

Talent Acquisition and Management
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Lecture - 27
Talent Development

So, today we will see about the Talent Development; that is how the talent is to be developed into the organization. Because on one side, it is the acquisition of talent is important, but the other side is that is after the acquisition, it is the responsibility of the organization to develop the talent.

If we are not able to develop the talent, there will be two situations; one situation will be either they will leave, and they will join another organization. Because they are not getting any opportunity for the development and there will be the monotonous work and routine work, and there is no innovation opportunity, there is no creativity in their jobs. So, they will leave.

The other side is if they even they do not leave and when we have acquired we have identified them as a talented employee right. And then we suppose for next five years we do not have any development, then what will happen? That is the knowledge of the before the five years of that particular talented employee that will convert now it is in the obsolete knowledge.

Because in the five years there will be the change into the social-political economical legal technological in all aspects, but there is no development. So, dear friends, not only into the question it is a question of the talent development only my submission is this that is every time it is the very competitive work, and I am not talking about only of these the before the retirement in the professions only, but in the personal life also.

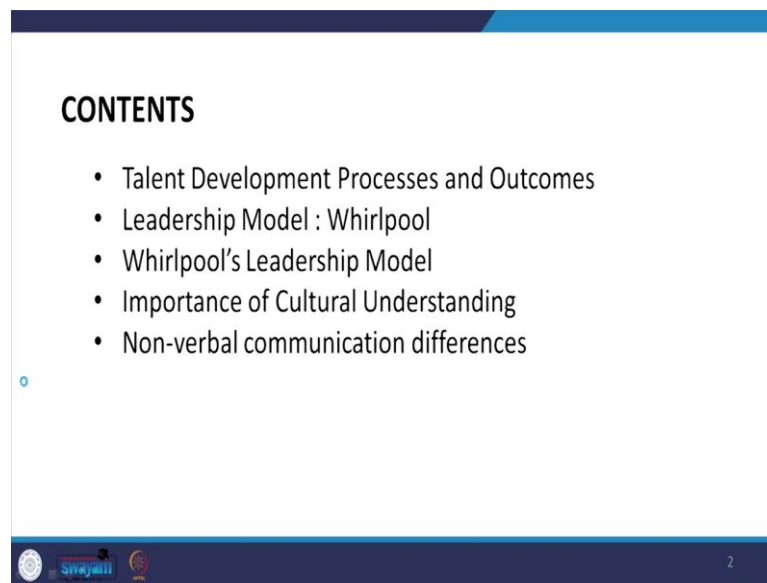
It becomes very important that is we keep on watching and keeping our certain hours' development professional development right. I remember that is many of my friends are keeping the PDF Professional Development Fund of their own. Ten percent of their salary they are spending on their development itself.

So, development has become very important and especially for talented employees. Of course, there will be certain employees who will not be interested even in the acceptance

of the training; they will not accept the training even. And they will say it is whatever we are we have learned that is enough, and now they stopped learning.

So, that can also be the situation. But as our responsibility as an organization executive, it is your responsibility to develop the talent. So, in this talent development, we will see, but the question will arise; how to develop and, therefore, those processes and outcomes that we will see what the process is is there for the talent development.

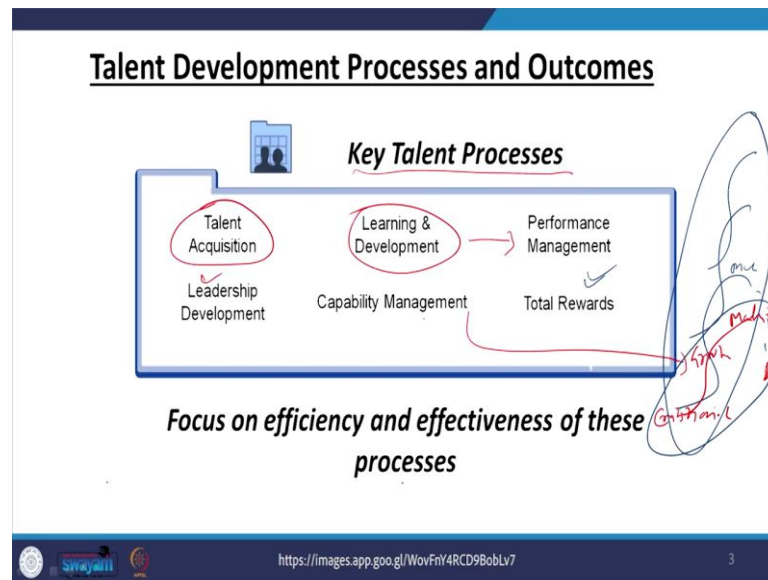
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Similarly, there will be a leadership model by the Whirlpool. I have discussed with you the Vencobb Americas model before this session in earlier sessions. And therefore, we will also see that is how Whirlpool is making the development of this leadership model and then the importance of the cultural understandings that is the how the cultural understanding is developed.

And how to work into the cross-culture because when we are talking about these global level talent leadership competencies, when we are talking about the cultural understandings. So, then it becomes important, then the non-verbal communication differences are there. So, how we have to work into the cross-culture also; develop the talent into the cross-culture. So, as I mentioned, that is the first and foremost thing is about talent acquisition.

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That we have seen, that is the how this talent acquisition is becoming important is there. So, you are filtering right, and in your applications that we are seen how the different companies, Indian companies, and multinational companies examples case studies we have discussed. And they are practicing for the talent acquisition is there and then, in that case, it becomes important that is the learning and development L and D, this department is becoming very very important.

So, in the key talent processes after the acquisition, there should be the learning and development L and D is to be there. And this learning and development will depend on it will be customized; customization is very important. Every talented employee has certain strengths.

Like we do in MBA course also this group presentations we do and the four students they combine, and then they give the presentation. And from their presentations themselves, we are supposed to understand whether they all are having an equal level of talent or somebody is the A 1, A plus or the A or B plus or B right. And normally, this will be the differences, not the maximum that is the a plus and d, and it is normally not there.

So, then you identify there is some somebody is very good into the analytics like this SWOT you know, we teach them the SWOT analysis, and then we find that yes this particular employee is very good in analytics is there, somebody is very good

coordinator, somebody is very good into the presentation communication right. So, these learning and development. Now sometimes you find that is the person has done a lot of work, but out of this work, then there will be the difference of the presentation or communication sometimes.

So, we have to design the talent management process key talent process in key talent processes accordingly. The person is having the potential when you are acquiring the particular talent acquisition; during the acquisition of the talent, it is the learning and development which nurture the talent.

But what is to be inculcated what is to be the personality identifying the strengths and weaknesses. So, his boss, that is the performance appraisal form or the potential appraisal also there or the KRAs are there key result areas are identified. And then where somebody is scoring high, somebody is scoring less; everybody cannot score the equally right.

Like for example, in teaching also, in this profession, there are five pillars. So, teach teaching, then the training research projects and consultancy and administration. So, because they are talented, so, therefore, in every five functions will be the normal range of the talent you know.

Suppose you say it is above 70. So, everybody will be above 70, but when you want to take it to the next level of 95 plus, then the learning and development that will be coming very important. If you go by the learning and development processes, then that talent because he is smart so, he will acquire.

But again you have seen that is the in other courses like the training of trainers and all, and it depends on the trainer, trainee and situation or environment. But we take it positively, and we see that is they develop as soon as they develop, there will be an improvement in the performance.

Dear friends, this is what is expected from you those who are learning this particular course in identifying the talent acquisition right. But only identifying the talent acquisition and the boarding of the talent is not enough; it should be a continuous process.

Now, you will say how long it is to be there like see the word is the continuous learning right. But in the Indian context, even if you talk about the age demographic variables, especially the age and gender. So, with the socialist devise gender with the social structure and social responsibilities. So, gender like the female is there. So, the whole house nowadays they are called the homemaker.

So, the lady of the house is the main character who is carrying the overall family's responsibility with the support of the husband and children and in-laws and parents and all. Society completes society, but she is the main responsible person. However, we have a number of examples of Indian ladies who become very highly successful CEOs and Chairman. Especially in the banking industries also or into the soft drink industries and all and all we see.

But that performance management, increasing the performance; that learning and development is a continuous process up to the up to the person is active and, but with the age and gender and all. So, we have to give certain the consideration for that but yes next level. So, even if at the age of 65, then the person is working because now it can be up 70s. Now 60 to 70 years is also enough number of the manpower is working in this age also.

So, to increase their performance, those who have attained the 60 to 70 and then learning and development I am talking about. For those employees, talented employees those who are between the age of 60 to 70, those who are female and then, in that case, this, but the talented all are talented they are the rich assets for the organization of their knowledge base very rich asset. So, therefore, in that case the performance management.

So, the performance will be there. Now, after the performance management, I will talk about that is with these developments what you are doing you are doing the leadership development, you are developing the leaders. So, therefore, that leadership development is becoming important. When leadership is there, and we have talked about global talent leadership, how to develop that leadership in detail we have talked about.

And then the capability management. So, you see the vision, mission of the organization right, seeing that the how long this organization will continue with the same business, new product developments, new businesses, diversification, growth, right. So, all will be

important in the capability management is there. Sometimes in the organization's lifecycle right like the embryonic stage, growth, maturity, and decline. So, it is like this.

So, this capability management, of course, now the service industries and the young industries they are doing this the capability management into the growth stage only. Because they have the vision, they know that this product will continue for a particular lifetime, and then a particular life cycle is thereafter that new product has to be developed.

So, therefore, what they do? They increase. So, therefore, they increase this as a graph, and they do like this. So, therefore, at the growth stage right. They are not going towards maturity; they are going to the upper level. Again now, here is the maturity and the growth has increased, and then there is a decline, but again there will be another graph.

So, like this, you see that is you will find organization for. So, for many years they are growing like this right, how that is developing the capabilities. You develop the capability of your manpower you are going for talent acquisition and all, but those who are already existing manpower is there right, their capabilities I am talking about more focus I am focusing more on that.

Because these are the newly acquired talent that is learning and development will be there this capability management their rich experience and all that will take you the new spiral. And therefore, in that case, if an organization follows this particular path of growth. I am sure that is the organization will never die organizations; the lifecycle will keep on increasing right.

So, it is just like you becoming the young and young, young and young. So, an organization is internally young right externally may be quite an old right, but internally with the young heart. So, the organization will be with the young heart is there, and this will be carrying the total rewards.

So, when we take that any organization is 100 years old, you know when nowadays when you talk about for the few years of the organization. Because some of them are reaching on this particular lifecycle and then they say ok fine here, they reach here they mature and they decline right.

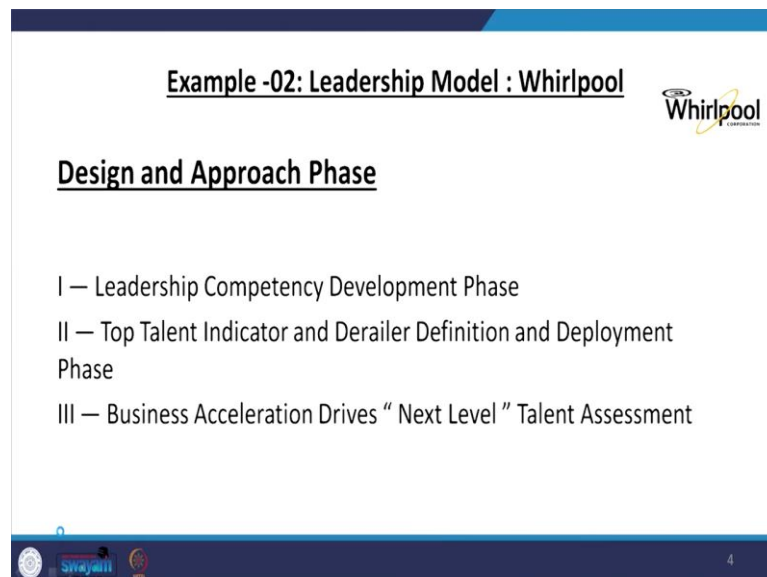
So, therefore, in that case, it is very important that there is no maturity; maturity is keeping on increasing, and your employees are becoming more and more developing their skills, knowledge, attitude, habits, and they are getting total rewards.

So, these talent development processes and outcomes are that is the focus on the efficiency and effectiveness of these processes. Who will run this? You are the people you have to run this right from the acquisition to total rewards, right from the learning and development to capability management, right from the individual performance to leadership development right.

So, it is a wonderful model, I think so, that is where we practically understand yes, we have to keep on growing, growing, growing and growing. So, therefore, the people may retire, but that culture of the organization will continue. So, that will make this particular organization more successful.

Now, if any organization is doing this, we will take the example of the Whirlpool; that is how the leadership model of the Whirlpool has been developed. That is the leadership competency development phase.

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Example -02: Leadership Model : Whirlpool

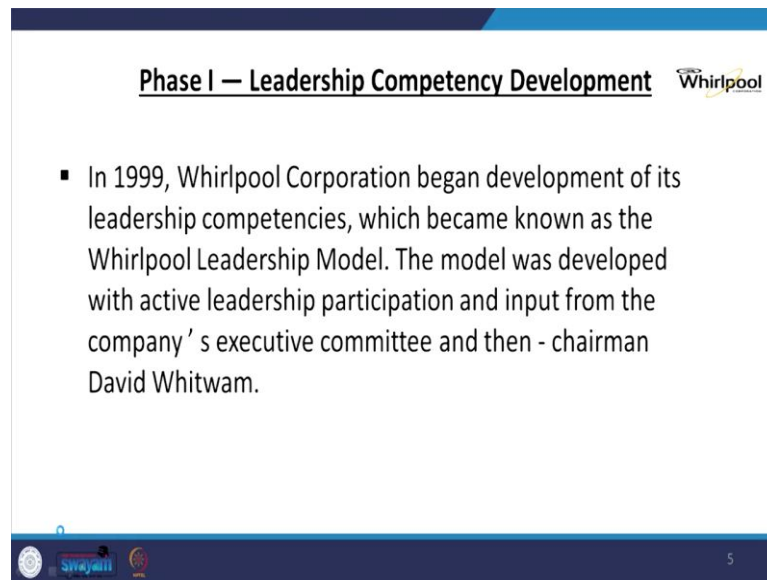
Design and Approach Phase


- I — Leadership Competency Development Phase
- II — Top Talent Indicator and Derailer Definition and Deployment Phase
- III — Business Acceleration Drives “Next Level” Talent Assessment

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There are three phases that have been given Design and Approach Phase. Top Talent Indicator and Derailer Definition and Deployment Phase, Business Acceleration Drives “Next Level” Talent Assessment.

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Phase I — Leadership Competency Development 

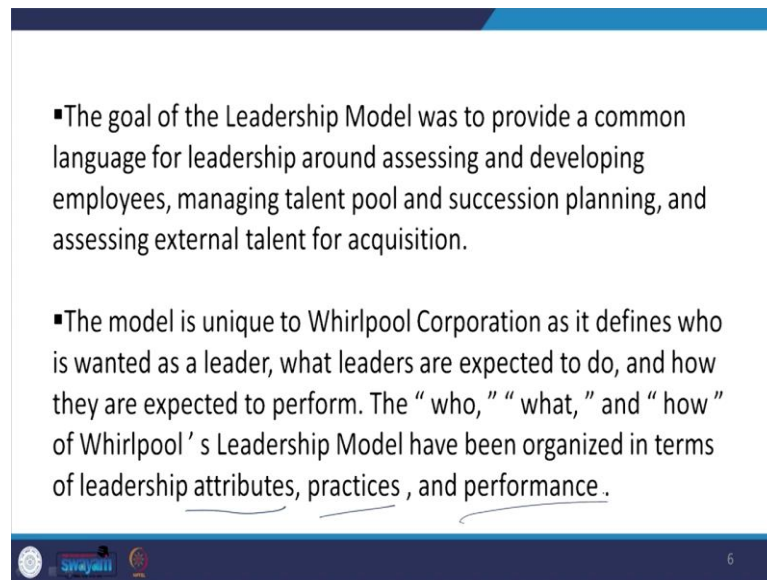
- In 1999, Whirlpool Corporation began development of its leadership competencies, which became known as the Whirlpool Leadership Model. The model was developed with active leadership participation and input from the company's executive committee and then - chairman David Whitwam.

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Phase I: In 1999, Whirlpool Corporation began the development of its leadership competencies which became known as the Whirlpool Leadership Model. And in this model, the active leadership participation and input from the company's executive committee and then the chairman David Whitwam has given this particular input.

So, again I will talk about it. Is it leaders vision leadership is very important? If the leader is visionary in the true sense, he is leader right leader has to be visionary and influential. And if he is a true sense leader not by virtue of position, it is by the knowledge he is a leader. Then definitely he will call like here David Whitwam, Whitwam contributed in 1999, and that model has become very much successful.

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The goal of the leadership model was to provide a common language for the leadership around assessing and developing the employees. So, there, what is important is? Assessing and developing employees.

So, in the case when you are you want to develop and assess the employees, it becomes very much important; that is how you are going to create that talent assessment performance management performance assessment is there. And that performance assessment that is becoming managing the talent is becoming very very managing the talent pool is there.

Now, here the assessing and development of employees, if you remember that talent management process in the first slide, which I was talking about. So, here what is the purpose assessment is not the punishment appraisal is not a punishment. The appraisal is the exploration, exploring the personalities. And when you are exploring the personalities, you identify that is what the person needs to make his best and where he is already best.

So, these managing the talent pool and succession planning is also important. So, this will be not from only the a category employees it will be b c d e f g h i j. And therefore, everyone will go to the next level one by one, one by one, one by one, and this is through assessing and developing the employees this particular process.

So, here we will find that is the how you are developing and when you are shifting the d into c c into b b into a that is a succession planning you are the successor for that and assessing the external talent for acquisition. And similarly, this is for the internal employees right where you will going for assessing and developing employees managing talent pool, and succession planning will be there.

And also, you will take care of assessing the external talent for acquisition is there right. Now the now when we are going by these particular aspects, the model is unique to whirlpool corporation as it defines who is wanted as a leader when you are done so much exercise in the organization. As you see, multinational organization n is large enterprises how to identify the leaders.

It is just like how to identify the CEO in the class may be of the 60, 70, 80 right and then, in that case, you have to identify then that is why it is called the who is wanted as a leader. First and foremost is that is what we have learned from the Chanakya, Chandra Gupta is that the potential capability. So, that is there.

What leaders are expected to do, and it is very clear with the coach mentor or the leader that is what I want from this particular candidate. What is the candidate? And what I want from this particular candidate? What is his potential? That is the assessment of what his potential is and where I can take this potential to the place of justice.

So, to do and how they are expected to perform. So, how will they perform? The “who,” who wants as a leader, “what,” what leaders are expected to do, and “how,” they are expected to perform.

So, these “who”, "what," and “how” of Whirlpool’s Leadership Model has been organized in terms of leadership attributes. There are so many leadership attributes are there were the trait theories, there were the behavior theories, right. So, trait theories are because this subject is sort of an elective. So, I am obcs basic concepts I am not taking into these because it will be repetition for you.

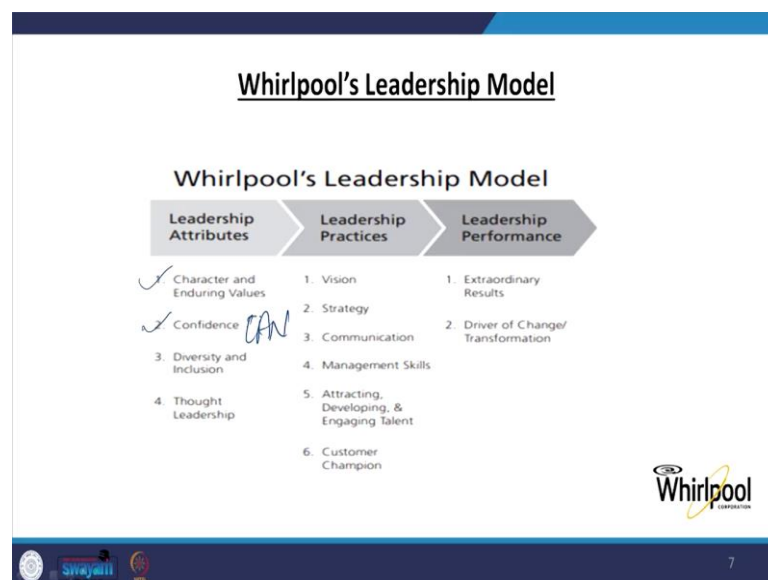
So, therefore, you must have studied the leadership traits that is the trait theory is there behavior theory is there, and contingency theories are there. So, what attributes are there sometimes, it is personality traits; they are the attributes. Sometimes it is the behavior of the person that is the attribute, and sometimes it is a situation the given the situation and

then the find out the path; path-goal theory, and then you will go for these particular attributes.

Then the practices success and failures dear friends never fear of the failures. Because when you try and every failure, we will learn from every failure that what went wrong is introspection, many times if you try. So, many new things but sometimes it is not becoming that successful.

So, find out why and then there are the gaps and try to fill the gaps and next time and then it will be better maybe hundred percent again successful. But it will be better than before, and performance will be there the output will be there. So, this is the Whirlpool's Leadership Model.

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The leadership attributes are the character and enduring values; it is the most important thing, the character of the individual. So, by virtue of your capability, one can be the leader, but if that leader is not having the character and the enduring values, he will not go to the next to next level, believe me. Because when he gets the opportunity and people society will observe organization will observe, people will observe, followers will observe that is this person does not have any value he will not have the second chance.

You may have certain exceptions, and therefore, you may say it is a there are certain exceptions. So, exceptions maybe there I agree that there may be certain exceptions, but

not the rule. So, unless and until there is not character and enduring values, then there will be no success of these leaders will be there. Why? We will say either it has the attributes or it is not having the attribute. And therefore, in that case, it has the attribute that will work.

The second leadership attribute is confidence. Leader himself should have the confidence; what he is proposing, what vision he is having, what he is asking you to do. If he himself is confused, he is not clear biasness is there, unclarity is there, then definitely that will not be successful.

So, what is required confidence is required by the leader. Self-confidence is required yes, and we can that can is will lead the organization; yes, yes I can. Then the diversity and inclusion we have talking about the global level we are not talking about even not global national level also in India.

What is our strength? Our strength is unity in diversity. So, there will be a diversity of the employees. Especially some of them might be coming from rural backgrounds, some of them are coming from urban backgrounds, some of them from the lower economic status, some will be the higher economic status.

So, therefore, these demographic variables will be there and a leader can lead to them because the leadership strategies are to be according to the demographic variables. So, that is diversity and inclusion. So, what type of leadership is required? Inclusive leadership is required. Next is thought leadership. In the leadership, also you see there are these processes are going on.

For example, when I have started my MBA and that time, these leadership models wherefrom the trait theory, behavior theory, contingency theory. Then my Ph.D. scholar has worked on the leadership he has worked on this servant leadership, then-current Ph.D. scholar he is working on this inclusive leadership and now this is a thought leadership is there the way you think that you will red hat theories and black hat theories.

So, those theories say that is everybody is having a thought process. So, if it is aggressive and very directive then red, or red is there, but it is not clear, then it is a black hat theory. So, leadership practices will be these are the leadership attributes now leadership

attribute. You see that attributes practices and performance. So, therefore, in that case, we are talking about leadership practices.

Now, in the case of the leadership practices, it is the vision each point we can talk about in detail, but I hope that is you are having that the concept of the vision that the individuals' vision organizations vision that what I want to be right. So, one should be happy at the end of the day; why we are doing all these things that you should be happy. So, that happiness, when? At a time of departure of this earth, our soul should be happily departed right.

So, therefore, in that case, it is the, what is the vision that I wanted to do? So, when there will be the knocking the door, then we can said it is yes it is time we will open the door we will go and then there will be the strategies will be there. To achieve that goal that what happiness is for you as a leader or the success in the context of the organization, then there will be the strategy.

So, therefore, that strategy is to be there. And then the communication the way you are communicating the strategies to your young ones and they follow they have inspired management skills, technical skills, human skills, conceptual skills, creative and designing skills, and analytical skills. These are the skills that have the management skills are there.

So, leadership should practice all these management skills are there right about this job knowledge, especially the job knowledge. So, that learning and development will help to develop the job. Because there will be changes in the job; job skills with the period of time of every two years 18 months two years nowadays, the skills lifecycle is very short right.

So, therefore, you have to extend that line. So, after 18 months two years, you have to develop the new skills. Attracting developing and engaging talent, which we are talking about the acquisition is their development we are talking about already. And employee engagement, we have taken one session on these that is vigor absorption and dedication [FL] that is require the leadership practices are required.

And the customer champion. So, ultimately for what? The whole business whole drama is for the viewer. Who is the viewer? The viewer is the customer. So, he should like that

he should absorb that and therefore, that will be the customer champion. And leadership performance is there extraordinary results.

So, what will be the when these are the attributes character values, conference, diversity and inclusive style thought leadership is there. These will be the practice's vision strategy communication management skills attracting developing and engaging the talent and customer champion output will be extraordinary results that is the point.

That we are looking for. Dear friends, the whole effort is there because you will get this. So, any material from these websites right, but the question is that that is if I try to explain you, and then you absorb that concept while interacting with me. So, that is, therefore, what? My attempt is to give that you should give extraordinary results.

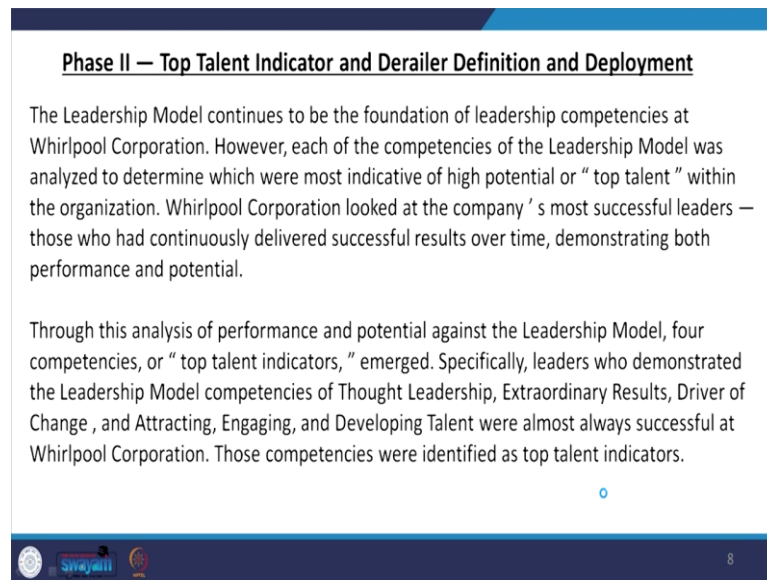
So, when you follow these model right and there will be the different models we have discussed by the different companies also, but this model is also very easy to understand I hope so. And then it will be for the extraordinary results. And the driver of the change or transformation very good point.

Transform the whole organization; one is the transaction that is also one of the styles right. So, then the transaction leadership is there with a period of time you. So, if some leaders follow the large enterprises' development and in the large enterprises that are about the transaction is more.

However, in the g always it is a discussion. (Refer Time: 29:15) was transactional or transformational. Because he has transformed the organization but however, this process was the transactional process that I understand. So, therefore, in that case, it becomes very important that is the driver of the change and transformation.

How do you transform the organization? If you are able to transform that organization, you will definitely be making this leadership style will successful. It is very simple you know the attributes you know the practices, and then there is transformational leadership is there.

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Phase II — Top Talent Indicator and Derailer Definition and Deployment

The Leadership Model continues to be the foundation of leadership competencies at Whirlpool Corporation. However, each of the competencies of the Leadership Model was analyzed to determine which were most indicative of high potential or “top talent” within the organization. Whirlpool Corporation looked at the company’s most successful leaders — those who had continuously delivered successful results over time, demonstrating both performance and potential.

Through this analysis of performance and potential against the Leadership Model, four competencies, or “top talent indicators,” emerged. Specifically, leaders who demonstrated the Leadership Model competencies of Thought Leadership, Extraordinary Results, Driver of Change, and Attracting, Engaging, and Developing Talent were almost always successful at Whirlpool Corporation. Those competencies were identified as top talent indicators.

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Now, phase II- Top Talent Indicator and Derailer Definition and Deployment. That is an important derailer. So, the leadership model continues to be the foundation of leadership competencies that Whirlpool Corporation. Each of the competencies of the leadership model was analyzed to determine which were most indicative of the high potential of top talent within the organization.

Whirlpool Corporation looked at the company’s most successful leaders, those who had continuously delivered successful results over time, demonstrating both performance and potential. Analysis of performance and potential against the leadership model, four competencies or top talent indicators you must specifically leaders who demonstrated the leadership model competencies, extraordinary results and driver of the change in attracting engaging and developing talent.

So, this becomes that competence and find a top talent indicator is there.

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Phase III

In April 2006, Whirlpool Corporation acquired Maytag Corporation, making them the true leader in the global appliance industry. The company's competence in the assessment of "top talent" was stressed through the rapid assessment of all Maytag talent.

In order to drive required efficiencies and ensure that the newly acquired employees from Maytag were treated with the respect they deserved, Whirlpool committed to assess and deliver decisions regarding Maytag heritage employees' status within ninety days of the acquisition.

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Now, this is phase III. In April 2006, Whirlpool Corporation acquired Maytag Corporation, making them the true leader in the global appliance industries. The company's competence in the assessment of "top talent" was stressed through the rapid assessment of all Maytag talent.

In order to drive required efficiencies and ensure that the newly acquired employees from Maytag were treated with the respect they deserved. Here I would also like to take the these are all banks in India they have acquired the small banks are there.

And those who are getting the merged are acquired; they are acquired to be those employees to be treated with the what they deserve that respect is to be paid. Whirlpool committed to assess and deliver decisions regarding Maytag employee status within 90 days of the acquired decision wonderful record within three months. Because we know that is this fitness of the culture is very difficult and that if the fitness is done, then it becomes very much successful.

So, these are the phases of talent development and acquisition. Talent leadership by the whirlpool model in which you are having the attributes are. Then there are certain practices and as a result of which you give the performance through those practices is there. I am sure that this simple model you must have understood, and when you practice at your workplace, you will definitely be able to give extraordinary results.

Thank you.