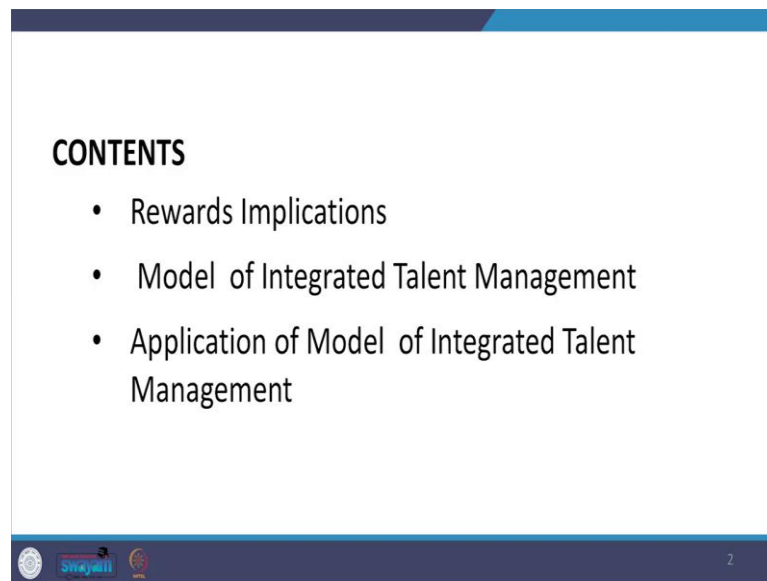**Talent Acquisition and Management**
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Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 31
Integrated Models of Talent Acquisition

So, now in this session, we will talk about the models of integrated talent management.

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Here the part which we have covered about the rewards implications and model of integrated talent management. How is it applied in the different organizations to integrate that particular aspect of the talent management connecting with the rewards?

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The answers to the questions and their rewards implications in two columns are as follows:

Drivers of Value	FROM (STARTUP) Revenue. Innovation.	TO (ESTABLISHED) Focus. Differentiation.
What's important?	Entrepreneurialism. "All-hands-on-deck" attitude.	Profitability. Prioritization.
Rewards implications	"Free form" salaries, based on individual needs and negotiation. Year-end bonuses based on available capital, with little or no individual performance-based differentiation.	Salaries closely tied to labor market; pay more aggressively for most critical jobs. Annual incentive plans funded based on preestablished profitability metrics.
What do I have to do?	Work hard. Help out. Come up with new ideas.	Build and apply specific capabilities to meet established objectives.
Rewards implications	Investments in culture are prominent; work environment is subordinate to the work itself.	Investments in career development are prominent; work environment may be more deliberate.
What's in it for me?	Share in the rewards of what we are building together.	Focus your efforts where they'll make the biggest difference.
Rewards implications	All-employee equity grants or cash profit sharing reinforce teamwork. Pay may not be clearly linked to individual contributions and vary significantly from one period to the next.	Individual achievements aligned with strategic priorities are highly valued. Promotions and salary increases reward significant increases in desired capabilities and results.

An Approach For Determining Whether Rewards are Aligned with Targeted Organization Changes

Source: Using the Right Rewards Program to Help Your Talent Management Program Fuel Transformation by Juan Pablo Gonzalez, Axiom Consulting partner.

So, rewards implications in two columns are significant for the startups, and the established one is a concern. So, the drivers of values are what is essential? So, entrepreneurialism is very important in case of the startups. So, an all-hands-on-the deck attitude is very much preferred.

Furthermore, when we talk about the established organizations, they are talking about profitability and prioritization, ability, and prioritization. Applications, we talk about the free form salaries based on individual needs and negotiation and how it is essential for an individual.

Furthermore, the year and bonuses based on the available capital are what the capital is available and whether we can run the available capital. With little is no individual performance-based differentiation, so in the startups, everybody has to contribute. If someone cannot contribute or there is no performance for startups, it is becoming challenging.

While in the case of the established organization, salary is closely tied to the labour market, whatever the labour market is there. For example, in a given zone, whatever the labour market is there, salary will be fixed accordingly.

Pay more aggressively for the most critical jobs. Moreover, in the labour market and the principle of demand and supply applies. So, if there is a higher demand and a low supply,

then aggressively, the payment will be more. I want to share many skilled jobs, especially with the shop floor level and a particular machine operator.

Furthermore, in the machine operator, the experience is required, or it is so sensible and responsible that the whole production process depends on the skill of that particular machine operator. Alternatively, we can take the example of the boiler attendant. Moreover, if the boiler attendant is in such an important position without running the organization, it is not easy. So, they pay more aggressively for these critical jobs.

Annual incentive plans funded based on the pre-established profitability metrics are there. So, however, under the Payment of Bonus Sec. 1965, the different parameters are there. Moreover, we say that with different parameters like the available surplus and allocable surplus, this type of terminologies and formulas exist. So that will decide minimum at 0.33 per cent, or maximum 20 per cent bonus will be given.

However, when we talk about the rewards for the talented employees, it becomes essential, which is the pre-established norms. So, there is one-word ex gratia is also there. So, according to the profitability formula, the payment of bonus will be calculated as what percentage is to be paid. However, there are the pre-established norms of practising the ex gratia. So, then that will be expected by the employees.

What do I have to do? So, in an established startup, it is hard work, helps out, and come up with new ideas. So, unless and until there will not be the come out with the new ideas. There will be no survival of the small entrepreneur's startups. While in the case of this established one, it is the investments in career developments are the prominent, work environment may be more deliberate.

Hence, it is long term, and this career development will be preferred in large enterprises. And I have talked in the previous session about the work environment that is how the work environment is to be provided. So, therefore, the work environment may be more deliberate. So, they will say about cultures and practices, and hence, it is the brand – employee brand that will be more focused.

What is it for me? In the case of these startups, the employee will ask to share in the rewards of what we are building together because it is small. So, therefore, the concept of working together, building together, so then what is my share on that. And in reward
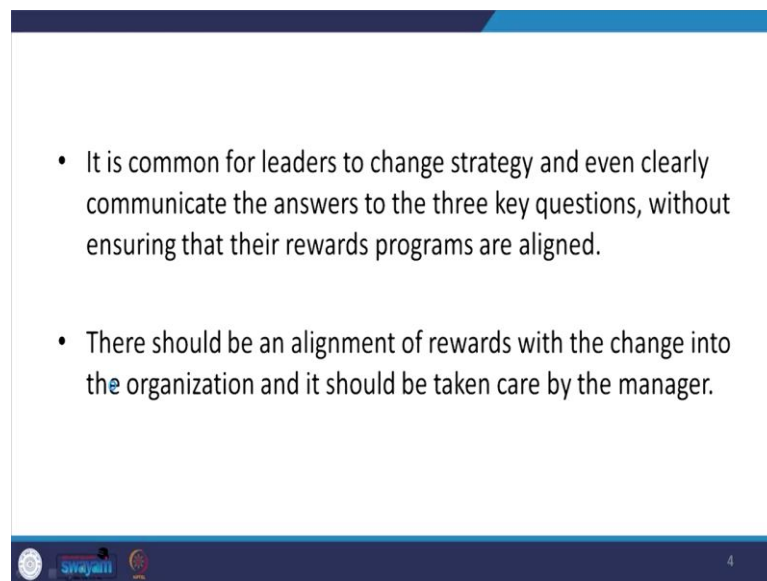
implications, all employees equity grants are the case profit that is sharing reinforced teamwork that is becoming more and more important.

Pay more not be clearly linked to the individual contributions because, in the small startup, it is very difficult to make any formula for the individual's contribution rather than it will be team contribution. And very significantly from one period to the next, this is also very important.

So, that quarterly, like the quarterly, will be there, so quarterly will be there. So, whatever is the payment in the next quarter, it will be totally next quarter, it will be total, may be very high, maybe very low, so that will be the rewards implications.

In the case of the established organizations, individual achievements aligned with the strategic priorities are highly valued. This is important that is how the strategic priorities are decided. Promotions and salary increases, reward significant increases, in desired capabilities, and results are there.

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- It is common for leaders to change strategy and even clearly communicate the answers to the three key questions, without ensuring that their rewards programs are aligned.

- There should be an alignment of rewards with the change into the organization and it should be taken care by the manager.

It is common for leaders to change strategy and even clearly three key questions without ensuring that their rewards programs are aligned. So, therefore, these strategies will vary from the economic conditions and the social conditions, and technological aspects. Accordingly, it is very easy to change their strategies.

And therefore, these reward system that keeps on changing with the economic conditions and the market positioning. So, this is the variable pay. Again, please also always try to understand fixed pay and variable pay. So, that variable pay will be varying according to these factors very strongly.

There should be an alignment of rewards with the change into the organization, and it should be taken care of by the manager. So, therefore, if there is a change in the organization, then that has to be taken care of by the manager.

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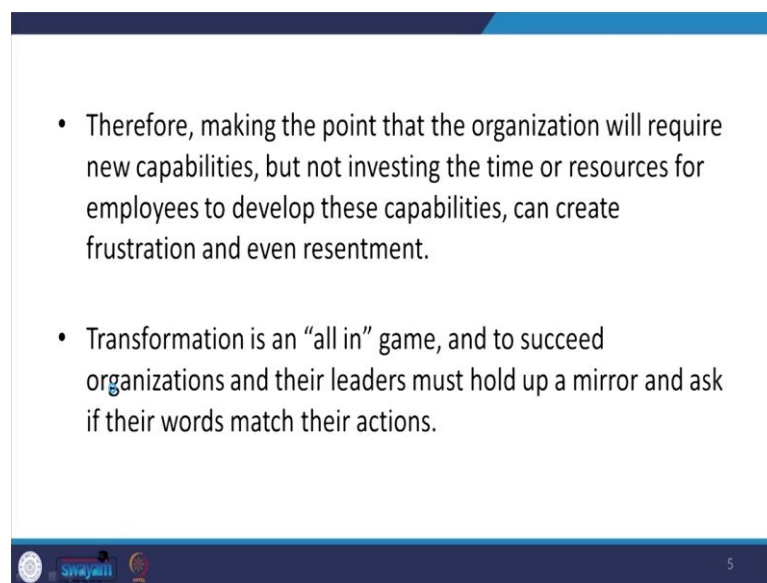
- Therefore, making the point that the organization will require new capabilities, but not investing the time or resources for employees to develop these capabilities, can create frustration and even resentment.

- Transformation is an "all in" game, and to succeed organizations and their leaders must hold up a mirror and ask if their words match their actions.

Therefore, making the point that the organization will require new capabilities, but not investing the time or resources for the employees to develop these capabilities. So, in this case, there is no investment done, or resources are done. And then, we will know these capabilities are there, and they can create frustration and even resentment.

So, if not properly in the time resources factors dimensions which we are talking about, then that will be noticed by all employees, whether it is a startup or it is an establishment. And when it is noticed by all the employees, there should be clear cut communication, and the proper message is to be there by the employer to the employees.
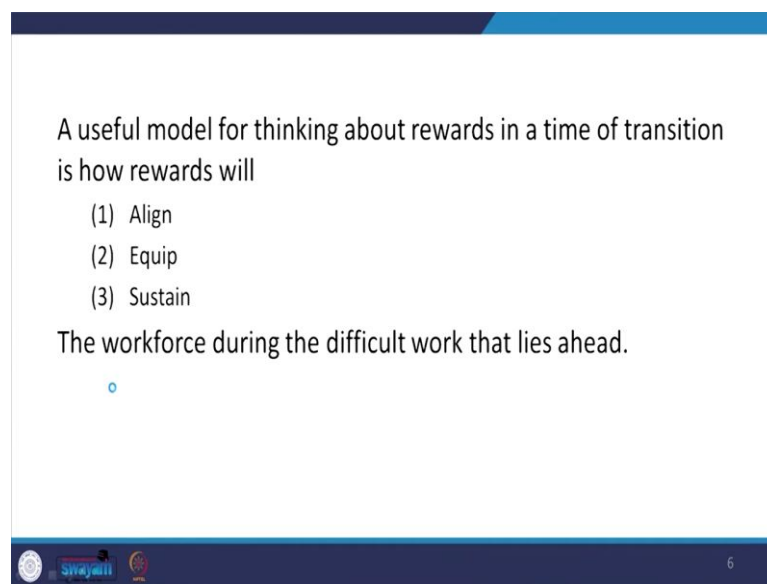
And that will make otherwise what will happen that can create a problem if it is not. But not investing the time or resources for the employees to develop these capabilities you

know that is new capabilities development it is learning and development if you which I have mentioned earlier can create the frustration and even the resentment will be there.

Transformation is an all in-game, and successful organizations and their leaders must hold up a mirror and ask if their words match their actions. So, this is important. In my industrial experience also I will learn. And of course, it is applicable in every sector, but even in the industry is the industrial relations, they are based on this particular all in-game.

So, organizations must hold up a mirror. So, therefore, mirror means whatever they say, you can see in the action. But there should not be a mismatch between the words and actions; words and actions are to be matched.

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A useful model for thinking about rewards in a time of transition is how rewards will align, equip and sustain. And therefore, these transitions will be in accordance with the alignment of the equipment, and the sustainability is there—the workforce during the difficult work that lies ahead.

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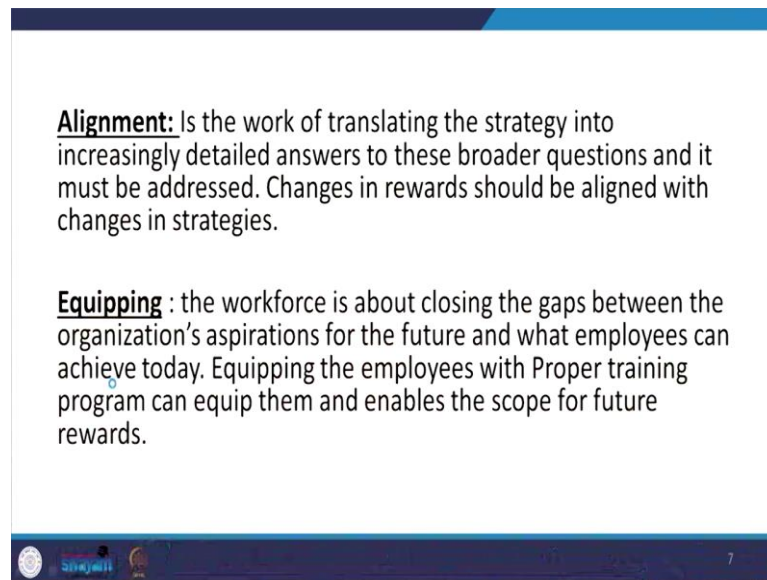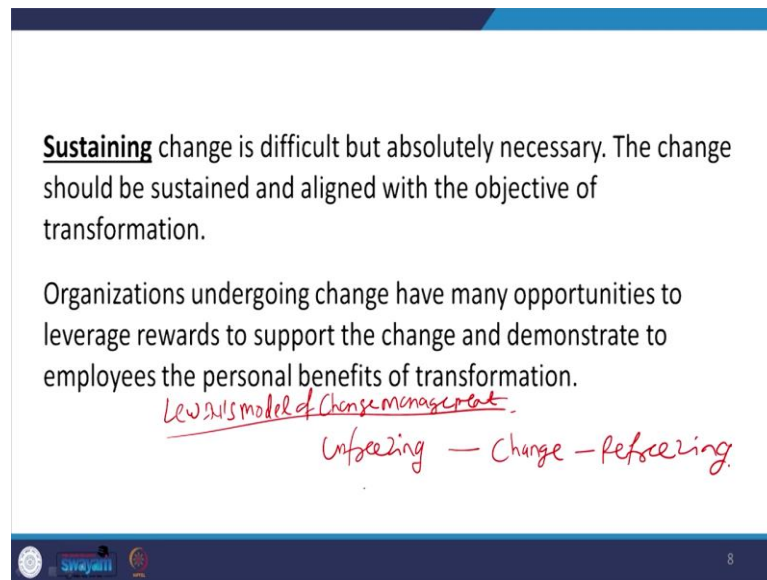
Now, when we say align, so what is it? Alignment is the work of translating the strategy into increasingly detailed answers to these broader questions, and it must be addressed. So, therefore, digital answers are to be addressed. Changes in reward should be aligned with the changes in strategies. So, there should be the alignment of the rewards; there should be changes in the strategies.

Next is Equipping – equipping the workforce is about closing the gaps between the organization's aspirations for the future. What organizations are looking for in the future and what employees can achieve today. So, it is always naturally whatever you want to achieve in future and whatever wherever you are today standing, so there is a gap. To fulfil that gap, this equipping is to be done.

So, what is equipping? Equipping is the employees with the proper training program. So, that they meet the future needs, can equip them and enable the scope for the future rewards.

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Sustaining change is difficult but absolutely necessary as we know about change management. In change management, we also understand Lewin's model. In Lewin's model, in the change, how to make this sustaining easier that is sustained in alignment with the objectives of the transformation. The organization should go for unfreezing, then change and then refreezing Lewin's model of change management.

So, therefore, he sustaining is there and aligned with the objectives of transformation. This is very, very important that is to make a sustainable change in this process of unfreezing. What is unfreezing? Unfreezing means whatever change you want to make there, you should take certain steps before that. Then there is a change, and there is a refreezing. So, that will be done. And he wants the employees to get the personal benefit of transformation.

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How to retain great employees? So, communicate the expectations clearly. So, this is also very important and practical. I tell you, I come across many employees who keep on same [FL] right. So, therefore, there should be proper communication.

Whatever the boss is saying, he should be able to communicate properly, and many times, actually, the organization strategies are not communicated. The future planning's of the organizations are not communicated. That is why the organizations are the subordinates. They are not clear. Because you know that what you want to do in the future, but the employees do not know that is what is your planning for the future.

So, you are processing with keeping in mind the future requirement, but employees are not blind about that. So, how you think that is that communication will work. So, therefore, communication the expectations are to be cleared. So, how it is to be done? It is to be done with inclusive leadership. Nowadays, we are talking about the leadership style is which is inclusive leadership. If you include more, then you will be able to serve.

Allow employees to use their talents and skills. So, therefore, in that case, these employees will be able to do these their different knowledge and skills they have different skills. So, they are a good orator or communicator. They are good writers, or they are good technologists. So, therefore, in that case, please identify the strength of your employees in what are their best skills and please allow them to use their best skills.
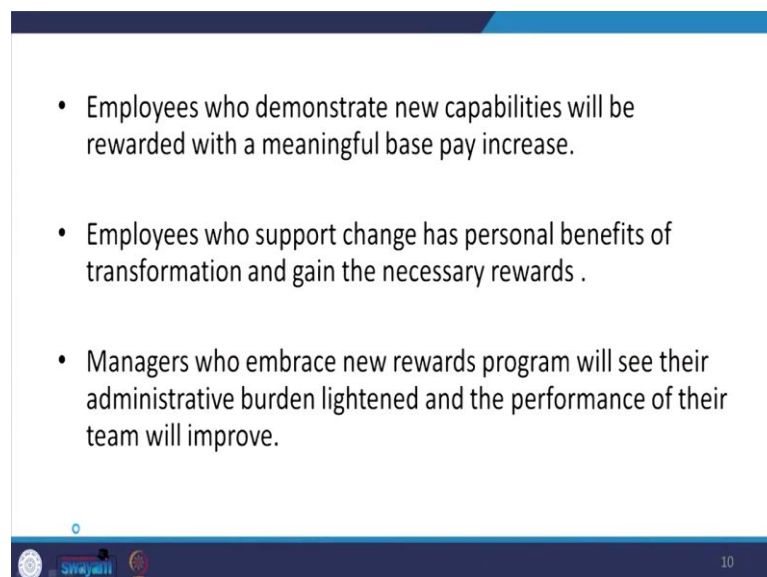
In many leading organizations, we see that the employee's happiness and satisfaction are there. So, when you say we have to take permission from our boss, only then you can leave, or you can talk, or you can even interact with other departments executives, and these and that and all. So, therefore, in that case, it means that there is no culture of sharing knowledge.

And if it is not there, those who are knowledge workers will feel frustrated, and then they will leave; there is a talent turnover. Provide a platform for the employees to speak their minds freely. So, therefore, in that case, if they have ideas, they have questions, many people misunderstand by this point that is loud their mindset freely.

So, once you allow them to speak freely, then they will create chaos. No, they will not create chaos. Let them speak. Once they speak, you will also understand what is in their minds. And then accordingly you can handle them. You can talk to them about whether their perceptions are right or wrong. And if it is wrong, why it is wrong; what the organization is looking for. So, allow them to speak.

It makes staff members feel appreciated, right. So, that is like in the case if somebody has done a wonderful job, congratulate and thank you and all. So, that is the return of the great employees possible. Provide quality management for the supervision. Therefore, in that case, they require the resources for supervision, and provide them with all the resources and say, ok, go ahead and do your job.
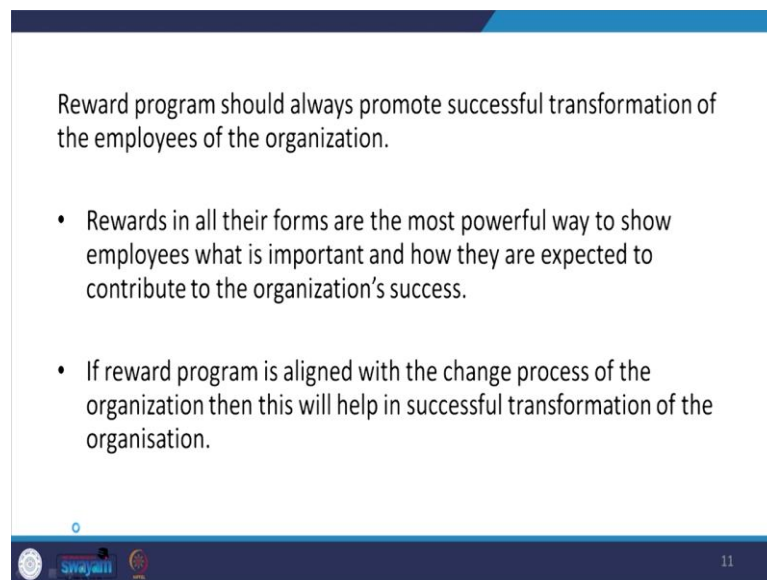
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Employees who demonstrate the new capabilities will be rewarded with a meaningful base pay increase. So, therefore, definitely, because they have performed, they have been awarded, and everybody knows and also appreciates them. Employees who support change has personal benefits from the transformation and gain the necessary rewards. And therefore, it is always the personal benefits of transformation that will provide them rewards.

Managers who embrace the new rewards program will see their administrative burden lightened, and the performance of their team will improve. So, always when you have proper functioning, you will feel lighter. But if you have a complex system, then definitely it will be a burden, and then accordingly, your team will perform.

If it is beneficial to help the employees, then definitely the performance will be improved over time; otherwise, they will feel its complex system. And if the complex system is there, they will not be able to deliver. And as a result of which you will find that it will be difficult for them to do the task.

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Reward program should always promote the successful transformation of the employees of the organization. And the rewards in all their forms are the most powerful way to show employees what is important and how they are expected to contribute to the organization's success. So, therefore, it is becoming very, very important it is the expectations of the contribution to the organization success that has to be taken care of.

So, if you are making a profit for the organizations, you are doing your job in a great way, and you are saving the cost. Definitely, that contribution has to be considered by the organization success. So, the reward program is aligned with the change processes of the organization. So what happens is that I always talk about the pull change and the push change.

An example of the pull change is the reward system. So, if you will bring this change in yourself, you will get this reward. So, you will think that I should change myself because the reward is there. And in this case, there is a push change. So, in the push change, if you will not make your changes, then there will be punishment [laughter].

So, there will be as then what is required? Pull change is required. If the reward program is aligned with the change process means to pull the change process. Then this will help in the successful transformation of the organization. So, always try to connect the rewards with the change in such a way that the employee himself is interested in making the changes.

Rewards must also be aligned with the overall strategy of the organization. Of course, what is the overall strategy of the organization? Organization's culture, practices, environment related to that right. So, the very simple example I will tell you like the overtime, so if the overtime is not permitted in the organization's culture right, so that type of rewards is not to be there.

I have seen one PSU where it is a case study. So, in that PSU, what happened that they were giving so much overtime. So, it was equal to one extra salary per month. So, then they have taken the loan and purchased the houses and that EMI of the loan was paid from the overtime.

Now, with the period of time, the economic challenges and all, the organizations have reached the maturity level. So that the overtime was stopped, then it becomes the bigger problem industrial relations problem. Why? Because till so far, they were paying the EMI right that monthly investments were given by this overtime money, and the salary was used for running the houses. But as soon as you stop the overtime now that my salary is used for the houses, but where is money for the EMI, right?

So, that every month instalment was not paid, then there was a notice from the bank, and then it has become a big problem for them. So, therefore, the here overall strategy of the organization has to be there. So, reward giving means, not like this, that is the without understanding the long term effect of the organization of that reward. What will be the long term effect?
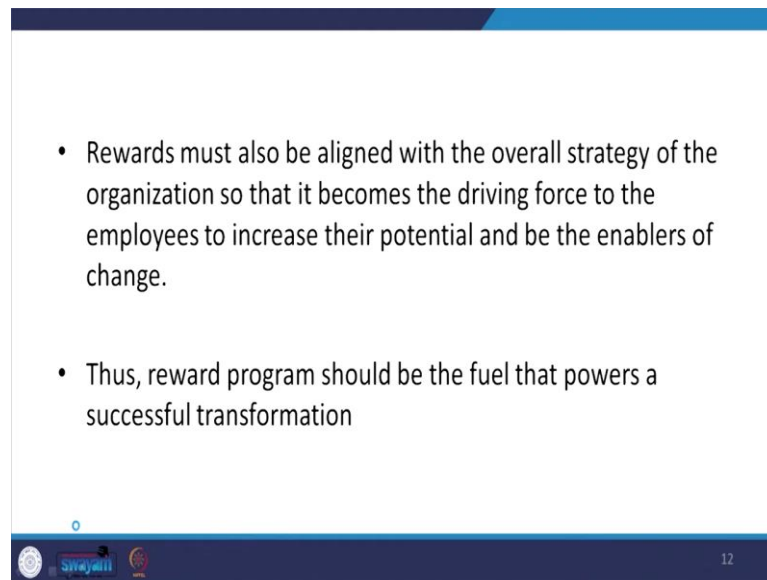
Another example I will like to give you. Many organizations give an attendance bonus. What is an attendance bonus? Because they thought of, there is a production bonus. So, there should be an attendance bonus. What is the attendance bonus? Attendant bonus is that it is you are the worker has to be supposed to be on the job for 26 days, four days are the weekly off.

So, if he is remaining the, but there is absenteeism, absenteeism is high. So, absenteeism is supposed for the six days. So, you introduce a scheme; if you remain 100 per cent present, you will get this many incentives. If you remain the 24 days out of the 26 days, these incentives; 22 days these incentives.

So, I remember even I was the labour officer in the Hukumchand mill and that time when this type of policy was proposed, our executive scold us 30 years back. And then he said it is the person who is supposed to come on the job. If he is not coming on the job, take action. In spite of giving these incentives and rewards for coming to the job, it is better to remove him.

So, therefore, such type of orientation was here [laughter]. So, the overall strategy of the organization needs to be balanced. Please take care. It is you should not participate in the reward, reward, reward, reward, and you should not give the rewards for the non-performers, be careful.
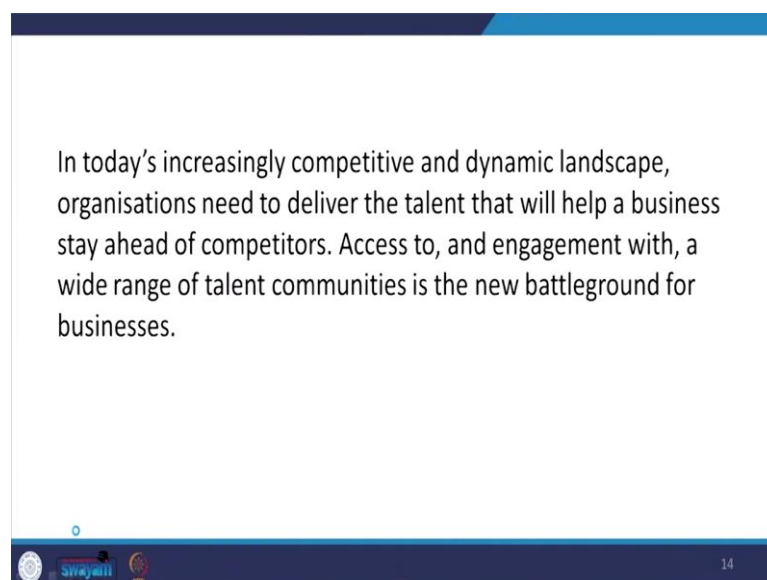
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- Rewards must also be aligned with the overall strategy of the organization so that it becomes the driving force to the employees to increase their potential and be the enablers of change.

- Thus, reward program should be the fuel that powers a successful transformation

Thus, the reward program should be the fuel that powers a successful transformation which we have talked about in the previous session. In the previous session, we can conclude that there is a requirement of how to fuel the reward system with the power of the transformations. Now, the model of the integrated talent management that we will see.

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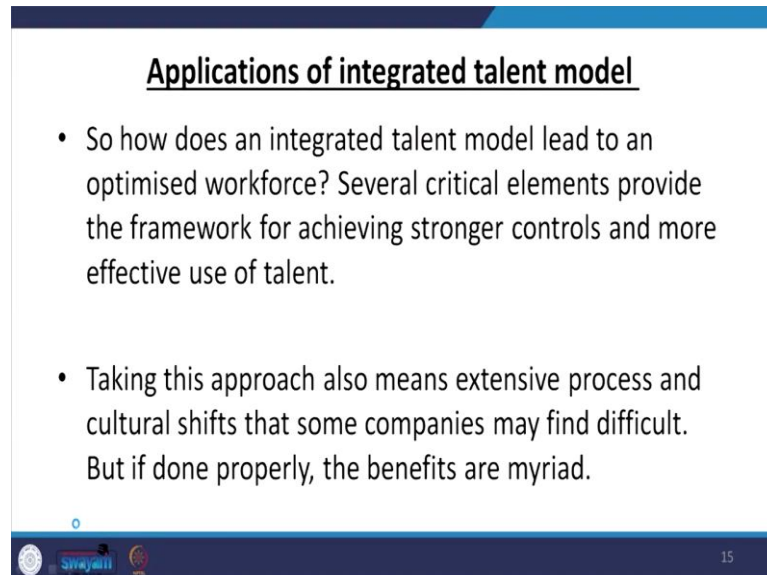
In today's increasingly competitive and dynamic landscape, organisations need to deliver the talent that will help a business stay ahead of competitors. Access to, and engagement with, a wide range of talent communities is the new battleground for businesses.

In today's increasingly competitive and dynamic landscape, organizations need to deliver the talent, and that will help a business stay ahead of competitors. Access to, and

engagement, with a wide range of talent communities is the new battleground for the business.

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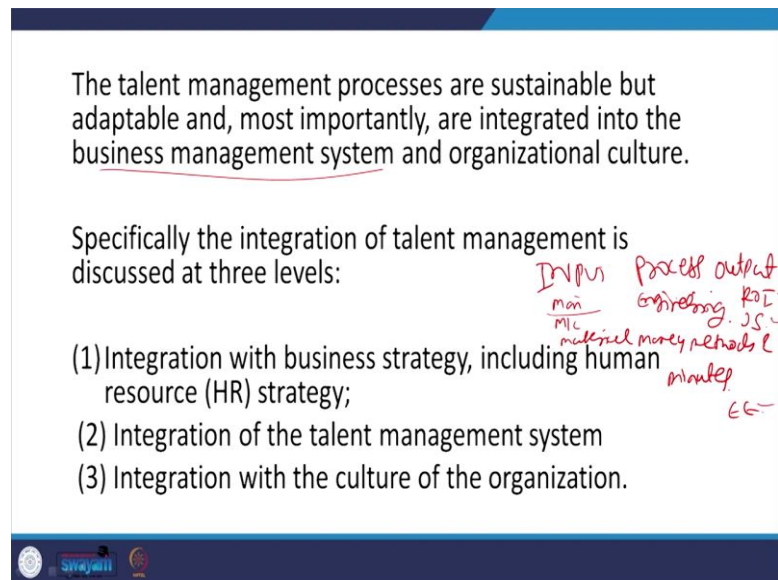## Applications of integrated talent model

- So how does an integrated talent model lead to an optimised workforce? Several critical elements provide the framework for achieving stronger controls and more effective use of talent.

- Taking this approach also means extensive process and cultural shifts that some companies may find difficult. But if done properly, the benefits are myriad.

So, how does an integrated model lead to an optimized workforce? Several critical elements provide the framework for achieving stronger controls and more effective use of talent. Taking this approach also means the extensive process and cultural shifts that some companies may find difficult.

But if done properly, the benefits are myriad. Now, therefore, in that case, we have to see what are those critical elements are there which are providing the framework so that the talented people are working on that.

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So, the talent management processes are sustainable but adaptable and, most importantly, are integrated into the business management system and organization's culture. This point is very, very important. What is the business management system? A business management system means that it is the processes working in that particular organization. How are they running their organization? Organizational process station, the organizational process is called management by the process.

What is management by the process? Management by the process is the input, process, and output. So, here it is in the business management system; this is the input, processes and outputs. What are the inputs? Inputs are your man, machine, material, money, method and minutes.

What is the process here? In the process is the that is the engineering right. What is the output? ROI - Return on Invest. So, I am not using the word profit or this thing and job satisfaction right, then employees engagement and like this. So, these are the outputs are there. So, this business management system that is integrated that is very much adopted.
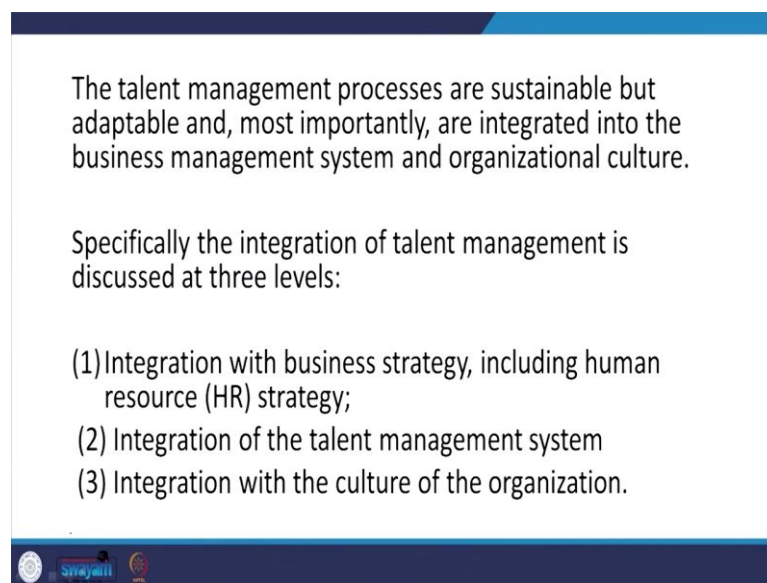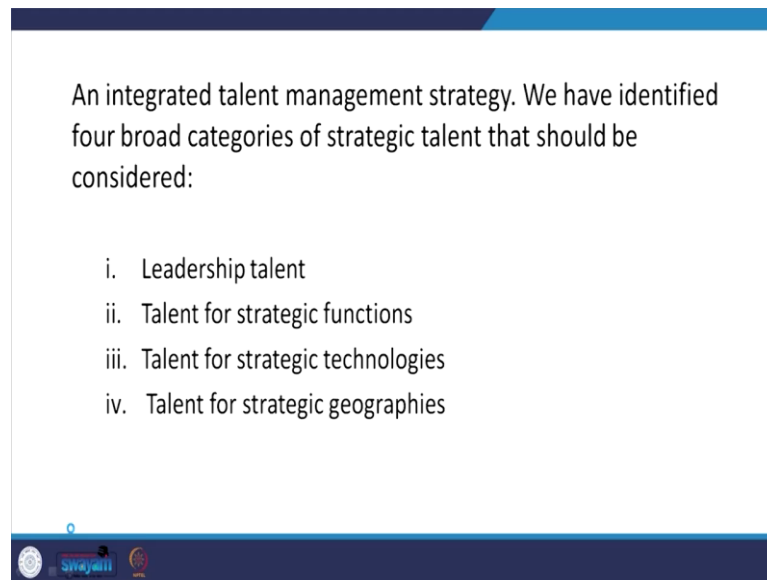
Your talent management process should be part of this business process output. So, what is that? That is the manpower acquisition and development. Then there will be the engineering your the appraisal systems is there; now there your reward system is there. Your training and development learning and development is there, and then your assessment is there, and then career development is there.

All will be the manpower engineering [FL], you know human engineering and man-machine engineering, so that will be done. And then, the output will be job satisfaction, performance and employee engagement right—these type of, these less turnover, less absenteeism.

So these will be the outputs that will be there in the business process management systems will be there. And we always talk about the organization culture is there that is a practice by the organization.

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The talent management processes are sustainable but adaptable and, most importantly, are integrated into the business management system and organizational culture.

Specifically the integration of talent management is discussed at three levels:

(1) Integration with business strategy, including human resource (HR) strategy;
(2) Integration of the talent management system
(3) Integration with the culture of the organization.

So, this is how it is done at three levels. The three levels are integration with the business strategy, including the human resource strategy, integration of the talent management system, and integration with the culture of the organization.

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In an integrated term management strategy, we identified the four broad categories of strategic talent that should be considered. One is the leadership talent – whether that particular employee has that potential and ability for the leadership or not. Talent for the strategic functions – that what type of the strategic functions they are doing.

Talent for the strategic technologies, that what type of technologies they are using. And a talent for the strategic geographies is there – so how they are geographically working on that.
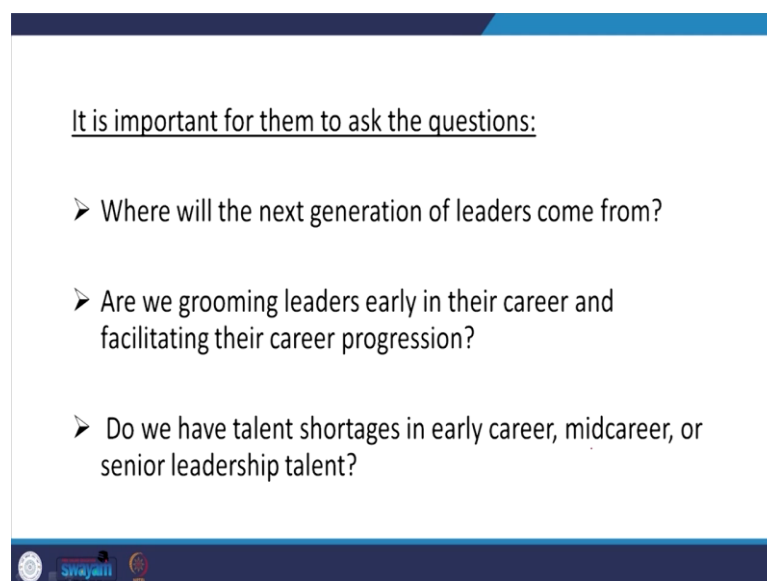
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So, we will take it one by one. Leadership talent – leadership talent is generally an area of strategic importance for most organizations. And as business becomes increasingly complex, the leadership competencies that are necessary for success have become harder to find and develop.

So, now we have two points that are very, very important. So, first is that leadership is becoming very increasingly complex. It is really becoming complex. How to get work done by your followers, the leaders have to redefine their own theories. So, when I say inclusive leadership, the theory talks about include your followers.

But you find that the followers are having different types of personalities, and therefore, you have to catch them. And then you have to understand the next generation; you have to understand their practices, their value systems, [laughter] their style of working, [laughter] also the leaders are from the young generation.

So, their x theory belonging to x theories. So, therefore, in that case, it becomes very, very important that how do you find the result to be developed. Executives must look only at their current leadership teams to assess whether they have the performance levels and competencies needed for the short term but also to the future needs of the organization.
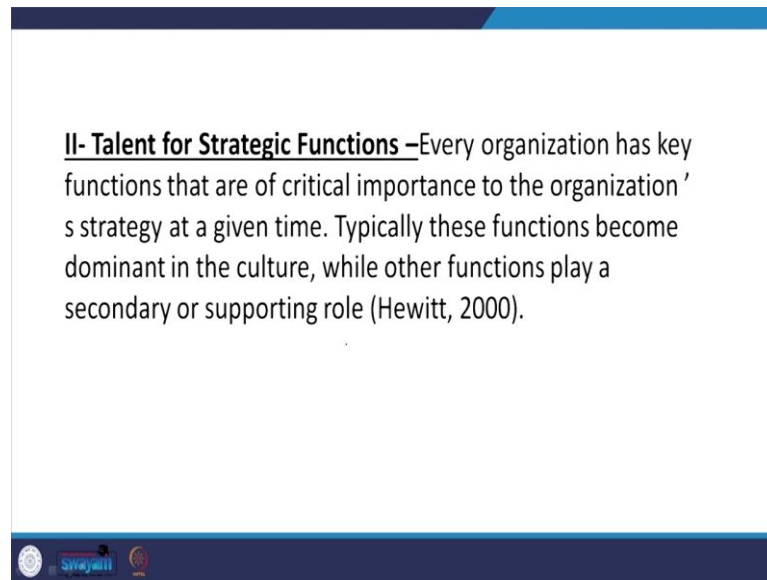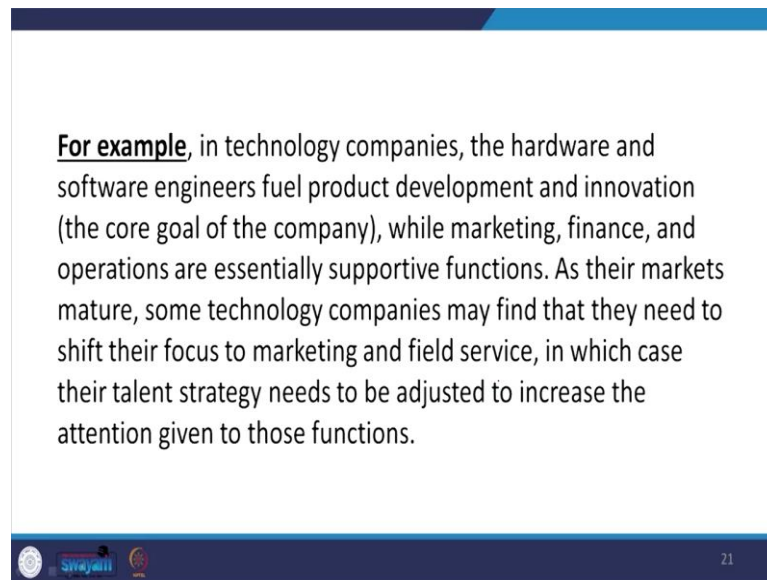
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How to do that? Where will the next generation of leaders come from? Are we grooming leaders early in their career and facilitating their career progression? Do we have talent shortages in early career, mid-career or senior leadership talent is there? So, we have to ask these questions and manage this.

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II- **Talent for Strategic Functions –**Every organization has key functions that are of critical importance to the organization's strategy at a given time. Typically these functions become dominant in the culture, while other functions play a secondary or supporting role (Hewitt, 2000).

The second is a talent for strategic functions. Every organization says key functions that are of critical importance to the organization's strategy at a given time. Typically these functions become dominant in the culture, while other functions play a secondary or supporting role.

For example, in technology companies, the hardware and software engineers fuel product development and innovation (the core goal of the company), while marketing, finance, and operations are essentially supportive functions. As their markets mature, some technology companies may find that they need to shift their focus to marketing and field service, in which case their talent strategy needs to be adjusted to increase the attention given to those functions.

Now, I would like to explain with the help of an example. In technology companies, the hardware and software engineers fuel product development and innovation, the core goal of the company, while marketing, finance and operations are essentially supportive functions. As their markets mature, some technology companies may find that they need to shift their focus to marketing and field services.

So, therefore, it becomes important for what purpose that product development or for what purpose innovation for the talent is taken. And as the market is maturing, some technology companies need to shift their focus to marketing and field service rather than technology. In which case, a talent strategy needs to be adjusted to increase the attention given to those functions.

Now, the talent which is working into the technology development, now they are facing the focus to the marketing and field service—a simple example of the banking industries. So, therefore, earlier it was on the financial aspects, now there is selling of these schemes and the services of the banks, that is becoming the field service. So, people with finance specializations are supposed to go for field services.

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So, identifying the talent needs to achieve the business strategies. These are certain examples, and product innovation is there, engineering, research, technology, electronic engineers and biochemist; operational excellence is there, that is the manufacturing, finance and logistics, procurement and sourcing specialist, these are the specific talent needs.

Customer intimacy is there, marketing, sales, dominant functions are the marketing sales customer service, field service is there customer-oriented. So, market researchers, brand managers, customer service and representatives, are the sample of the specific talent needs.

If you have these needs, like operations, the Six Sigma experts, cost accountants and in the customers, there are brand managers, customer service representatives. If that type of talent is available, that will be integrated with the business strategies. So, this is all about the processes which we are talking about how to implement the talent management model.

So, I hope that this will help you to connect the reward system with the implementation of the talent integration, the integrated talent management model.

Thank you.