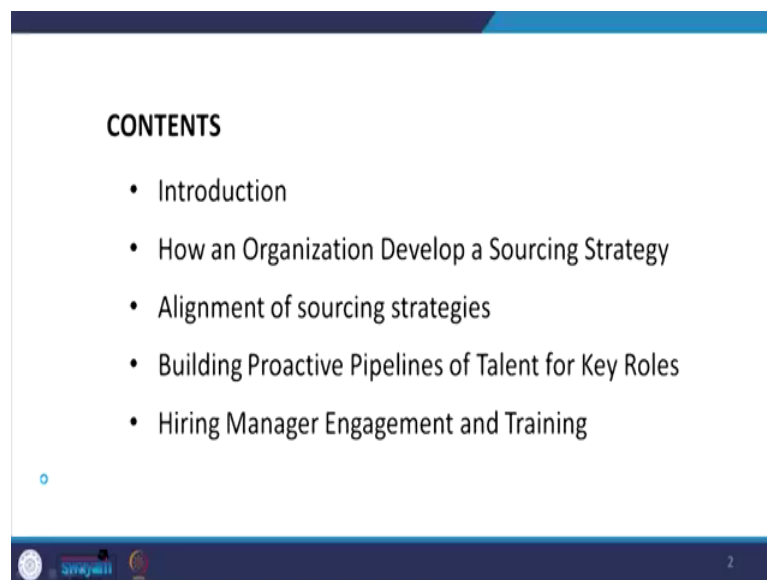


Talent Acquisition and Management
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Lecture - 29
Talent Mobility

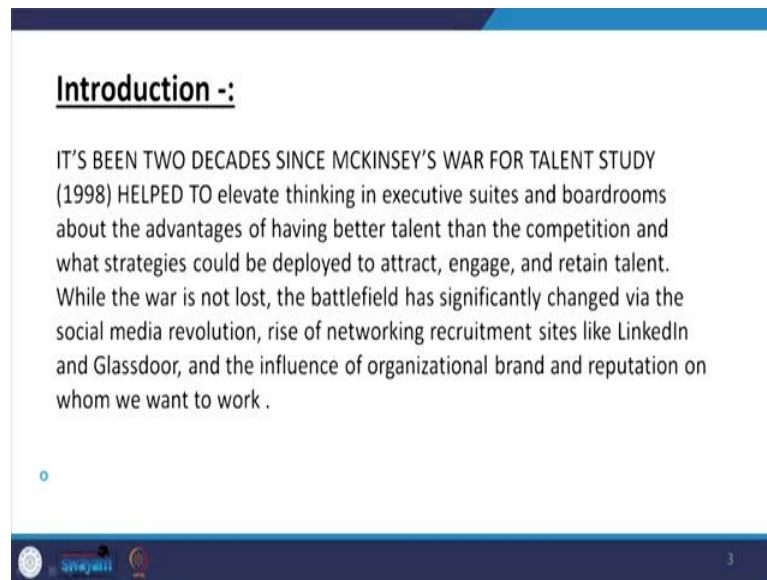
So, after the talent acquisition and development, we will now talk about a very interesting concept that is Talent Mobility. Because what is a challenge? Challenge is this to retain these employees right. And then to make them continue in the organization, it becomes important always they are looking for a certain challenging task and energetic task. So, that they want to apply their brain and that is yes, I am doing something great.

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So, this mobility is a big challenge; how to handle this mobility that we will discuss what talent mobility is. How in organization develops the sourcing strategies, alignment of the sourcing strategies, building the proactive pipeline of talent for the key roles and the hiring manager engagement and training.

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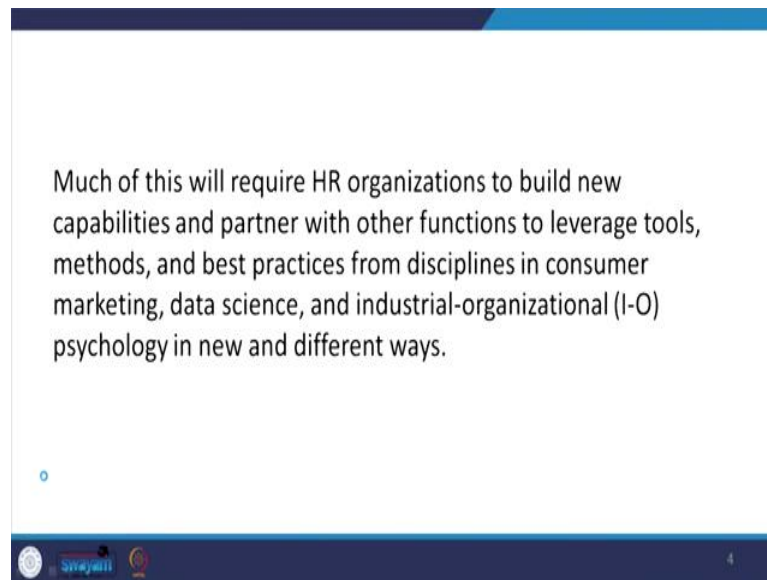


Now, it has been the two decades since the McKinney's war for talent study that we have discussed at the beginning of these sessions that had to elevate the thinking in executives suites and the boardrooms about the advantage of having better talent than the competition and what strategies could be developed to attract, engage and retain.

While the war is not lost, that is that the battlefield has significantly changed via the social media revolution, here I would like to mention that is the that is was in the 1998 right and that war of talent, but after that now, what the change is there that war is continuing.

But now, that it is a structure and form has been changed, and now it has become this social media revolution rise of the networking recruitment sites like LinkedIn and the Glassdoor, and the influence of organizational brand and reputation on the whom we want to work. So, this important the social media aspect that is becoming the very important.

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Much of these will require HR organizations to build the new capabilities as we are talking about the capabilities management development and management and partner with the other functions to leverage the tools, so that what we can do? We can then, whatever be the developing the talent or nurturing the talent that has to make the use at the different platforms.

To functions to leverage tools, methods, and best practices from disciplines in consumer marketing, data science and industrial-organizational psychology in new and different ways are there. So, these particular practices which the HR is going to adopt to build the new capabilities and partners that will be applicable in these different areas of consumer marketing, data science and industrial-organizational psychology are there.

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- The mandate for talent management is to drive results by having better talent than your competition in the roles that matter most for value creation.
- Michael Porter's seminal work on strategy suggests competitive advantage is fundamentally about superior value creation and resource utilization. If you have a real competitive advantage, it means that compared with rivals, you operate at a lower cost, command a premium price, or both.
- Building a talent management system that delivers competitive advantage focuses on value creation at the intersection of talent and roles where it matters most to achieving the overall business strategy.

The mandate for talent management is to drive results by having better talent than your competition in the roles that matter most for the value creation is there. And this is the mandate is always there; that is how you have the better talent in your organization. Now, there is a war; it is always there and in the similar nature of industries how you can have better talent.

Now, it is not only that talent, but it is work for the better talent and when we talk about the better talent means the highly intellectual capital, social capital and human capital. So, then your competition in the roles that matter most for the value creation is there so, create that value at the workplace, job performance it is necessary that in the war of the talent you are having the capable talent, which will be having the always better than your competitor.

Michael Porter's seminal work on strategy suggests competitive advantage is fundamentally about superior value creation. This is very much important superior value creation, and what is superior value creation means- whatever the value is already existing with that talented employees in your organization or in the competitors' organization. But you are going by the one step ahead next level that is superior and the resource utilization.

What is a formula of success nowadays, the formula of our success is becoming the cost-saving and in the cost-saving, it is resource utilization. So, if the talented employees are

there, they find out different ways and by which they have the resource utilization. If you have a real competitive advantage, it means that compared with rivals, you operate at a lower cost as I mentioned, that is the nowadays what is the cost-effectiveness.

What is the contribution of talented employees that is a cost-effectiveness command and the premium price right? So, therefore, in that case, that they are much more ahead or above as compared to others or both either it is a lower cost and premium price also, in both cases, you will find that organizations are working to the development of talent.

Building a talent management system that delivers competitive advantage focuses on value creation at the intersection of talent roles it matters most to achieving the overall business strategy is there. So, therefore, it is the talent and it is the overall business strategy. So, this combination, right so, always we talk about the business strategy vision leadership and the all they are working into one direction about the organization's business strategy.

If you are able to integrate talent appropriately with the business strategy, then it will be successful and if in the case there is no integration is there then there will not be any further development in the organization. Because talent is going in the one direction and the business strategy is not aligned with that direction and it is in a different direction. So, therefore, you have to take care of all these aspects.

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- Another example comes from consumer packaged goods (CPG) companies like Unilever and P&G, both vying for marketing, innovation, and strategy talent at top-tier MBA programs. These hypercompetitive, razor-thin-margin businesses depend on winning market share by deeply understanding and anticipating unmet consumer needs, creating market excitement by launching refreshed and new products, and gaining optimal retail pricing and product positioning to build loyalty for their product portfolio over peers. All of this requires a keen eye toward attracting, retaining, and promoting the right marketing, innovation, and strategy talent.

Another example comes from the Consumer Packaged Goods CPG companies, like Unilever and Procter and Gamble, both varying for the marketing, innovation and strategy. So, whenever you are talking about the CPG companies, right consumer packaged goods, then that is the marketing innovation and strategy talent right, at top-tier MBA programs are there.

So, there it becomes very important that is the what is a strategy talent at the top-tier MBA programs these hyper-competitive razor-thin-margin business right depend on winning market share by deeply understanding and anticipating unmet consumer needs. So, whenever these consumer packaged goods companies right and they are going for this strategy talent, it is important you are hyper-competitive; otherwise, you will not be sustainable.

And how that is to be done a very razor-thin margin, so that razor-thin margin businesses will that will lead to the depend winning the market share. And so, here, if we are going by these types of aspects then that then definitely we will have a deep understanding. And anticipating the unmet consumer needs right.

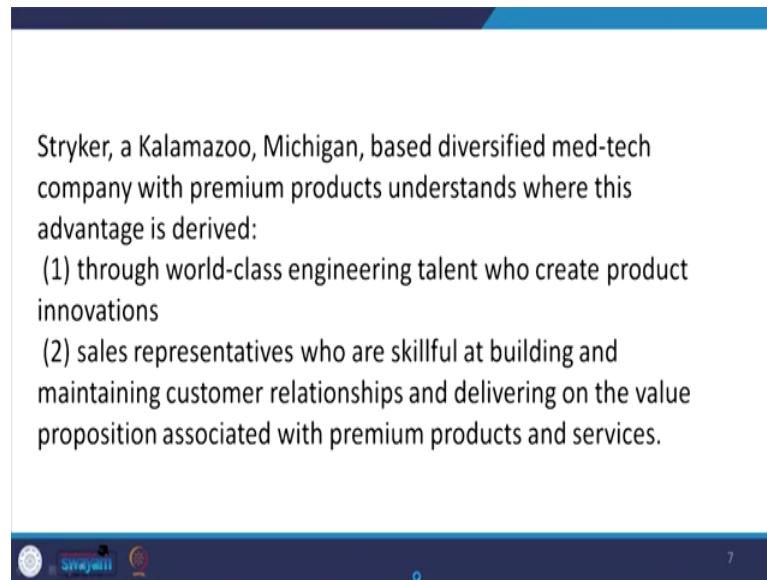
So, identifying these needs alright, how do you identify the consumer needs and which theory of the need theory you adopt right, and it goes right from the physiological need satisfying of the product for the services for which it is being brought, then socially acceptable then the matter of pride that I have this particular product and then a satisfaction that is a customer delighted, self-actualization need is there that yes this decision was good.

So, that is, the unmet consumer needs are there, and may you may have that unmet consumer needs that is creating the market excitement by launching refreshed and new products. So, yes always you have to be new in the market, right. So, therefore, because because of that razor-thin margin business and then in razor-thin margin business model, if you are not at different from others, then you will not be able to sustain.

So, gaining the optimal retail pricing and either new product developments, getting market excitement always or in the new product development, gaining the optimal retail pricing and the product positioning to build loyalty for their product portfolio over peers is there. All of this requires a keen eye towards attracting, retaining, and promoting the right marketing, innovation and strategy talent right.

So, naturally, if you want that is your employees those who are talented employees and they have to come out with the innovations they have to come out with the understanding and supplying and meeting the unmet consumer needs right, are creating the market excitements you have to go for the marketing innovation and strategy talent is there.

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A Stryker, a Kalamazoo, Michigan-based diversified med-tech company with a premium product, understands where this advantage is derived: that is how it is to be done; it is through world-class engineering talent who create the product innovations. Now, here that machine relationship main machine relationship that is the re-engineering that is becoming the prime concept because you already made an investment in engineering now world-class engineering talent, right.

So, then now you want to come out with that product new product development, variety of the product development or to create a market of the consumer needs. So, what is required- product innovations is required. So, it is not only up to the automobile industry it is also applicable to the service industries also.

So, whether it is a physical product or services, your end product that requires innovative innovations is required and for that purpose, there is no any rocket science is required, dear friends. Understanding the local culture, understanding the consumer needs if those needs are fulfilled, you have very high rocket science, but if you do not have the bread and butter for your employees.

How will that rocket science help? You have wonderful product innovation, but it is not matching with your consumer needs. What is the use of that? So, it was a totally and very highly intelligent product, but not needed; how will you see that? And you are a businessman. So, therefore, in that case, it is the who create the product innovations that are very important. What type of product innovations do you create?

Sales representatives who are skillful at building and maintaining the customer relationships how you are maintaining that relationship with the customers that is important and delivering on the value propositions associated with the premium products and services. Even though you are not getting that particular place of the promotion of the products but maintaining the customer relationship and then they whatever the values you are proposing you are getting those all value propositions.

So, naturally in that case your customers will be associated with your premium products and services.

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How an Organization Persona Can Be Used to Develop a Sourcing Strategy

Age	Work Experience	Insurance Experience	Comp. Expectations
20s 30s 40s 50s 60	0 1-3 4-7 8-12 13-20 20+	0 1-3 4-7 8-12 13-20 20+	\$100,000-\$100,000

Persona	Candidate Characteristics	Values and Aspirations	Affiliations
<i>"I'm really good at selling and have a track record of influencing discerning buyers and senior leaders"</i>	<ul style="list-style-type: none"> 5-10 years experience in sales calling on senior leaders or business owners Experience selling business services or big ticket purchases in industries with long sales cycles and sophisticated buyers Subscribes to "eat what you kill" philosophy and willing to take on more risk for increased rewards 	<ul style="list-style-type: none"> Entrepreneurialism Prominence and reputation Affiliation and teaming Wealth creation Independence and freedom 	<ul style="list-style-type: none"> Company alumni groups Sales industry groups University alumni groups Sports clubs (golf, running, football, etc.) Community groups

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Now, how an organization persona can be used to develop a sourcing strategy that we will see. Now, this is the study session between the age to 20, the 30s, 40s, 50s, and 60s and the work experience is here that the sample size work experience is from 0, 1 to 3, 4 to 7, 8 to 12, and 13 to 20 and 20 plus years of experience is there, work experience.

Insurance experience is there right from the 0 to 20 plus is there and the company expectations are there, and that is the points have been given and accordingly and these are the parameters some measurements safe and how in these parameters are measurements, and the affiliation is fitted.

So, first, we will go by the persona I am really good at selling and having had a track record of influencing discerning buyers and senior leaders, it is important persona is a thing. Selling and heavy track record of influencing and discerning buyers and senior leaders so, therefore, it is known that is the how these your buyers and sellers they are taking into consideration about the different track records.

Candidate characteristics: 5 to 10 years experience in sales calling on senior leaders are of the business owners are there. So, therefore, in that case, candidate characteristics is that is 5 to 10 years of experience in sales, calling on senior leaders or the business owners are there to them they will like to talk.

Experience selling business services are big-ticket purchases in industries with long sales cycles and the sophisticated buyers are there. So, initially, these sellers have different experiences with sophisticated customers. Subscribes to “eat what you kill” philosophy and willing to check on more risk for the increased rewards.

So, it becomes very important that is your share shares on that what eat what you kill, eat what you kill means that is your share and that is the yes if you have done that job you will get that particular share so philosophy so that will be making the more risk for the increase rewards.

So, always the person will be there that because it is variable pay, variable pay is there. So, he will always be looking for more and more targets. Values and aspirations for this doing this developer source and strategy is entrepreneurialism. What is entrepreneurialism? Innovation and creativity with the new ideas to convert into the commercial aspect right, or into the profitable venture.

So that the conversion of the in beautiful idea into a profitable venture that entrepreneurialism that values are required. So, it can be entrepreneurship, or it can be intrapreneurship. So, intrapreneurship is that is the creating the ideas and convert them into profitable ventures within the organization system that is called the intrapreneurship.

And when we say it is outside the organization system creating the ideas and developing the business plan and then implementing it in a profitable venture, that is called entrepreneurship. Then prominence and the reputation: so, prominence and reputation of the organizations are this that is the how you are going to take care of that particular product, which you are going to introduce is the reputation of the organization.

Affiliation and teaming are there. So, when you are developing the affiliation with the employees right, and then your customers, that values are binding that is binding between the customer and the organization so that affiliation and the teaming is required. So, the customers are connected; customers are connected with that particular product for a particular organization.

So, as a result, what you do? You create the wealth, wealth creation is there the values and aspiration is it ultimately what I was saying? That is the profitable venture. What talent has to do? Talent has to be innovative and creative and converting ideas into a profitable venture for the organization. So, therefore, that wealth creation; if the wealth creation process is started, your ideas are well accepted. Independence and freedom are there.

So, naturally, what is the talent looking for? The talent is with this particular persona that is I am really good at selling and have a track record of influencing the listening buyers and senior leaders, so that will create independence and freedom. So that freedom and flexibility will be given to this particular person with these selective customers.

When we talk about the affiliations, the company alumina groups are there, so that persona, which is with these candidates characteristics what they do? They connect with the aluminate, if they are with the aluminate, then definitely your economic profit returning interest also get protected in a different manner.

Then these sales industry groups are there sales industry groups they will also having the entrepreneurship for the prominence and the reputation, affiliation and teaming is there. Another affiliation is the university alumni groups, right. So, therefore, belongingness, belongingness to that institute if there is belongingness to that institute, then definitely university alumni will also be getting associated with your product.

Sports clubs; golf, running, football, etcetera are also making use of the persona for the sourcing strategies—community groups, which will be developing this type of association.

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Talent Persona	Candidate Characteristics	Proposed Sourcing Strategy to Achieve Organic Growth	
Recent Graduate	<ul style="list-style-type: none"> "I like to compete, have got it and I'm really good at influencing others" 	<ul style="list-style-type: none"> First job out of college Participated in teams, clubs, and fraternity/sorority Seeking a job interacting with others 	<ul style="list-style-type: none"> Maintain intern/extern talent pipeline
Early Career	<ul style="list-style-type: none"> "I'm looking for more autonomy, a chance to be an entrepreneur, and make more money at a company with a better reputation" 	<ul style="list-style-type: none"> Less than 5 years of experience Starting to get established in the sales profession Disillusioned by the day-to-day work, reputation, and prospects of his or her company 	<ul style="list-style-type: none"> Increase focus, targeting candidates with experience in superior sales training companies
Midcareer (w/ Industry Experience)	<ul style="list-style-type: none"> "I like this industry and my job, but I'm frustrated with the opportunities and the way we do things at my current employer" 	<ul style="list-style-type: none"> 5-10 years experience as a successful salesperson Knows the industry and selling process Frustrated with growth prospects because of company size (too small or too big), the bureaucracy, and compensation model of his or her current employer 	<ul style="list-style-type: none"> Decrease emphasis due to labor shortage in the industry
Midcareer (Non-Traditional)	<ul style="list-style-type: none"> "I'm really good at selling and have a track record of influencing discerning buyers and senior leaders" 	<ul style="list-style-type: none"> 5-10 years experience in sales calling on senior leaders or business owners Experience selling business services or big ticket purchases in industries with long sales cycles and sophisticated buyers Subscribes to "eat what you kill" philosophy and willing to take on more risk for increased rewards 	<ul style="list-style-type: none"> Increase focus, targeting candidates in sales roles within relevant niches and superior sales training companies
Established Salespeople	<ul style="list-style-type: none"> "I'm an market maker, but I leave money on the table because of my current arrangement" 	<ul style="list-style-type: none"> More than 10 years experience in the industry as a successful salesperson Currently works for well-established industry competitor Frustrated by the lack of access to resources, bureaucracy, or compensation model of his or her current employer 	<ul style="list-style-type: none"> Continue to drive to recruit experienced salespeople, particularly those with large books of business

Now, the second one is the alignment of sourcing strategies with each persona so, how is it to be done by the recent graduates and what the recent graduates do? I like to compete how grief, and I am really good at influencing others, right. So, therefore, group it, and I am really good at influencing others is there that it is a talent persona is there.

So, the person is interested in making that particular personality for the use of the organization to influencing the use of the organization. So, what are the candidate characteristics? Candidate characteristics are the first job out of college that is the first to participate in teams, clubs, and fraternity as a sorority. And therefore, he understands what is required by the team and seeking a job interacting with others and as a result of which the job interaction with the others that have been preferred.

Then the proposed sourcing strategy to achieve the organic growth is maintained the ancient extent talent pipeline is there. So, naturally, these candidate characteristics are from the job of the first job out of the college is there and this type of job interaction with others is required. So, you will mention this talent pipeline intern pipeline than the early career. If the employee talented employee is into the early career, his persona will be I am looking for more autonomy, right.

So, here he is saying in the recent graduates I would like to compete for grit, and I am really good at influencing others. And in the early career, I am looking for more autonomy a chance to be an entrepreneur and make more money at a company with a better reputation.

So, it is very important that is the here, and I would also like to have your attention. That is, this particular model is talking about being the entrepreneur to be an entrepreneur in the future. And that is why I always give this suggestion to management graduates and especially the early career people, that your early career experience should lead you to be an entrepreneur maybe after 5 to 10 years.

But, if your early career is making you an employee, whatever the structure you are having. Then you are not creating the jobs for others right because you are working in the organization well. But, when again for the next generation you are again your son is always again seeking for the jobs, rather than whatever national philosophy is nowadays our prime minister is saying that is it is better, it is better to have them make the more chances of the entrepreneurship.

That in the early career, there should be such experience that you create the more and more entrepreneurs are there. And make more money at a company with a better reputation right. So, as an entrepreneur, you are also making more money as an in a better reputation in that particular company, right.

So, what is it means? Candidate characteristics are early career means less than five years of experience starting to get established in the sales profession disillusioned by the day to day work, reputation, and prospects of his or her company. So, what is a proposed sourcing strategy to archive the organic growth is- increase focus targeting candidates with experience in superior sales training companies and as a result of which this particular their complaint that will be removed.

Then the mid-career the industries experience; I like this industry and my job, but I am frustrated with the opportunities and the day and the way we do things at my current employer, right. So, in the early career it is a learning phase is there, but at the mid-career, now you know your job very well, right, but you are not getting the opportunities.

What are the candidate characteristics? 5 to 10 years of experience as a successful salesperson knows the industry and the selling process is frustrated with the other growth prospects because of the company size too small the bureaucracy and the compensation model of his or her current employer. So, it is towards going to be the entrepreneurs are there right.

So, because he is getting the frustrated at the at his workplace. What will be the proposed sourcing strategy? Decrease emphasis due to labor shortage in the industries right. As because they did this type of the employees will not be available, we have mentioned already talent turnover is there.

So, therefore, it decrease the emphasis due to the labor shortage in the industry. Now meet career non-traditional; I am really good at selling and have a track record of influencing the descending buyers, and the senior leaders are there right. So, now, how to do that, the 5 to 10 years of experience.

Similarly, because they are mid-career, is their experience selling business services are the big-ticket purchases in industries with long sale cycles. And sophisticated buyers are there or subscribes to eat what you kill philosophy and willing to take on more risk for increased rewards.

So, that mid-career opportunity is how big-ticket purchase industries or long sales cycles are introduced. And eat what you kill that is the variable pay philosophy and willing to help more and more risk so that he can get the more rewards what will be the proposed sourcing strategy, increase their focus with this mid-career.

Mid-career non-traditional employees, talented employees targeting candidates in a sales role within relevant niches, and superior sales training companies are there. So, this type of the mid-career employees should be given this opportunity to make them more relevant and superior sales training companies. Established sales force; so, recent graduates then early career, then the middle career there are two and then established salesperson.

So, I am a market maker; established salesperson says I am a market maker but leave money on the table because my current arrangements are there. Who are these? More than ten years experience in the industry as a successful salesperson. Currently works for

the well-established industry competitor frustrated by the lack of access to resources bureaucracy or compensation model of his or her current employer is there. So, therefore, there is no job satisfaction so, he wants to change.

What will be the proposed sourcing strategy? Continue to drive to recruit experience salespeople right. So, therefore, because you know, that is these people may leave. So, succession planning is to be done. What will the succession planning? That you will be having the recruiting another experienced person.

And particularly those with the large books of the business and especially those who are known for the large businesses into that particular industry. So, how to identify the new recruited profile? The new recruited profile has to be identified with the organizational specifics news, leaders, trends, outlooks, etcetera.

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<u>New Recruiter Profile</u>		
Knowledge	Skills	Competencies
Organizational specifics—news, leaders, trends, outlook, etc.	Intake and understanding of business requirements	Relationship building and coaching
Candidate skill sets, industry insights, and job function expertise	Consultative and business partner approach	Candidate engagement, assessment, and insights
The employee value proposition (EVP)—translated for candidates	Talent research and sourcing—a true talent hunter	A will to win
Current and future labor market trends and conditions	Leveraging technology and social media	Influence, negotiate, and close
General business acumen	Sales, marketing, and customer service focus	Multitasking
Organizational and recruitment practices	Communication and follow-up with clients and candidates	Compliance

And that will give you this knowledge about this particular objective in check and understanding of the business requirements skills. That is what exactly skills are required by that particular business, and please try to understand technically and very carefully these skills and the competencies relationship building and coaching are important.

So, therefore, in the current scenario, when we talk about the new recruited profile. Organizational specifics are the news, leaders, trends and outlooks are there and therefore, the relationship building and the coaching is required by the competencies.

Candidate skill sets in the case of the knowledge new recruiters profile industry insights and the job function experience are required when you have that industry insights in the job functions expertise, then consultative and business partner approach will work.

So, in that case, you will have that consultative and business partner approach, and the competencies will be candidate engagement assessment and insights are there; if the candidates have that engagement assessment and insights, they will be able to work. In the knowledge of the employees or the employee value proposition translated for candidates that is the EVP is there, and in this case, the skills require talent research and sourcing a true talent hunter.

So, therefore, in that case, that is not true sense hunter, true talent hunter that will be required. And a will to win competencies is will to win is there. Current and future level market trends and conditions leveraging the technology and social media and as a result of which you will find that is the labor markets you have the knowledge of the current and future level market, trends. The leveraging the technology and the social media and influence the negotiate and close.

The general business acumen is that sales marketing in customer service focus and the multitasking is there. So, if you have that general business acumen, then definitely you will be doing these multitasking aspects of competencies are required to be multitasking, right.

So, therefore, organizational recruitment practices knowledge is there, and the communication and follow-up with the clients and can new recruited profile. Communications and follow up with the clients and candidates that you are supposed to do and the competencies is required the compliance is there so, whatever the recruitment practices are there that the one should follow.

So, in the end, what I will say, the in the talent is new recruitment profile recruiters profile is concerned. One should be able to for as we have seen for the new recruiters in the current situations. Relationship building and coaching are required, candidates' engagement assessment and insights are required related to the skills industries are concerned and talent and employee's value proposition a will to win because there will be the tough requirements.

So, that awareness to will to win influence negotiate and close this is becoming a very very important point. Always get this point whenever I discussed with our alumni or with the business world that is the candidates are required to have an ability to influence and negotiate, negotiated, and close there and the deal.

So, therefore, this is an important influence, and one should be able to influence, and one should be able to negotiate to close. Then one is required general business acumen is required that it will be the multitasking. If you want to be the business acumen, you are supposed to do a number of tasks at the same time and whatever the practices are there in the organization, you are supposed to compliance that.

If we go by these particular practices, then definitely that is the opportunities for the new recruiter type profile as a talented employee that will increase. And if we go by these particular processes, I am sure that is there will not be a talent crunch, and enough talent will be available in the market.

Thank you.