

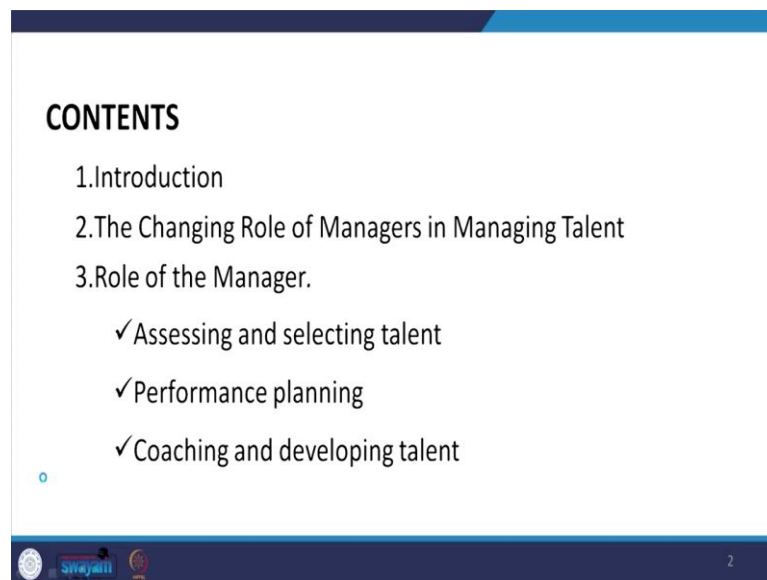
Talent Acquisition and Management
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Lecture - 28
Talent Enhancement

Now, after this talent development, we have seen in the previous session, we will see that is Talent Enhancement. Now you will ask that is what is the difference between development and enhancement. I would like to mention that is the please try to also understand the difference between job enrichment and job enlargement.

So, when you are talking about job enrichment. So, job enrichment is your adding the value in that right, and when you talk about the job enlargement, then you are extending the job. So, roles and responsibilities are extended your extension is done of your roles and responsibilities, but the quality. So, that quality of that your working that has not been developed. So, therefore, it is the; it is how it is done and what enhancement is that we will see further.

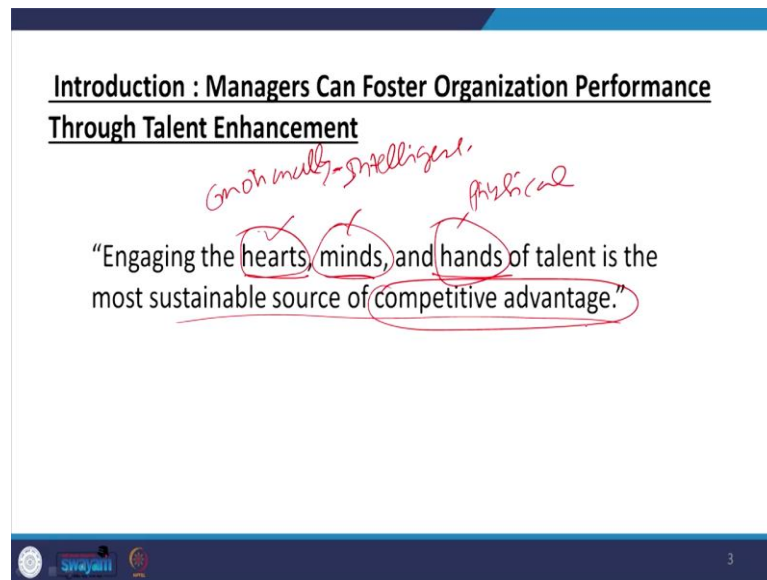
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	✓ Coaching and developing talent

The introduction of talent enhancement. The changing role of managers in managing talent that is how the managers are changing their role in managing the talent. Accessing and selecting talent, performance planning, and coaching and developing talent are there.

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So, managers can foster organization performance through talent enhancement is there, and that is engaging the hearts, minds, and hands of talents; this is beautiful.

So, therefore, we have to also understand that is how it is being done. So, it is the hearts, minds, and hands this is important. Now here I would also like to mention certain terminologies; because whenever performance talent enhancement is there, what is the common what do you think which is the common engagement is there?

Yes, you are right. Common engagement is hands only. So, people are physically there in the organization right, but their heart is involved. So, how will differentiate between the hands and the hearts? So, hands are engaged means what is expected from me. I am doing that customer is satisfied right, but the customer is not happy.

The customer is happy when his heart is also involved. So, customer happiness and employee happiness customer mean an internal customer that is the employee. So, if it is only hands are involved coming on the job, doing the job, right the talent is coming, and then he is doing his job right, and going back to the home right and then you will say [FL] spark [FL] something wow impact [FL].

So, if you want to have that wow effect, what is important the heart, but again here the customer is satisfied, the customer is happy, here the customer is delighted, that is rational, logical, and fruitful. If it is rational, logical and fruitful is there then in that case,

it is talent is delighted. So, therefore, we will say that is the I remember once in one case study you the worker told the chairman that is you have used my hands only you have not used my heart right.

So, when the heart is involved and then you see the performance right. So, you have to do a number of jobs, but in one job your heart is involved and then you see that is how you are happy, how you are smiling, how you are enjoying because you are enjoying. So, that enjoyment of doing the job is becoming the heart right.

Heart and minds are there. So, therefore, in that case, it is the heart, mind and hands are there which are involved, and if they are involved then definitely it will it is the management of talent. That talent which is rational and logical emotion means heart heart heart means it is not that you are fully emotional is there you are emotionally intelligently here is the intelligence.

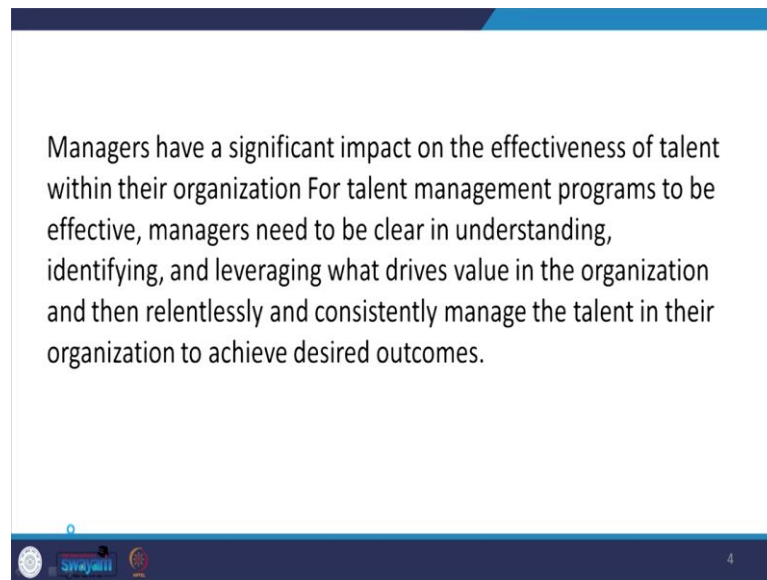
So, it is physical; this is emotional and i am putting the dash here because it is the mind intelligent, emotionally intelligent, emotionally intelligent. So, when engaging the talent emotionally intelligently and physical is the most sustainable source of the competitive advantage wonderful it is very good. Right and that is the crux of all these learning, dear friends.

Why you are learning all these talent acquisitions and management and development and all that is you want to get a competitive advantage. Extraordinary results next level going to be the next level and therefore, that competitive advantage and that requires hand minds and hearts of the talented people. Not of those employees those who are the liabilities, their heart and their mind that is their negative dirty mind right.

And there will be the dirty heart. That is not required. It is required talented employees, the hands, minds, and hearts. Because, if the mind and the heart will be dirty, then there will be the criticism, there will not feedback there will be criticism right so, but what you want? You want a beautiful heart and beautiful mind and beautiful personality that is the hands of the talent is there.

So, this is a very good slide. So, therefore, in that case, and that will give you a competitive advantage. Why are we talking about all these beauties? Because to give a competitive advantage if you are giving the competitive advantage first class.

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Managers have a significant impact on the effectiveness of the talent on the organizations for the talent management programs to be effective. Now, to catch the beauty, you have to make a lot of effort; you cannot catch the beauty just in an ordinary way, right. So, therefore, what a significant impact is to be made.

So, you have to offer the talent management programs, and there when you offer the talent management program to catch that beauty of the hands, mind and soul or the heart. So, then that to be effective manager needs to be clear in understanding, you should be very clear in understanding. Otherwise, what I am talking about what you are thinking, then that will go (Refer Time 07:57) right no that is the organizational performance competitive advantage.

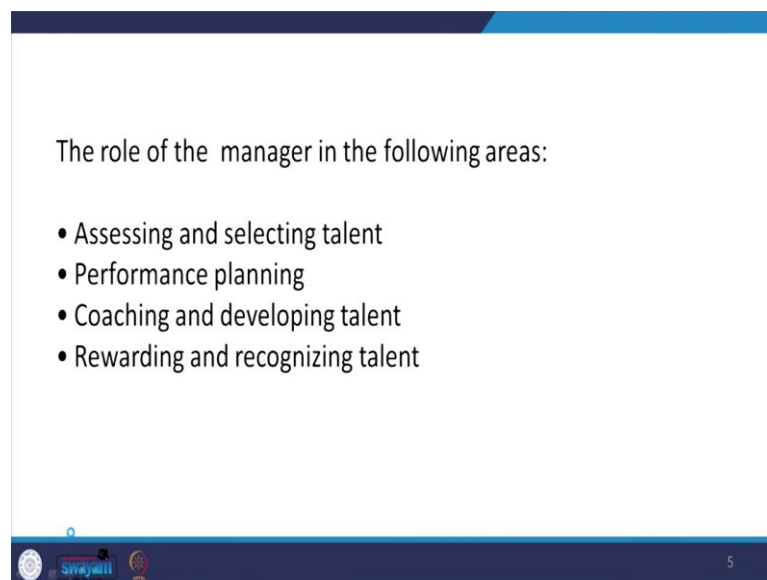
So, that needs to clearly understand [FL] what is to be done that is clear. Identifying, understanding, and then the list of activities identifying and leveraging, of course, the output what drives value in the organization this dear for especially for the young friends, please understand that is the culture fitness.

I always give the example of the newly wedded daughter-in-law, and when she enters into the in-laws' house, then she has to understand the culture [FL] and then identifying those value systems and then following those. So, then she becomes the owner of that bunch of keys [FL], right.

So, that drives value in the organization and then relentlessly and consistently manage the talent in their organization to achieve the desired outcomes are there and then you whatever you want the commitment to the family, loyalty to the family, hard work to the family. So, that is first we have to make a program orientation program of the newly wedded daughter-in-law right.

So, just like that, this is your maternal uncle, this is your paternal uncle in-laws your these that. So, therefore, this is brother-in-law and this is sister-in-law most important. So, therefore, that has you have to already make them clear. So, if the employees are clear with this talent in the organization, so, then you will get the desired outcome will be there.

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The role of the manager in the following areas:

- Assessing and selecting talent
- Performance planning
- Coaching and developing talent
- Rewarding and recognizing talent

The role of the manager in the following areas are important: assessing and selecting the talent hm, that we are talking performance plan this is important, coaching and developing the talent and the rewarding and recognizing talent is there. So, we talk about they acquire, deploy compensation and assess. Here, specifically, we will talk about the changing role of line managers in managing talent.

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The Changing Role of Line Manager in Managing Talent

Managers today are expected to be intimately involved in all aspects of people management, including hiring, onboarding, ongoing coaching and development of staff and rewarding and recognizing employees.

For example, line managers are developing their skills in the interviewing and hiring process, learning techniques like behavioral event interviewing that has traditionally been the domain of HR or external consultants

Handwritten notes:
beginning 25 40-45 49 - 60
Recruiting
developmental

The slide features a diagram with red circles and arrows. One circle is around 'ongoing coaching and development of staff' in the first paragraph, and another is around 'behavioral event interviewing' in the second paragraph. Arrows point from these circles to the handwritten notes at the bottom. The notes include 'beginning 25', '40-45', '49 - 60', 'Recruiting', and 'developmental'. The slide footer shows a logo for 'Sri Jayanti' and the number '6'.

Managers today are expected to be intimately involved in all aspects of a people management right.

So, all aspects, including the hiring, onboarding, ongoing coaching, this is important, and the development of staff, rewarding and recognizing employ these I will tell. Right because, the rest of the managerial functions you know the development of this job, of course, you will say that is survival leaving the rewarding is there. So, yeah, for you people, yes, rewards are important, right, but the principle wise ongoing coaching.

There should be a beautiful work culture environment in which the persons are enthusiastic and willing to learn. And I will tell you one thing that is you see the this is the beginning of the career this is the end of the career. So, therefore, in that case, it is the beginning and the end of the career and when you are talking about these, all these practices right.

So, where do you think as an Indian context demographically? So, normally beginning is at the 25 ends is 60 you can increase to decrease the age so, but I take this one is there. Now this ongoing coaching here from 25 to maybe the up to the 40. So, therefore, that is receiving end is there right 40 to 45.

And 45 to 60 it is the development of this job that is here also it is there percentage will increase. So, the all-again all functions are parallel it is not there is a sequence, but the

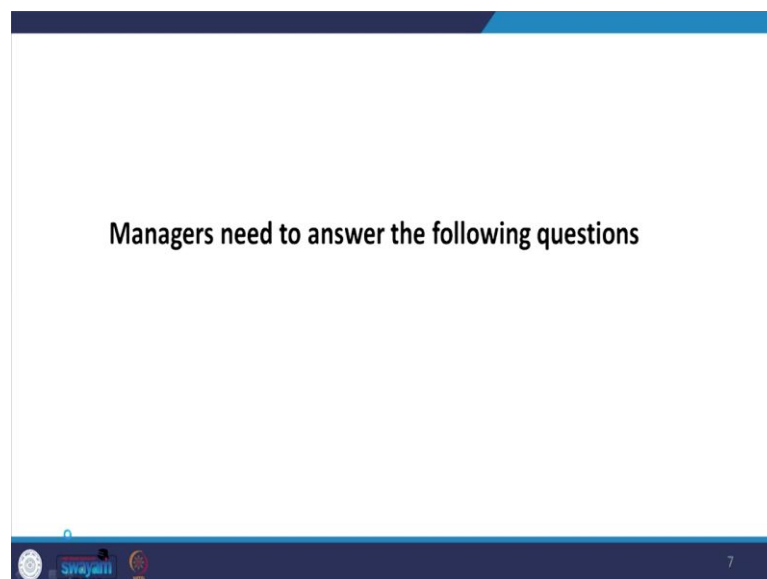
dominance of functions I am talking about the dominance of functions. So, the dominance of functions will be more in the case of the this 45 to 60 is there right of these recognition employees rewarding the employees.

So, that power will come you know because normally Indian organizations are the power distance organizations, and then they get this power when they reach to the senior positions. So, that the senior positions I said that are after the 40 to 45 to the 60. So, the managers are developing their skills in the interviewing and hiring the process, learning technique skills behavior event intervening that has traditionally been the domain of HR external consultants are there.

So, the HR department will be doing all these things. So, these HR departments functions will be there which will be taking care into this development of the line managers. So, earlier, what is unique in this slide? Unique is this line manager because earlier it was this top manager, the top manager is there that why it was the responsibility of HR department.

These onboarding, coaching, development these regarding recognizing employees that is the HR department will do. Then it will certify the best employee and all these no now, in the case of the line managers also suppose to be involved and motivate their employees at their shop floor also. So, therefore, it becomes important how you are motivating your employees, and then you are doing this.

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1	Defining the Future	<ol style="list-style-type: none">1. What kind of talent will you need to execute your strategy?2. How is your organization changing today and how will it change in the future?3. Will certain roles become more important?
2	Attracting talent	<ol style="list-style-type: none">1. How successful are your current approaches to making your organization or team an attractive place to work?2. Should you look for talent in places different from where you normally look?
3	Selecting	<ol style="list-style-type: none">1. Do you differentiate between high-performance—those who excel in their current role—and high-potential people who may be successful in future roles?2. Are competencies used in selecting staff and if so, are they aligned with your future business needs?

So, managers need to answer the following question. That is defining the future. What kind of talent will you need to execute your strategy? Though this is not possible to interact with you one to one like this, please take your notebook and pen and answer these questions; write in your notebook right. That is what kind of talent you will need to execute your strategy.

So, what kind of talent you will need. Yes, you are right, which will be involving the what that is the heart and mind, right with the hands. So, that kind of talent you will need is highly motivated, you know, involved, engaged, committed, that type of talent you need.

At the very talented person, but of no use what we will do of that talent (Refer Time: 15:13) [FL] job skills are important, but the job skills [FL] execute [FL]. So, what kind of talent will you need to execute your strategy that you should know at the workplace on the organization. How is your organization changing today, and how will it be changed in the future is there. So, therefore, the vision of the organization.

Otherwise, what is the solution? You note down in your notebook and pen my this question that is the what is your organization changing today and how will you change in the future. So, you will write that it is ok the organization will change technically, right and then? My question is how will you do that?

So, that is you should know. If there are certain skills a certain talent which will be required in the future, also take into the regular positions and if you find that is this type of the talent is not require, then you, please keep it into the where? Outsourcing. You see the talent acquisition, I will take it further also, but here I would also like to mention talent acquisition does not mean that is you are taking them on your regular master role.

You can adopt a number of ways; one of the ways is outsourcing. Will certain roles become more important? Yes, certain roles will be becoming more important than the key positions will be there and like, for example, quality control. So, that the quality controls, it will be coming so important that is you are supposed to follow that.

If you have to focus on that, if you do not focus and follow the understanding of these roles of these quality controllers, then in that you will not be successful. So, defining the future so in general, if I ask do you define your future many times the Indian young people, they say we do not know.

Why do you not know? Because you are not gone through the literature, you are not gone through the reports, and you are not gone through the studies. So, if you go through the studies literature and report then, you will find that is the that is your future when you know that how it is going to be there.

So, year-wise, you know that it is ok by this year I will be; I will be marrying by this year I will I want promotion by this year I will be retired, but how these intermittent phases you are going to face? Do not know, and you ask anybody that is you also note down in your notebook that is what is your vision statement right so, and read it and understand if you answer this type of the questions perfectly fine.

Suppose once you decided your organization's future and then the attracting the talent, how successful are your current approaches to making your organization or team an attractive place to work. So, therefore, in that case, you are the current approaches to a team are attractive place work yes how then again you will say sir [FL] Google [FL] breakfast [FL] virtual working hours, flexible working hours, then the gym is there and there is entertainment room is there and food is there.

So, the, therefore, that is fine what else you will make [FL]. So, therefore, how successful are your current approaches right and what you have tried how you have been

involved right. So, do you have a painting corner where anybody who is interested in painting and then they go and they paint their dreams? And by that their paintings while at work right and then you put the exhibition and the people appreciate, and that is recognition employee recognition.

So, therefore, how the organization or team an attractive place to work right. So, enjoy your life. You contribute your best happily. Should you look for talent in places different from where you normally look, yes or no? Yes.

So, the answer is yes where you will like to see your talent is working in the global level, talent is working in the competitive level, talent is working into the different sections, talent is working into the different functional areas right specialization is different, and it is a multi ferrous personality.

And when there is a multifarious personality. So, your talent, yes, your tell you ask that is where you want to work [FL] and then, in that case, yeah given. So, therefore, that is the organization attracting talent and talent is happy, right. It is not [FL] that is not the approaching talent will not work with you, I warn you.

So, therefore, selecting do you differentiate between the high-performance those who excel in their current role and high potential people. This is a very serious matter because you see that is the this the managers are an organization should be efficient in this right and ability to control one function I will also take talent control talent control management.

How to control the talented people because you see that is the when you who excel in their current role right. So, many workhorses right. So, you know that is the those who are having the high potential high, and this is the performance high low and high. So, there will be the workhorses; what is the talent is this star.

So, therefore, in that case, it is the high level of potential is there, and the high-performance level is there, but they will be the workhorses. So, therefore, in that case, high potential people right and those who are the workhorses can you convert the workhorses into stars? Here, they are the deadwood, and here are the problem children; however, you will find that is you are going for the high-performance people with the.

So, can you convert the problem children into a star because sometimes the talent may be the problem children?

So, many times the mother says [FL] right. So, that naughty boy is the problem children and that problem children to convert into this star and that is the high potential is there and convert into the performance that is the talent management right.

Otherwise, you will be issuing the charge sheet to the problem children showcase notice to the problem children going to the court IR problem, industrial relations problems because the leader is ineffective. The HR department could not understand the policies, strategies, procedures that are the how-to convert those who are excel and convert who may be successful in future roles.

In the future, they will be important and are you are aware of that or not and therefore, in that case, that will be important. The third one is the selection do you differentiate between high performance those who excel in their current role and may be successful in the future roles or competencies used in selecting staff and if so, are they aligned with your future business needs are there?

Talented people always be useful. When you will develop them now, here when you are talking about that selective staff, So, people are capable only that your future business needs will keep on changing. So, that knowledge, attitude, skills habits will keep are required to change, but what are the characteristics of a talented person.

A talented person is, if you remember earlier slides, flexible enough, and when he is flexibly enough, then definitely he will always be able to create that your future business needs he will satisfy. And so, in that case, the talent management it is selecting is there.

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4	Developing	<ol style="list-style-type: none">1. Are staff members assessed for their capabilities, and do they receive ongoing coaching and feedback?2. Are there opportunities for staff members to develop their technical skills as well as their interpersonal and leadership capabilities?
5	Engaging	<ol style="list-style-type: none">1. Are your current reward practices aligned with the current values, individual needs, generational differences, and demographics of your employees?2. Do you provide a range of both monetary and nonmonetary rewards to high performers?
6	Deploying	<ol style="list-style-type: none">1. Do line managers collaborate in discussing talent and movement of high potentials for ongoing development?2. Are candidates identified as potential successors for key positions? Do you have a robust succession plan?

The fourth one is developing are staff members assessed for their capabilities? Capability management the first line, and do they receive the ongoing coaching and feedback is there? You see, alignment is very important. The person is acquired for certain functions his assessment is done, he needs a particular type of training, he wants to develop then his contribution engagement and deploying that we will see later.

So, therefore, their capabilities are identified, but he has tended to the different needs of the business. So, in spite of getting the new talent for that particular, why these talents then convert the talent into these? But please understand your analysis should be perfect. Can you convert that person into a particular skill? Every talented person is made for a particular skill.

Otherwise, you will blame me that is sir he is talented then why he cannot do the HR person cannot do the job of the finance, [FL] he is excellent for HR he is talented for HR; he is not talented for the finance. But you are taking the receptive and perceptive definitions.

So, you are saying the talent. So, if the talent is there then, he will do the operations he let him work on the shop floor why to sit into the HR office now what to say if you get that type of chairman you cannot say anything also because you have to save your job. So, it is better not to [FL] train [FL] that there is no equation the culture of the organization [FL].

You need the horse there, but they are putting the donkeys; they are saying, ok, this is. So, the elephant is required, and they say [FL] horse; you said the horse is powerful. So, if it is powerful use in the place of the elephant now will you put the elephant before that cart-horse cart, but if the organization says you will put I know you will put that because the organization is saying you have to save your job. So, you will put the elephant replacing the horse that is in the horse cart also right.

So, therefore, please be careful do not to do that. So, therefore, in that case, but it is the organization and leadership I understand do not worry. So, therefore, in that case, it becomes very important that is the capabilities and receives ongoing coaching and feedback on those capabilities that matching is required. Are these opportunities for the staff members to develop their technical skills as well as their interpersonal and leadership capabilities are there?

So, this whole course, you can refer to this particular one sentence. I have done the full course in NPTEL only on this MSID Managerial Skills for Interpersonal Dynamics, which will be running from January. So, you can refer to that also parallel to this course.

So, therefore, in that case, you can find interpersonal, and leadership capabilities are there. If the person is having that development of the interpersonal capabilities he will do engaging are your current reward practices aligned with the current values then definitely in you are that those reward practices that have to be with the current aligned values are there remember that is the (Refer Time: 28:32) whirlpool model.

(Refer Time: 28:33) Whirlpool model leadership attributes and leadership performance and in leadership performance values are becoming very important, and you are going for those values. So, values individual needs right generational differences that are also like the analytical skills technical knowledge right.

So, therefore, as we see the younger syllabus of the now the primary school and middle school the graduate people are saying you are studied in the graduation now, they are studying in primary, generation differences are there and demographics of your employees I always mention these things that are please, do not ignore the demographics of your organization you should have a proper we will be taking the talent analytics.


So, proper analysis right that of your talent with the demographics also that is very important. Do you provide a range of both monetary and non-monetary rewards to high performers? So, therefore, you have to be very clear that if both monetary and non-monetary rewards are given to the high performers are there and when to give monetary when to give non-monetary that organization policy will decide, and then you will be accordingly you will be engaged.

Because of the engagement of the employees, then there is always ROI is there Return on Investment is there if somebody is putting his heart, mind and hands what the ROI Return on Investment is. So, it is an emotional investment to the organization. Are you able to go for that emotional investment or not.

Then the deploying is there, do line managers collaborate in discussing talent and movement of the high potentials for the ongoing development? If their line managers are going to the high potential for the ongoing development continuous development, then put them on the particular job where they will be kept on learning do not put it into this into the dustbin. Dustbin means not practically dustbin.

Dustbin means, where there is no use right his skills, his knowledge his talent is not used right. So, even his hands are not used, forget about the mind and heart. So, therefore, please line managers should ensure they are using the talent at the right places. Are candidates identified as a potential successors for the key positions? Identification and then training and then the deployment is there do you have a robust succession plan if your work then you will definitely you will be able to do that.

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A photograph showing a person's hands in a dark suit, carefully stacking several light-colored wooden blocks on a wooden surface. The person is wearing a white shirt and a red tie.

3. Role of the Manager

Management's ability to motivate and engage an employee is central to all effective talent management practices including assessment, providing feedback, coaching, developing, and rewarding staff.

Role of the manager in the following areas:

1. Assessing and selecting talent
2. Performance planning
3. Coaching and developing talent
4. Rewarding and recognizing talent

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So, the third point and last point is the role of the manager. Management's ability to motivate and engage an employee is central to all effective talent management practices, including the assessment; the managers' role is the assessment providing feedback. So, it is not the criticism; it is the feedback.

Coaching, developing, and rewarding staff is there properly development is there. So, assess and select plan the performance, develop these your employees and reward them if you do all these things then definitely in that case you will have the proper talent development. So, this is all about that is how practically you make the talent development acquisition and development talent management right.

Thank you.