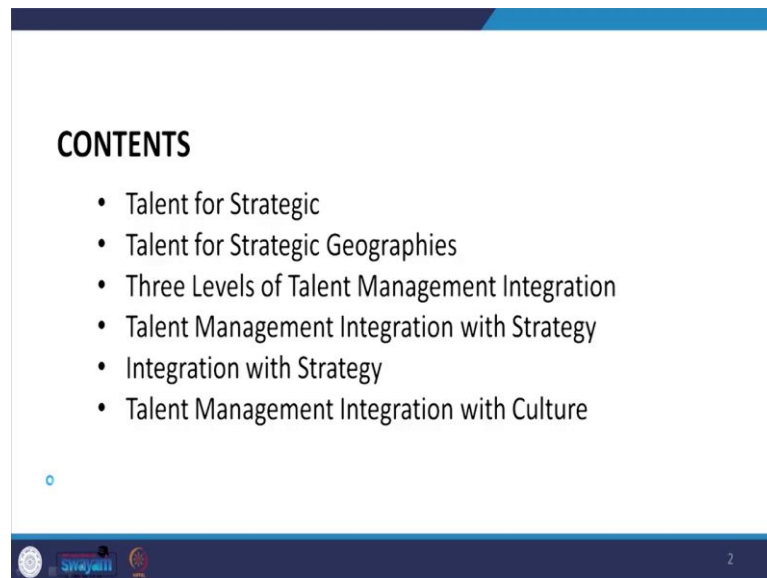


Talent Acquisition and Management
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Indian Institute of Technology, Roorkee

Lecture - 32
Integrated Model of Talent Acquisition - II

So, in the previous session, we have talked about the Integrated Model of the Talent Management 2 dimensions. Already we have discussed the leadership for the talent, strategy. In this session, we will talk about talent for strategies and talent for strategic geographies.

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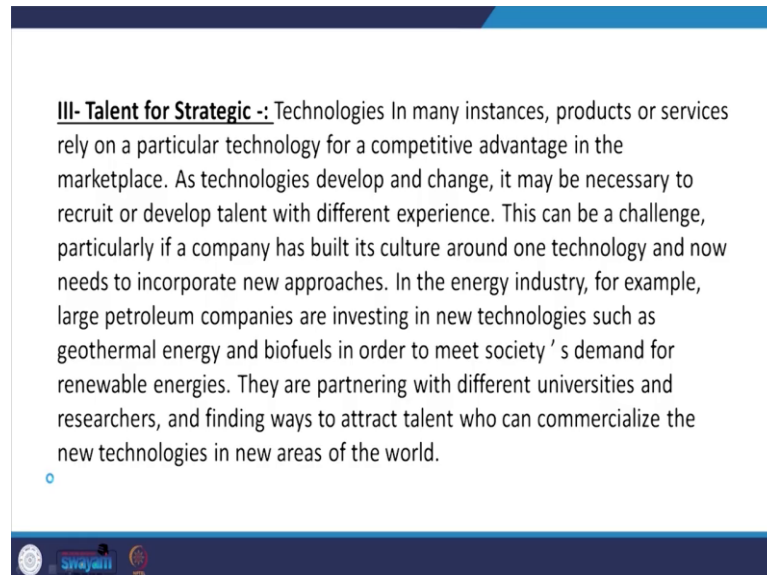


So, there were four parameters, two we have discussed in the previous session. Now rest of the two we will discuss in this particular session. There are three levels of talent management integration [FL]. So, talent management integration with the strategy, integration with this strategy of the business strategy integration with the business strategy and talent management integration with the culture. So, that we will talk about that is how it is going to be done.

Now, you see, whenever we are talking about the talent for the strategic issues, we have to also understand that how the products or services rely on a particular technology. Here is a very beautiful example that has been given. You will find that when we are talking about geothermal energy and these biofuels, and here we weave in order to meet society's

demand for renewable energies are given. Now, it requires talent with a totally different experience.

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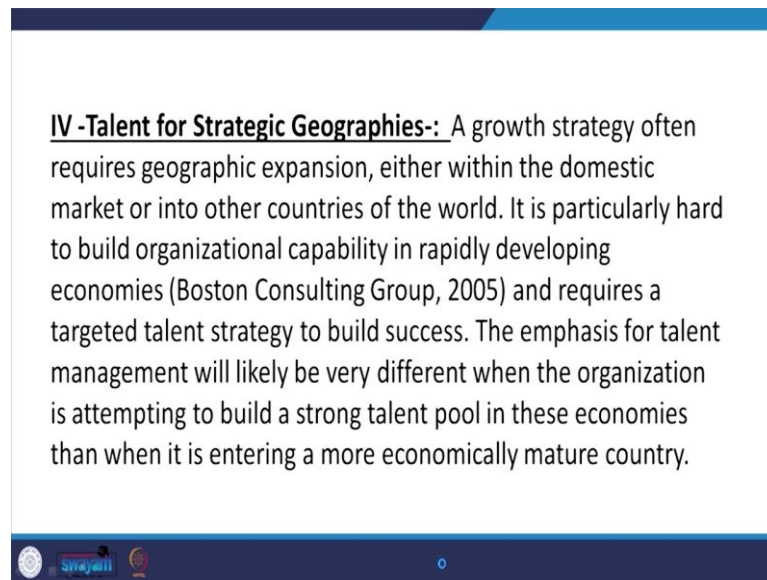


If you want to develop that, then you are supposed to have the talent of those who are expertise in this particular area, but it is a challenge. And this challenge particularly has built its culture around one technology. What type of technology you are having, and now you need to incorporate the new approaches, as I was giving this example of this biofuel.

So, they are partnering with different universities and researchers. Here is the bridge between the industry and academia to attract talent who can commercialize the new technologies in new areas of the world. So, especially for the fuel [FL] and when we are talking about biofuel.

So, you will find that is under the leadership of Dr Vinay Sharma for Department of Management Studies IIT, Roorkee, and the fuel in the hills are wonderful research has been done, and he has created fuel from the spines. So, therefore, if you want to go for talent, then talent is required to be very specific with the new technology.

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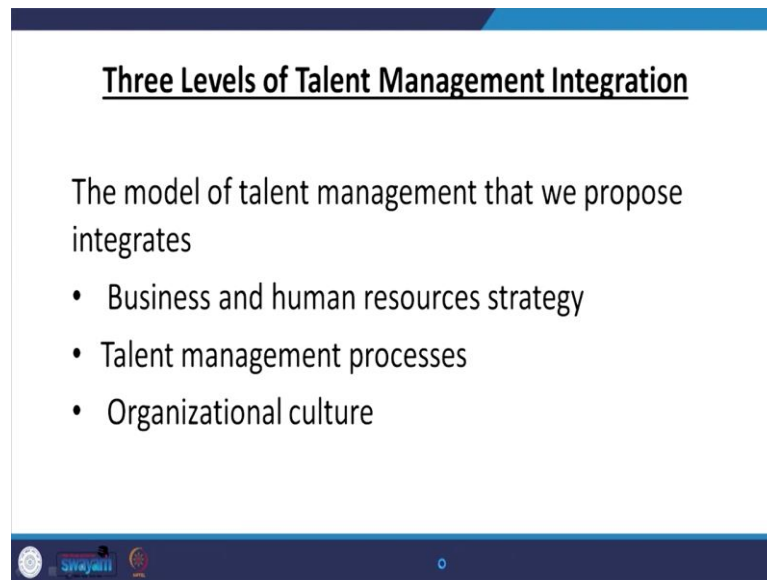
Now talent for the strategic geographies are concerned, a growth strategy often requires geographic expansion. As I have given an example, these are developing the fuel from spines, either within these domestic market or into the other countries of the world. So, geographical location is becoming the big advantage in the specific nature of the business, but it also depends on the people who are living there we talk about the talented employees.

It is particularly hard to build organizational capability in rapidly developing economies. And we are seeing that if the economies are developing and require a targeted talent strategy to build success, what type of success they can build.

The emphasis on talent management will likely be very different when the organization is attempting to build a strong talent pool in these economies. Nowadays, we are talking about the knowledge economy, and in the knowledge economy, if you want to talk about talent management, then it will be entering into a very, very specific area, and we have to become a more economically mature country.

If we are becoming a more economically mature country, then definitely we have to use the talent as per as the geography as far as the strategies are concerned.

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So, when we are talking about the three levels of talent management integration, the model of the treatment that we will propose integrates are the business and human resource strategy is there. It is the what type of you are having the business strategies and along with the human resource strategies.

So, when we are talking about the talent development strategies development integrated talent model. So, that integration of talent model will be done with the help of the human resource strategies which you have to plan according to the business maybe for the economies developing economies or you are geographically you are going from this one country to another country then the talent management processes are there.

In the talent management processes, we will find that it is becoming very, very important that how you are working into the acquisition, deployment, development and compensation and assessment of the talented employees are concerned. And then the organization's culture, what type of organizations culture they are having.

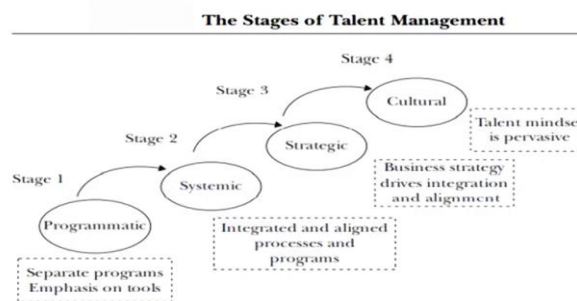
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Provides a systemic approach; and results in having talented leaders and individuals available to accomplish the mission of the organization. Most of the published literature on talent management refers to the integration of talent management processes relative to other elements of human resource management or within the talent management system itself (Corporate Leadership Council, 2005; Morton, 2004).

So, it provides a systematic approach and results in having talented leaders and individuals available to accomplish the mission of the organization. Most of the published literature on talent management refers to the integration of the talent management processes related to other elements of human resources management. So, that is a corporate leadership council reference given, and similarly, one paper is there that has been taken.

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Integration with Strategy: Business Strategy Most organizations have a strategic planning process, but many do not explicitly incorporate organization and talent strategy



Source: Based on Gubman & Green (2007).

Here I would like to share with you this particular model that is integrated with the strategies. And the business strategy, we are always talking about the base for any model in the business that what is your strategy to run your business and whenever we are talking about most organizations, the strategic planning process for these business strategies. So, how they are explicitly incorporating organization and talent strategy.

If we are keeping this separate talent strategy other than the business strategy, then definitely it will be very difficult to get the results. To get the results, first, we have to understand that what programs or the tools or mechanisms or objectives of the organizations are there. And based on these particular programs, we will go for integration and alignment. The process and programs will be from the business strategy also and talent strategies also.

So, the basic purpose is integration. The integration will create a backbone for successful talent management practices. Now, on the basis of this integration, a final strategy will be decided. This is a holistic strategy, and this holistic strategy will be a business strategy that drives integration and alignment with your talent strategy. It will create an organizational culture, and that organizational culture will be a talent mindset that is pervasive.

If the talent mindset is there for the pervasive nature, then there will be the integration of the strategies. Be careful that then there should not be silos or watertight compartments for the business strategies, and other than that, your talent strategies integrate should them, and when we integrate them, then a culture will be developed, and that will lead the talent management practices.

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Talent Management Integration with Strategy

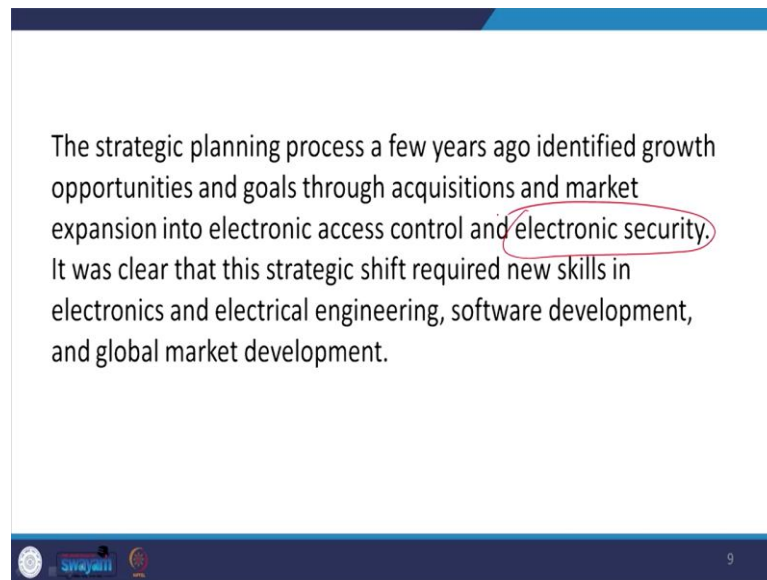
A Current Case A current example of the integration of the talent planning into the strategic business plans is in Ingersoll Rand 's security technologies business. Traditionally this business created value from the design, manufacturing, and marketing of mechanical locks primarily in North America under the Schlage brand.

The slide features a blue header and footer. The footer contains logos for 'Sri Jayanti' and 'SRM'.

So, a current case a current example of the integration of talent planning into the strategic business plans is in Ingersoll Rand's security technologies business case study. Traditionally this business created value from the design, manufacturing and marketing of the mechanical locks primary in North America under the Schlage brand.

So, therefore, the process will be designing and then the manufacturing, manufacturing of this work and marketing of the mechanical locks. So, if you are doing this type of designing, manufacturing and marketing then definitely you will be able to then what they have done that we will need I will tell you later.

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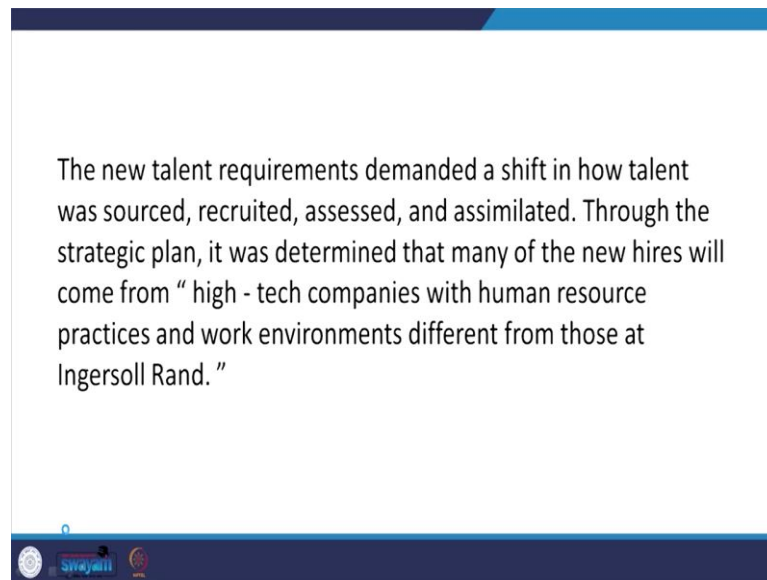
The strategic planning process, a few years ago, identified growth opportunities and goals through acquisition in market expansion. So, therefore, they found that there is a scope for the mass market expansion into electronic access control and electronic security. So, if you see here, they were into the mechanical locks, and then they shifted towards the electronic security.

So, this transition from that mechanical lock to these electronic securities was really a transformation of the organization. Because you are changing the nature of your products earlier, I have given the example of energy. So, therefore, the energy sectors right from the traditional.

Now they are talking in India about hydro energy, solar energy, wind energy. So, the nature of energy is changing. So, your technology is changing, and then your talent integration strategy also has to be changed. So, it was clear that this strategic shift required new skills in electronics and electrical engineering.

Because you are shifting from the manufacturing lock to the mechanical lock to the electronic lock. Software development because it is electronic security and global market development and naturally the market share will be different, clientele will be different, and therefore, your market strategy will be different.

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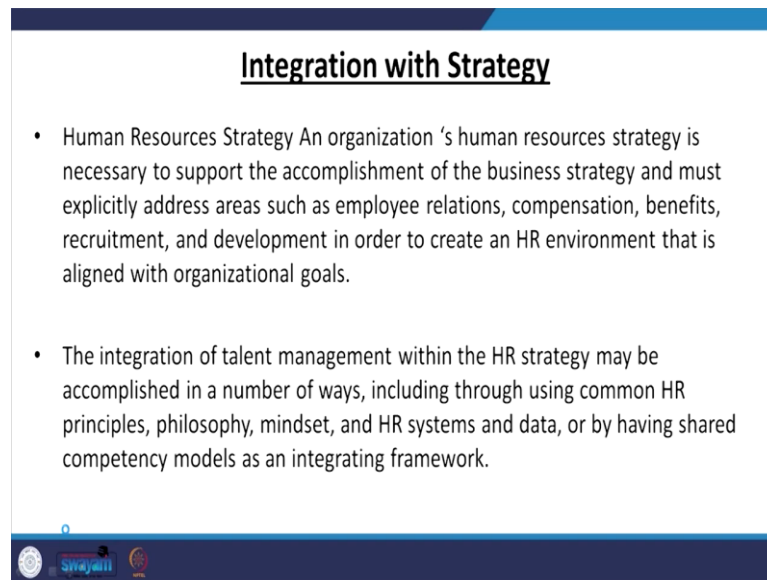
So, for this, what you require- manpower. The new talent requirements demanded a shift in how talent was sourced. Now earlier for manufacturing the mechanical lock, what type of manpower you had right. And then accordingly, you have recruited your manpower, and then the assessment is done, and the assimilation is there.

Through the strategic plan, it was determined that many of the new hires would come from high tech companies with human resource practices. So, the sources and this recruitment will be decided by the high tech companies with human resource practices so, if you are able to go for that recruitment.

So, you will go for those organizations where your ship, in this case, shifting from the mechanical lock to the electronic security. So, high tech companies employees will be required and work environment different from those at the industrial road rent.

So, naturally, now the employees those who will come from the high tech companies to the local man-made manufacturing locks company and this company is changing now. But they are already working. They are already having that exposure of the high tech companies. So, therefore, what has to be taken has to be understood that how you will recruit and nurture and adopt the talent high tech companies. So, here is the integration.

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The slide is titled "Integration with Strategy" in a bold, black font, centered at the top. Below the title, there are two bullet points. The first bullet point discusses the necessity of a human resources strategy to support business strategy, listing areas like employee relations, compensation, benefits, recruitment, and development. The second bullet point discusses the integration of talent management within the HR strategy, mentioning various methods like common HR principles, philosophy, mindset, HR systems, data, and shared competency models. The slide has a blue header and footer with a small logo in the bottom left corner.

Integration with Strategy

- Human Resources Strategy An organization 's human resources strategy is necessary to support the accomplishment of the business strategy and must explicitly address areas such as employee relations, compensation, benefits, recruitment, and development in order to create an HR environment that is aligned with organizational goals.
- The integration of talent management within the HR strategy may be accomplished in a number of ways, including through using common HR principles, philosophy, mindset, and HR systems and data, or by having shared competency models as an integrating framework.

Human resource strategy and organizations. Human resource strategy is necessary to support the accomplishment of the business strategy that I have mentioned and must explicitly address areas such as employee relations IR, compensation definitely because they are coming from high tech companies, benefits, what benefits they are deriving there, recruitment, now it will be regular recruitment and annual base recruitment you know.

So, that you have to very carefully decide your HR strategy and development in order to create an HR environment that is aligned with the organizational goals; now, your organizational goal is the development of electronic security. So, your compensation, benefits, everything will change.

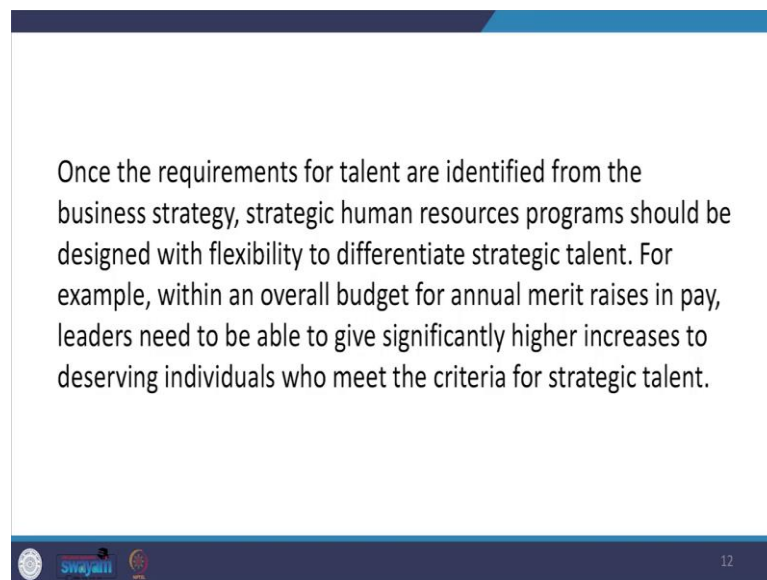
Now, dear friends, you have to understand your existing manpower is not that high tech your existing manpower's compensation and the production was totally different. You cannot remove them. You save some of them you have to develop and make their use, but definitely, it depends on how many years your organization has established? If they have worked for ten years, you want them to work as in high tech company practices that will not be possible.

So, what to do about those employees? So, create an integration, how to do that; we will talk about indicating an HR environment that is aligned with the organizational goals. The integration of talent management within the HR strategy may be accomplished in a

number of ways, including through using common HR principles. What HR principles are there? Philosophy, what is your philosophy? Is there organizational philosophy? The mindset of the employees and employers both and HR systems and data which is into the functions?

So, here you will find that now the HR department integration of business energy to the HR strategies, talent management strategies. So, in this case, these points are to be taken into consideration or having the shared competency models in the integrating framework is there. And when we do this, definitely we will be able to come out with an integrated strategy.

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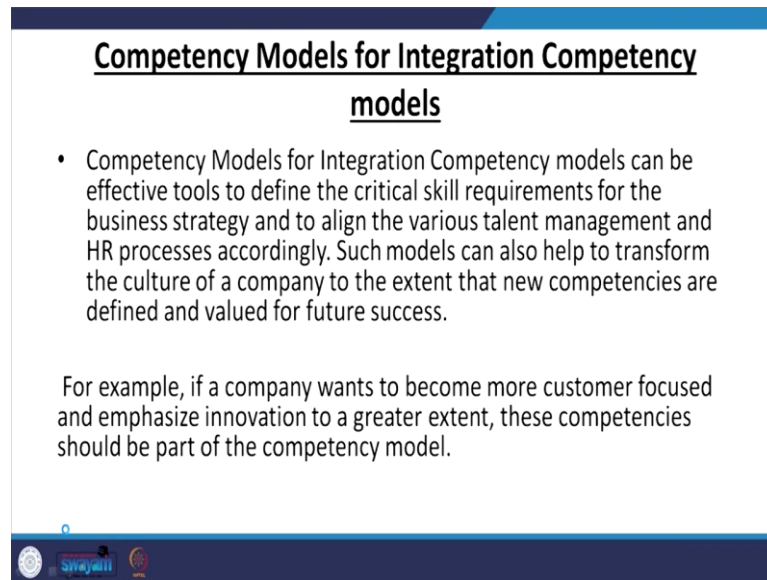


Once the requirements for the talent are identified with the help of these strategies and integration of these business strategies, and business strategies from these human resource management program, they should bring the flexibility to differentiate strategic talent, and that will be customized one.

Here an example is given within an overall budget for the annual merit raises in pay; leaders need to be able to give significantly higher increases to deserving individuals who meet the criteria for the strategic talent.

So, once your strategies are integrated, they are framed with the HR policies and strategies. Higher increases naturally will be delivered to the individuals who deserve that, and you will do justice.

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Competency Models for Integration Competency models

- Competency Models for Integration Competency models can be effective tools to define the critical skill requirements for the business strategy and to align the various talent management and HR processes accordingly. Such models can also help to transform the culture of a company to the extent that new competencies are defined and valued for future success.

For example, if a company wants to become more customer focused and emphasize innovation to a greater extent, these competencies should be part of the competency model.

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So, competency models for the integration: competency model. So, competency models for integration can be the effective tools to define the critical skill requirements for the business strategies, that what business strategy is required, and to align the various talent management and the HR processes accordingly.

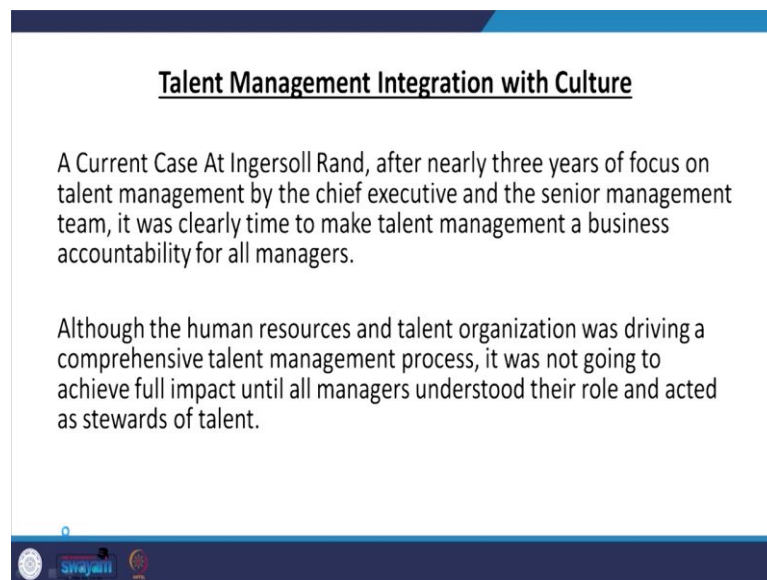
Such models can also help to transform the culture of a company naturally. Now, what is happening? From the traditional manufacturing company to the high-tech company so the culture will be changing. Transform the culture of a company to the extent that new competencies are defined and valued for future success.

So, it is very good dear friends, to talk in the classroom, but it is very difficult to practice and transform from this traditional organization to the modern organization. However, you should also learn that this is possible, and in India itself, the transformations of the organizations have been done.

So, for example, in the textile industries also there have been a lot of changes that have been done. In the automobile industries also there is a lot of changes from manual-based manufacturing to high tech manufacturing.

So, if a company wants to become more customer-focused and emphasize innovation to a greater extent, these competencies should be part of the competency model. So, what should be the competencies? That how to make the new culture adoption, that competency model is required for the technology.

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So, in the previous slide integrating the competency models second one is integration with the culture. A current case at an Ingersoll rand which I was talking about earlier after nearly three years of focus on talent management. Three years of focus on talent management is for those to whom you are developing the competencies and making them available for the new high tech organization.

So, therefore, they tell me with the chief executives the three years work. The chief executives in the senior management team it was clearly time to make talent management a business account for all managers see for three years, they must be it should be have been sustainable.

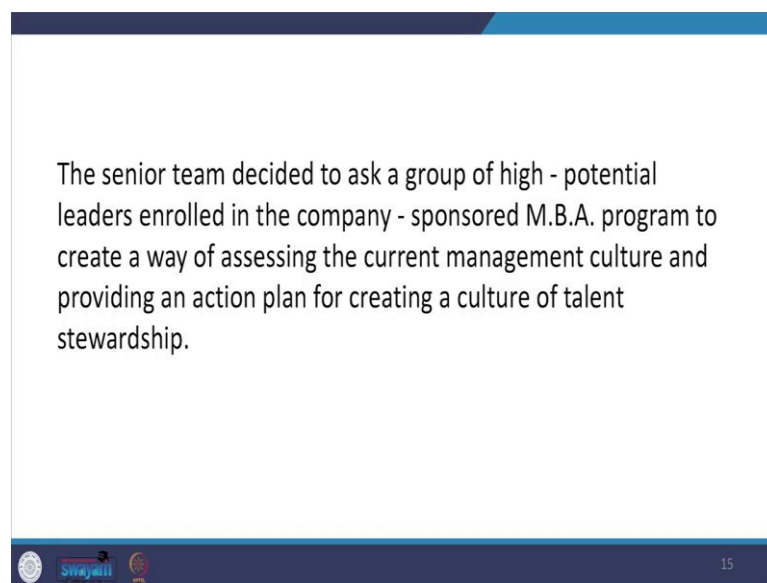
And therefore, they should be able to go for the understanding that is with this transformation from traditional manufacturing to the electronic organization, this talent management accountability to all managers will start after three years.

So, that was a learning and development phase, that was a transition phase, that was a transformational phase. So, the employees were shifting from the traditional work culture

to the modern work culture or the techno-based work culture. Although the human resources and the talent organizations were driving a comprehensive talent management process, it was not going to achieve full impact until all managers understood their role and acted as stewards of talent.

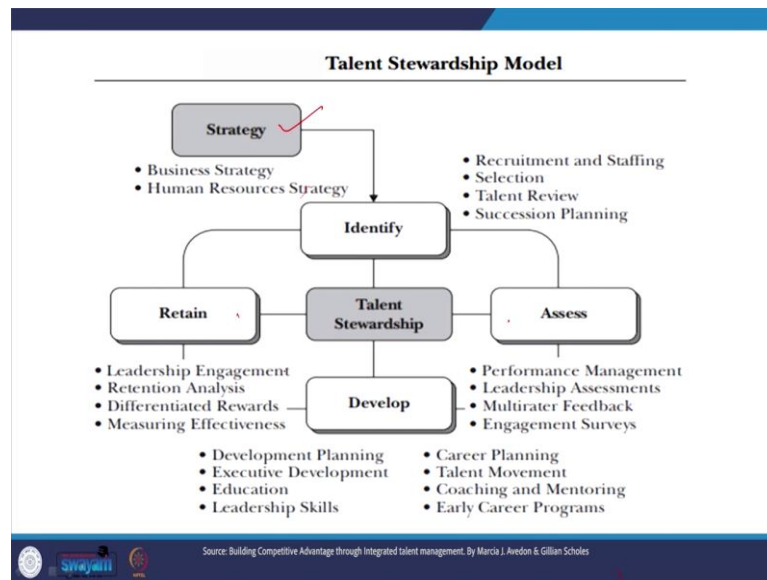
So, when we talk about servant leadership on one side. So, another side, we talk about the stewardships of the talent; talent stewardship is how the talent should work as stewards.

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The senior team leaders decide to ask a group of higher potential leaders enrolled in the companies, that is, the sponsored MBA program to create a way of assessing the current management culture and provide an action plan for creating a culture of talent stewardship.

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So, what is this talent stewardship model? This talent stewardship model, the same which I always talk about is, it is an integration. Integration of what? Integration of the business strategy. So, the integration of business strategy into the human resource strategy is there. So, you identify, and in identifying these business strategies into the talent management strategies, talent leadership must retain the talent and assess the talent. First, we will go into these two points.

So, what is to be identified in these business strategies? Recruitment and staffing sources, recruitment staffing means sources and recruitment selection of those employees, talent review potential. What is the talent potential? Who can be converted from the manufacturing lock to the electronic digital lock production, and the succession planning is there.

Now when you want to retain the talent, leadership engagement is there. So, therefore, those who are the leaders will try to develop that type of leadership engagements. Retention analysis- because now this process, when it will start changing organization development process, will start when many people find it difficult to adopt the new electronic culture.

So, retention analysis is to be done. Differentiated rewards are there because they are going into different culture and practices. So, therefore, their rewards also to be

restructured and measuring the effectiveness and then find out whether your talented stewardship is working or not working. Otherwise, how much time it has taken?

Yes, you are right. Three years you know, in this previous slides, I have talked about it is after three years, from manufacturing lock to the electronic digital lock they have been secured, and they have been changed. So, measuring the effectiveness is there. This is about retention.

So, in retention you what is important is that how do you develop? Development planning is to be done of the manpower, and their skills development, executive development, the leadership development, education wherever the because it is going to be the more modern and electronic.

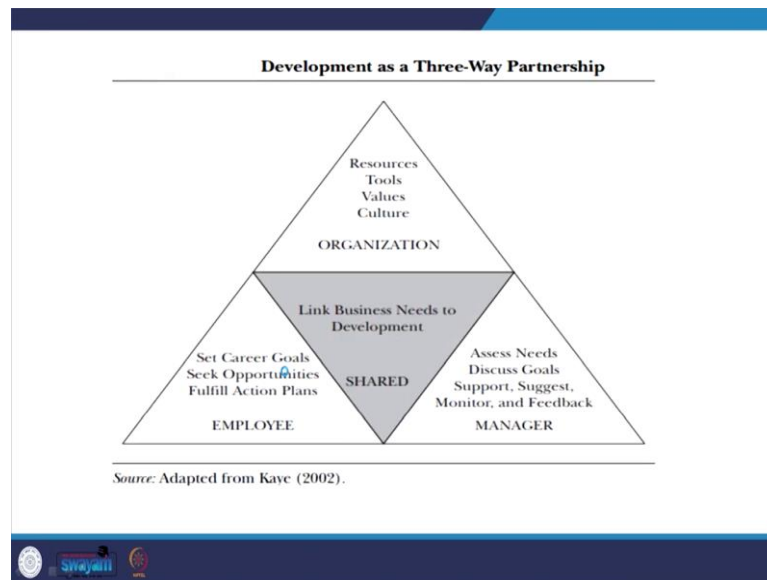
So, therefore, the education is to be done, then the leadership skills for those who are leading this manpower and employees. They should be highly concerned with the career planning, talent movement; that is how the talent is making the movements, coaching and mentoring is done. So, that leadership style is required, that guidance is required, and early career programs are required for these employees who are working on this.

When you are doing this, identifying, retaining and developing the talent, you will go for the assessment. How will you assess the performance management because whatever changes you try to make for the development?

So, therefore, performance, then the leadership assessment, then the multilateral feedback is always required from their superiors, colleagues, subordinates, colleagues, subordinates coacher coaching the coaches, then all multi-rated feedback is required, and the engagement service is required that how much employees were engaged.

If you go by this, then integrating the business strategy, identifying the talent management practices, by retaining the development of the talent and stewardship model will be there.

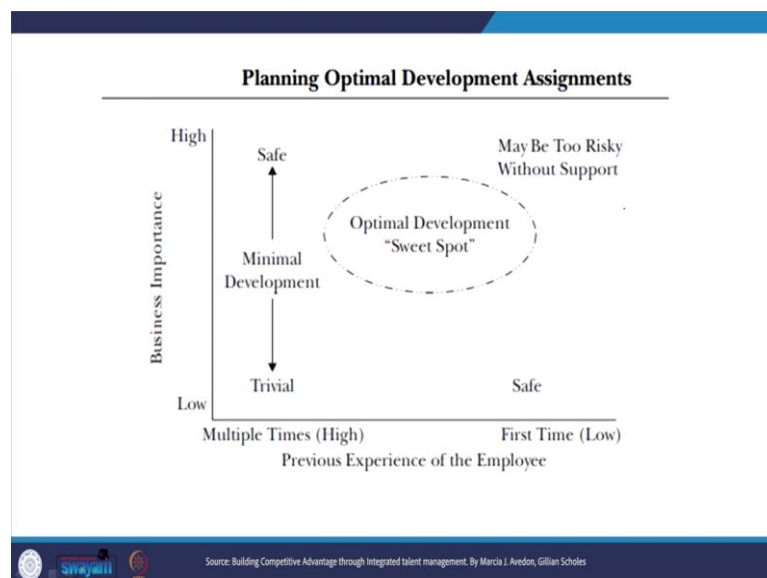
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So, finally, we come to the development as a three-way partnership, and in the three-way partnership, it is the set career goals. Employee, manager, and organization seeks opportunities and fulfil action plans, and the manager can assess the needs, discuss the goals support suggestions, monitor, and give feedback.

This will be the job of the manager providing the resources, providing the tools, have the values linked between these two, the employee organization and manager. So, there will be definitely a shared vision will.

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So, finally, we come to the planning optimal development assignments. So, previous experience of the employee there is multiple times and those who are the first time is there. So, this will be high, and this will be low in the business importance this will be the low this will and this will be high.

So, when we are trying to develop the optimal developments with shock and sweeter spot. Then there will be minimal development where the multiple times are high, and the business importance is low. However, when there is business importance is high, and the previous experience of the employee is low, then that will be safe.

Here also, it will be the previous employee experience of the employee is low now that is low, and the business importance is also low. So, that is also safe, but most important is when your business importance is high, and the employees experience is low may be too risky without support.

So, therefore, your leadership style is required to be very, very supportive. As a result of which you will develop the optimal development, and a sweet spot will be developed.

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Talent Management Menu		
Identification	Talent Planning	Competency Models
	Staffing	Leadership, Technical, Functional
	University Recruitment and Selection	Behavioral Interviews
	Succession Planning	Talent Reviews
Assessment	Performance Management	Behavioral Interviews
	Leadership Assessments	Multirater Surveys Upward Appraisals
Development	Development Planning	Development Dialogues
	Career Planning	Career Progression Models
	Succession Management	Early Career Rotational Programs
	Talent Movement	Educational Programs Learning Events
Retention	Employee Engagement	Employee Engagement Surveys
	Compensation and Benefits	Recognition Programs Differentiated Rewards Work Environment

So, the talent management menu will be the identification of the right talent planning, staffing and then the university recruitment and selection succession planning will be done. Assessment is done with the performance management, and leadership assessment

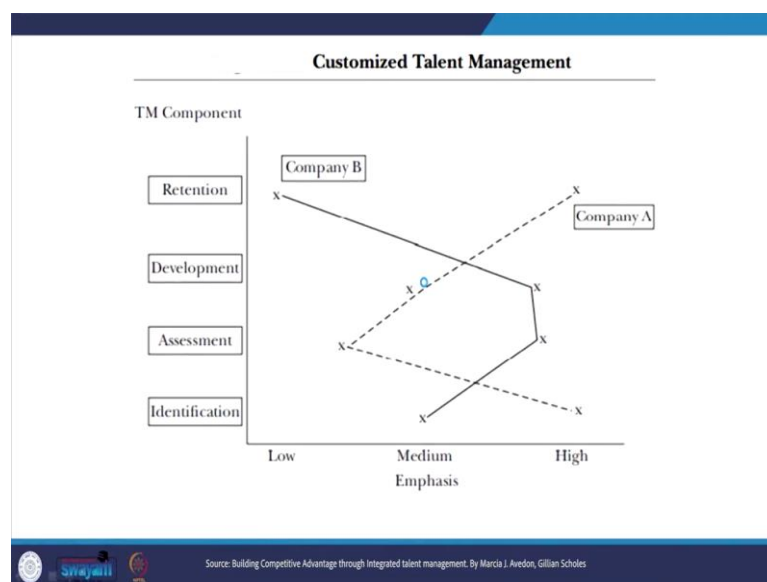
is to be done; the leadership is done properly or not because that is the link between the traditional organization to the modern organization.

It is developing career planning, developments, succession management and talent movement, which we have seen in the previous slide. Retention is employee engagement and compensation and benefits. So, how it is to be done? This is to be done with the competency model, leadership, technical, functional, behavioural interviews, talent reviews.

Behavioural interviews will be talking about, and there is a whole what is the problem in their performance and what support do they require or what appraisals are required. Now during the development, dialogues are required, carrier progression models are required, early-career rotational programs are there, and educational programs will be there.

So, as a result of learning, events are there. In the retention, employee engagement survey is there, recognition programs, differentiated rewards and the work environment are there.

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So, this is all about retention, development, assessment, and identification, and then the medium emphasizes, and the high emphasis is there on shifting from one component to another. So, this is all about the integration of the business strategy with the talented

development business, talent strategy of the organization and when you are doing this.
So, in case and trend is done with the help of the talent stewardship.

Thank you.