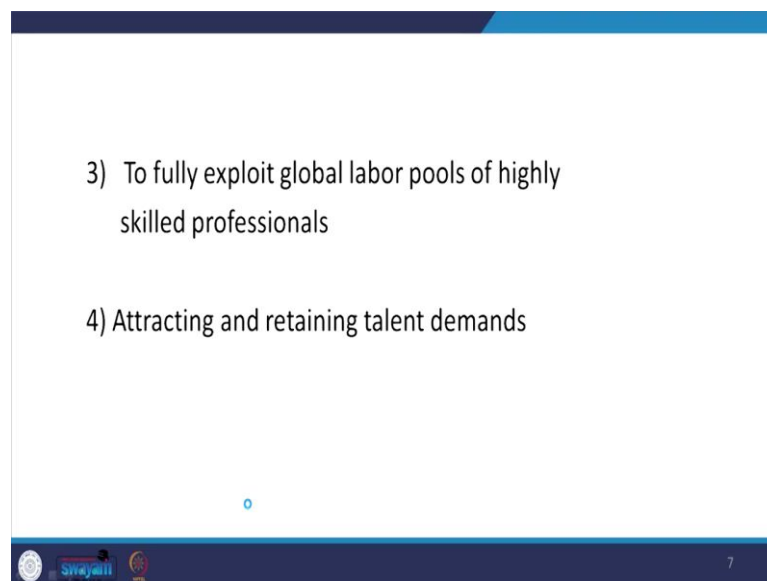
To fully exploit global labor pools of highly skilled professionals are required. And as a result of which we will find that is the, it is important. That is, whatever the global labor pool is there, you are hiring highly skilled professionals are encouraged.

In attracting and retaining the talent demands, there is the how you are going to attract and retain the talent demands are there, and it depends on the areas where that where

they will go. Maybe into some nature of industries, maybe into the business markets, maybe into the global practices. So, therefore accordingly, the attracting and retaining talent demands will be there.

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Then managing the demographics: managing the loss of capacity and knowledge that is the how you are going to make this loss of these capacities and knowledge accordingly the demographics will be managed. So, implementing a comprehensive system of the job families across the companies.

Now demographics means whenever we are talking about the demographics, and the major demographics come of the aging age, right. And when we talk about Asian countries like India and then we will talk about gender also. That is whether it is the male or female which employees a more in which organization and accordingly the rules regulations are to be from because that will bring the cultural aspect.

So, therefore in the demographics, it is there; 3rd one is is the economic status. What is the economic status is there? So, therefore, age gender economic status is the normal demographic variables, which we have to identify about deciding any the talent management strategies in any organization. So, in the job, families across the companies right. What are the job families are there?

You are managing the aging of the workforce productivity the ability of the workforce to work in the shift environments. So, when you are the aging workforce is there then workforce to work in the shift environments is it will be difficult rather than it will be the general shift which will be comfortable if your aging workforce is there. If your workforce is the young workforce the new career systems that you have to manage.

And therefore, if young employees are there, then what are they looking for? They are looking for a career. So, that career systems are to be developed or adopted the shift models. So, if young people are there, you can adapt to the shift models is there. But when there are the senior employees are there, then the workforce to work in a shifting environment that will be difficult.

Now 3rd one is becoming a learning organization. With the period of time as we are seeing that is a lot of changes are going on. So, the organization as a whole. So, there is L and D department not only for the employees; there is the employees are learning the training and development learning and development. But it is also important that is the employers have a learning organization.

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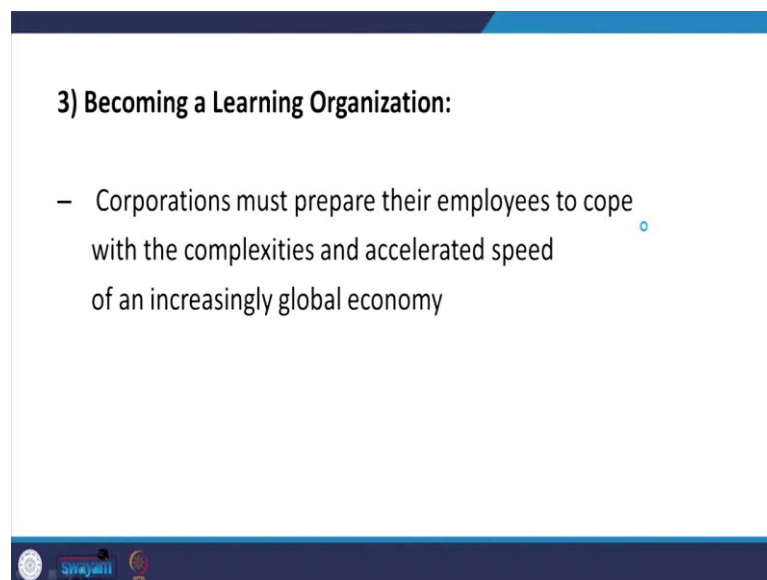
Corporations must prepare their employees to cope with the complexities and accelerated speed of an increasingly global company. So, that is, the employees have to cope with the complexities whatever the complexities are there, and the accelerated speed of

increasing global economy is there. So, when we are talking about the global economy, it is very important how you are coping with that situation.

Because the countries like India those who are having the young countries then definitely they are making a very very important role in the global economy. Because they are going to contribute. So, the contribution is thereby these organizations. Which are having the young demographic variables are there.

If the young demographic variables are there, then that will solve the problem of the organizations; we have the new skills are to be learned. So, new skill development will be there in this type of global economic system.

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Companies will succeed or fail based on how well they link employee training to their business strategy. I always talk about that is the goal, vision, mission of the organization is very important. So, what the organization wants is to be clear to the employee, but here every employee will have their own goal also. So, therefore that matching the organizational goal to the individual goal always.
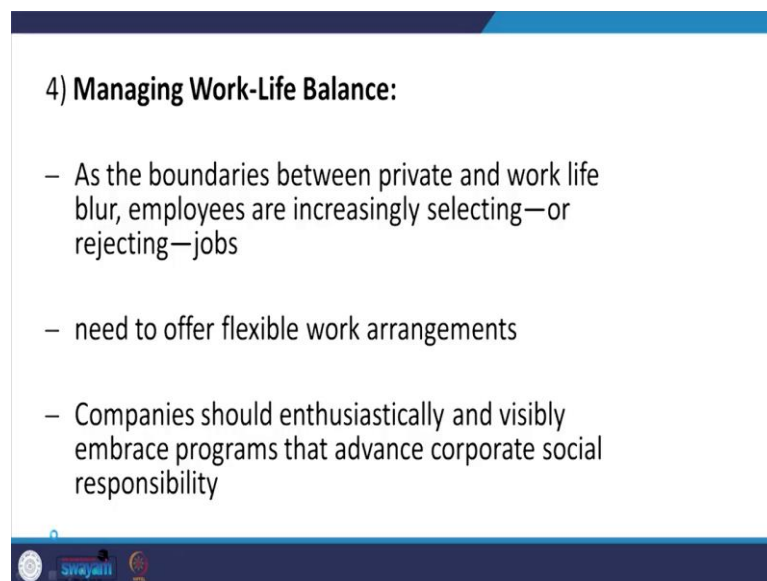
So, getting employed in their business strategies is the organizational goal. And these organizational goals, when you are connecting with the individual goal, then definitely, they will succeed. But it is a plus. But when? You are going to have the cross. Where it is not the addition rather than it is the rejection, it is rejection.

So, therefore, in that case, there will be a fail. So, these individuals' training programs developing these in employees that are connected to the organization and that will decide about the success or failure of the organization. If individual goals are not matching what will happen, employees will be leaving the organizations.

If they are leaving the organization, then definitely, they will not be the organizational goals will not be achieved. So, it becomes very important how you are connecting them. Companies will need to boost the number of on-the-job development programs such as job rotations significantly.

So, we know that is there 2 types of programs: on-the-job training and off-the-job training is there. Some trainings are there very important for the conceptual training which will be the classroom training is there. But when you want to develop the actual practical implications, then on-the-job training that will be very important that is how you are going to implement.

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The 4th factor that is very important is managing the work-life balance. So, my one Ph.D. scholar has done work on this particular topic, that is, how to manage the work-life balance and the boundaries between the private and work life work. So, it is important that is organizations are taking care of the work-life balance. If employees are increasingly selecting or rejecting jobs because that there is a work-life balance or not.

Now this balance has become very important earlier. It was only the work focus. The persons have to do the job only on the work focus, but now it is not like this. Now the young generation are equally concerned with their families. Earlier the early generations, they are sacrificing the families time with the organizational time.

But in the current situation, the young generations want to create a work-life balance. Otherwise, there will be a lot of stress. So, we need to offer flexible work arrangements are there like the virtual working hours work from home. However, in the corona time, it was compulsory to work from home, but when it is not compulsory, and the employee can go to the workplace.

But still that they are customized for the particular employee. So, particular employees are doing the job on the basis of that what he is deciding. So, suppose he wants to spend the second half more.

So, and in the first half, he wants to take care of the family, he will plan; he will plan the working hours accordingly. But when they when these employees when they want to work in the forenoon and they are given the assignment in the afternoon then definitely the work-life balance will disturb.

Because there is nobody at home to take care of because it is a nucleus family nowadays in India, so, there is nobody to take care of the kids. So, if there is any management of this type of the timings are there and if it fails, what the talented employee will do? The talented employee will prefer an organization which is having the customized, flexible working hours, right.
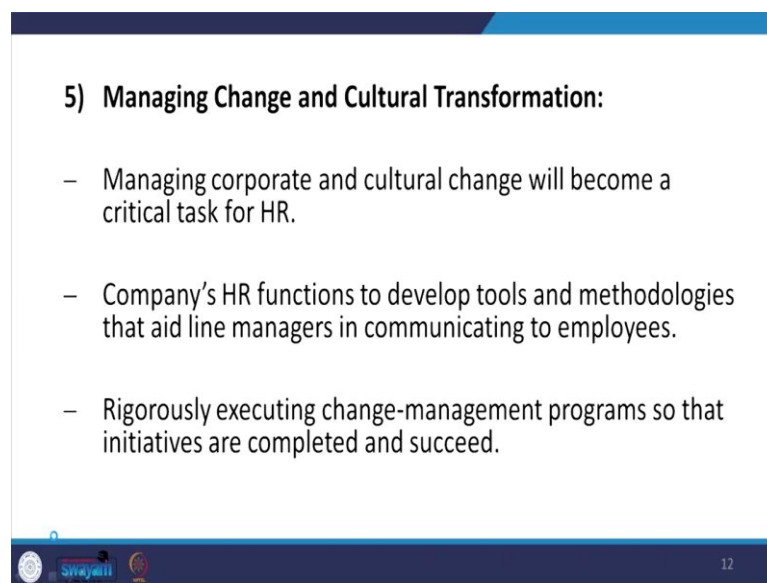
According to the employees consulting with the employee and then deciding the working hours. So, we need to offer the flexible work arrangements are there required are there. Companies should enthusiastically and visibly embrace programs that advance corporate social responsibility.

So, nowadays, it is legally it has been made compulsory that is the organization should follow the CSR corporate social responsibility. But I personally feel that is making the compulsion to the business organizations to do CSR is a very unfortunate situation. Because when the corporates are having their profits or the ROI written on a satisfactory ROI, then there is no legal compulsion, thereby voluntarily they should share.

Many traditional organizations are doing this type of activities which are they dependent with that time when there was no compulsion there was nothing like a word even CSR, but they were fulfilling the social responsibilities. So, therefore that is required. So, it is better that is the when in the current time when you are talking about the managing your young force and managing work-life balance.

It is important that is you also talk about that is how corporate social responsibility will be taken care of.

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Number 5 is managing change and cultural transformation. This is the time you see that Levin's model is there, which talks about managing that is earlier also I have talked about that pull and push. So, managing corporate and cultural change will become a critical task for HR. Change management is becoming critical. However, I say that it depends on so many other factors because every change is not negative. There are positive changes also right.

So, the simple example is that is the changing from middle age to the old age negative change is there. But changing from childhood to the young age right from adolescent to the young age definitely that as many people will be welcoming that. Now the there is socialization process is there and, in the socialization process, your habits are and the hobbies that have been taken care then definitely the people will like to change.

But if the habits and hobbies are not taken care of socialization process is not taken care of by the organization, then they will not like the change. So, that transfer, for a simple example, is transfer. If the transfer is a place where you are meeting your old colleagues, then definitely you will like to get the transfer.

But if the transfer is at an unknown place and uncomfortable is there, the people will reject the transfer of that particular change. So, companies HR functions to develop the tools and methodologies this type of tools and develop methodologies that aid line managers in communicating to employees and understanding that is what will be the problem in the change: what why there will be the resistance to change? What factors can we consider bringing the change successfully?

If we can bring the change successfully with the help of the communication, that is always better. But for that purpose, you have to meet in meetings are to be done, you have to interact, you to take the feelings of the people and then the coordinate with the corporate office and then the corporate office and the expectations of the employees that the bridge is to be developed by the HR department.

It is rigorously executing change management programs so that the initiatives are completed and succeeded. Dear friends, change is unavoidable change is required, and if the change is required and change is to be done right, then it is it has to be done change require.

But the creating the environment of comfort creating those training programs identifying the talent and giving them the responsibilities making sure that is the change is not creating any negative impact on any employee and then definitely in that case change will be the positive change will be there.
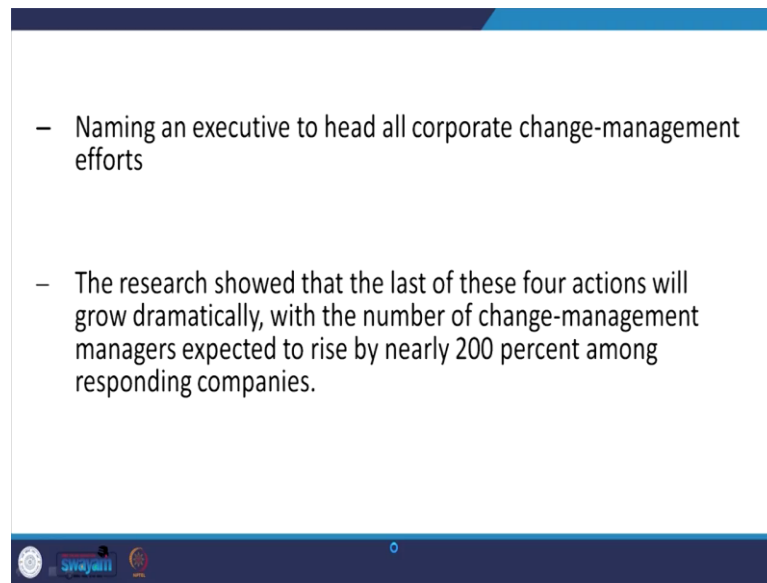
Naming in executive to head all corporate change-management efforts. And normally there will be the committee in spite of naming and executive who I would like to say in India what we are having there we have the committees in committees there will be the representative of the employer there will be the representative of the employees.

And therefore, when that committee will interact and the change they want to bring, they will see what the issues are there. And because of those issues they are not, there might be resistance to change or there might be uncomfortable. It is not necessary that is there will be a threat of resistance.

Rather than that is what uncomfortable feeling will create to the employees those who are the part of the change. And in that case if you involve that particular employee those changes, then you will be successful. The research showed that the last of these four actions would grow dramatically, with the number of change-management managers expected to rise by nearly 200 percent among the responding companies is there.

So, it has been seen because now you see who your respondents are. It depends on that if your respondents are young, of course, these types of changes they would that will be welcome. And they will like to bring the changes for their growth and opportunities. If our employees are the young ones that are like they will like the change, but if the employees are the senior citizens are close to the senior citizen employees are the
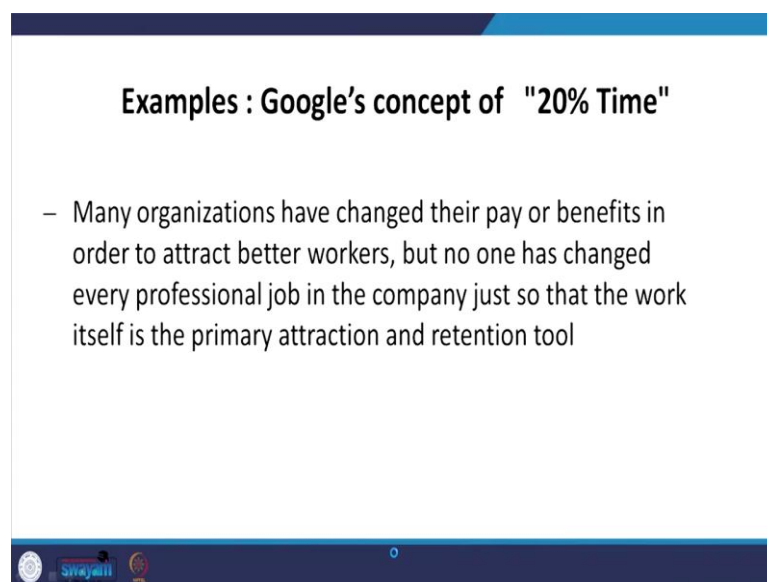
working from the 30 years in the organization, then bringing that change for them is this type of the employees definitely it will be crucial.

So, many times it depends on the life cycle of the organization. What type of life cycle you are having, if your life cycle is positive in a sense young, embryonic, and growth stage change will be welcomed, right. Plant change will be welcomed 2nd there are 2 types of changes: planned changes and unplanned changes.

Always prefer the planned changes, but suddenly some situation comes like the corona, natural calamities and all so then, in that case, it will be the unplanned changes. Unplanned changes will definitely have resistance. And the culture of the organization that will create it is how it is to be done.

Now the last part, is Googles' concept of "20 percent time". What is the concept? Many organizations have changed their pay or benefits in order to attract better workers, but no one has changed every professional job in the company just so that the work itself is a primary attraction and retention tool.

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This is very important there is the what is required that? Whatever you want to bring the change, right? The change is into the job itself and that that change in the job that is welcome and attracted to the talent attracting and retention tool. That is what I always talk about that is this generation is very much concerned with the job profile and what

type of the nature of the job is there: if they are comfortable with the job they will do it if they are not comfortable then that will be a problem.

So, no one has changed every professional job in the company just so that the work itself is the primary attraction and the retention tool is there. Rather than changing into the pay and benefits and thinking like that yes now the employees will be happy and they will contribute it is not necessary, rather than that is the work is to be the "20 percent time" is there so how the Google has done.

The key element of changing the work so that the work itself becomes a critical attraction and retention force and drivers of innovation motivation are what Google calls "20 percent work".

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The 20 percent time, along with the expectations of the continuous and disruptive innovations, has driven the company's phenomenal success in product and service innovation. So, therefore in that case, whenever we are talking about this "20 percent work" time is there, here that is the employees' right.

The diverse of the innovation and motivations the expectations of these continuous and disruptive innovations are there. And if there is a continuous and disruptive innovation are there they have has driven the company's phenomenal success in the product and the service innovation is there.

So, those employees who are following this 20 percent time of their own choice with the expectations of continuous and disruptive innovation, then they are becoming they are bringing successfully bringing the new products, and the service innovations are there.

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- Google's founders (Larry Page and Sergey Brin), HR director Stacy Sullivan, and the leadership team at Google have literally crafted every professional job and workplace element so that all employees are:

  - Working on interesting work
  - Learning continuously
  - Constantly challenged to do more
  - Feeling that they are adding value
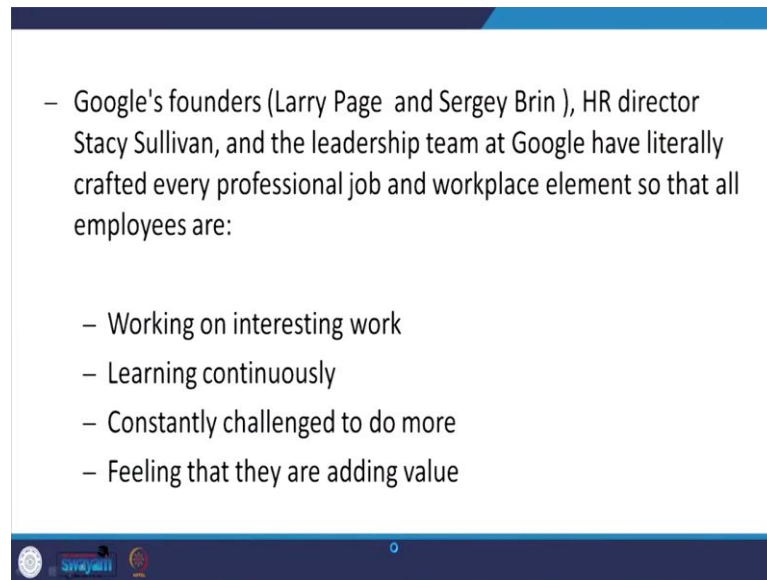
Google's founders the Larry Page and the Sergey Brin, the HR director is Stacy Sullivan and the leadership team at Google have literally crafted every professional job and workplace element so that all employees are so job crafting.

Job crafting there is a "20 percent time" concept, that is becoming very very important working on the interesting work that is the in which they are interested. So, there are certain jobs and positions which are having numerous activities. But out of those numerous activities and related to my personality, I will prefer a particular job and that I would like to give for the 20 percent.

And the learning continuously and some employees as I mentioned that is this young generation they are very fast to learn. And therefore, they are continuously learning the technology. Constantly challenged to do more, and there is a challenging job. It is not monotonous, it is not routine, it is something that is exciting, positive, challenging, and they want to do what they want to dash. And therefore, in that case, there is vibrancy energy and involvement and engagement.
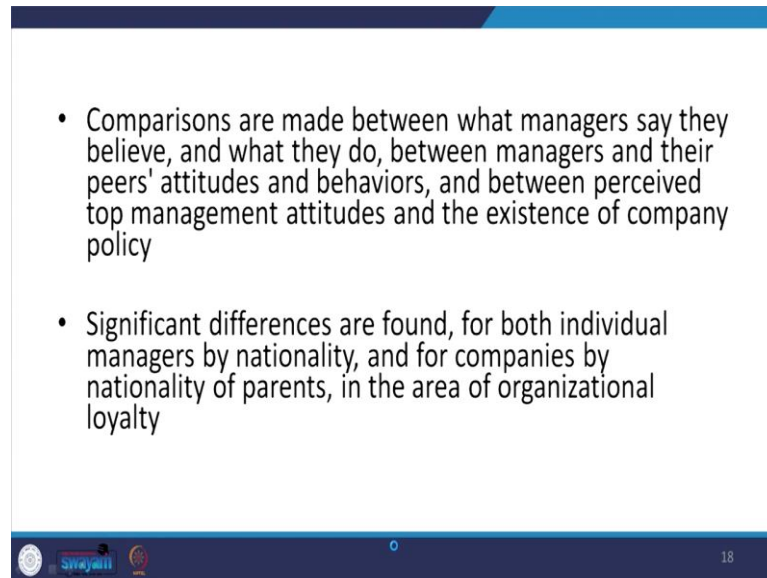
Feeling that they are the adding value and as a result of which they see the surrounding and they say: Yes, I did it. So, that particular perception of this that is I did it, I can be right, I want. So, therefore, that particular interest that motivation that is making the talented employees involve more and more into the organization's place.

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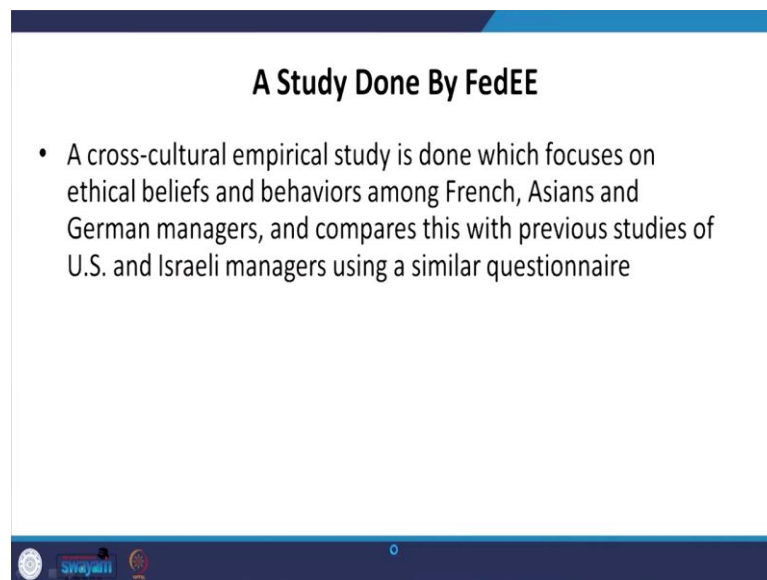
Finally, a study was done by the FedEE cross-cultural application study is done which focuses on the ethical beliefs and behaviors among the French, Asian and German managers, and compares this with previous studies of the US and Israeli managers using a similar questionnaire is there.

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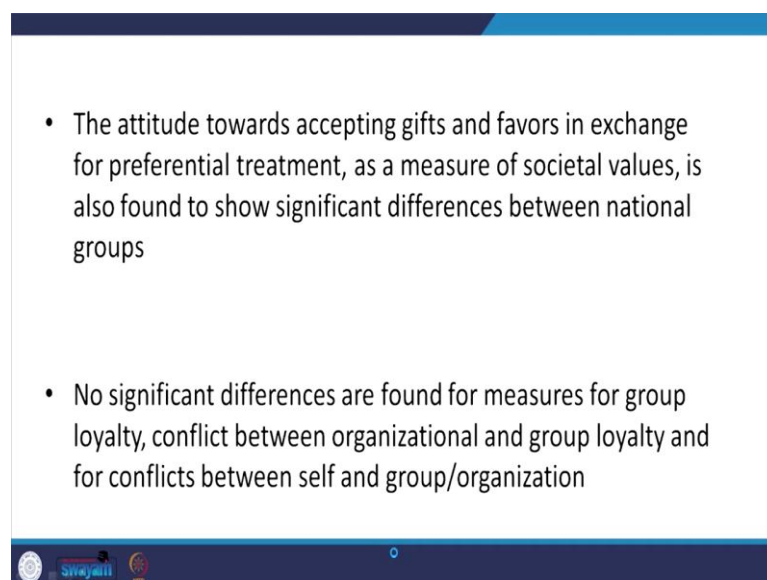
Comparisons are made between what managers say they believe and what they do, between managers and their peers' attitudes and behaviors, and between the pursuit of top management attitudes and the existence of company policy. Significant differences are found for both individual managers by nationality and for companies by nationality of parents in the area of organizational loyalty is there.

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The attitude towards accepting gifts and favors in exchange for preferential treatment, as a measure of societal values, is also found to show a significant difference between the national groups. So, whether they are some groups are accepting some peoples are not.

No significant differences are found for measures for the group loyalty, the conflict between organizational and group loyalty, and what conflicts between the self and the group organization. So, there is nothing much difference is there in conflict management. So, this is all about that is how we are developing the talent management issues. I hope that you will find the interesting studies in this session.

Thank you.