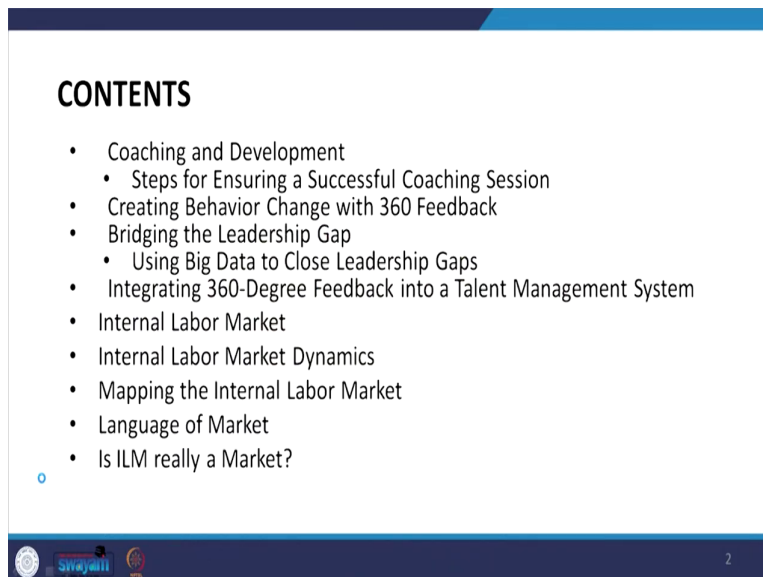


Talent Acquisition and Management
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 35
Coaching and Development

Very important aspect in this Talent Acquisition Management is, that is the Coaching and Development; that is the how we are developing and giving the directions, instructions, advice facilitating to our the mentees or our the learners or talented students it is becoming a very very important aspect. Now, in this aspect, we will be discussing the steps for ensuring a successful coaching session.

(Refer Slide Time: 00:57)



| CONTENTS | |
|----------|---|
| • | Coaching and Development |
| • | • Steps for Ensuring a Successful Coaching Session |
| • | Creating Behavior Change with 360 Feedback |
| • | Bridging the Leadership Gap |
| • | • Using Big Data to Close Leadership Gaps |
| • | Integrating 360-Degree Feedback into a Talent Management System |
| • | Internal Labor Market |
| • | Internal Labor Market Dynamics |
| • | Mapping the Internal Labor Market |
| • | Language of Market |
| • | Is ILM really a Market? |

If you want to be a successful coach; then definitely here it is important, we understand the behavioral change with the 360 degree feedback. Now, in the 360 degree feedback, we have also talked in the previous session and therefore, that there we have talked about involvement of all the stakeholders, whoever the stakeholders are there; for example, for the internal stakeholders and the external stakeholders.

Whenever we are talking about the internal stakeholders, the internal stakeholders are the majorly the superior, subordinates right, the colleagues; or when we are talking external

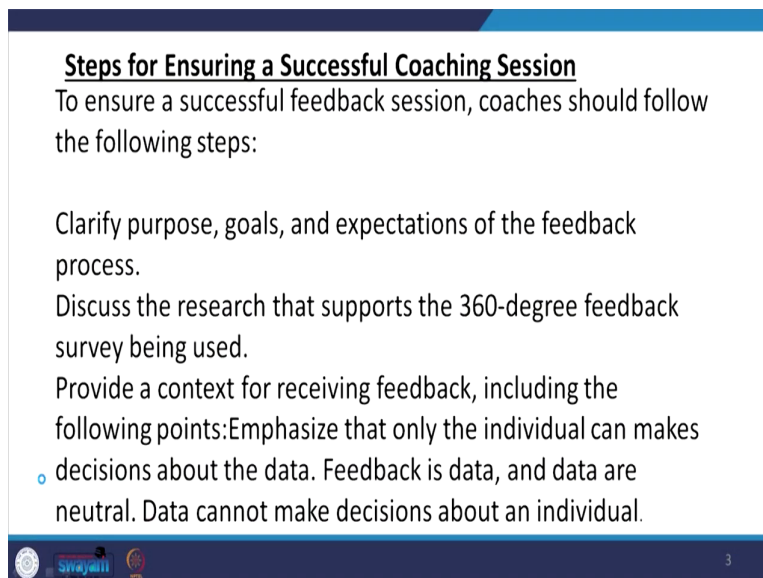
stakeholders, so our customers, suppliers, vendors, members of the society. So, we will talk about all these creating behavior changes.

Then building the leadership gap that, what type of the leadership gaps can be there. So, using the big data to close leadership gaps are there. So, always whenever we are finding any problem, what do we do? We are increasing in our sample size and we are increasing over the population and therefore, as a result of which; so we try to bridge the gap in leadership there.

Integrating 360 degree feedback into a talent management system is there. So, in this talent management system, we have to make the use of 360 degree; how to make the use of this 360 degree that we will talk about. Internal labor market is what it is a, it is how it is affecting. Internal labor market dynamics, which are the different factors and dimensions which are affecting the internal labor market.

Mapping the internal, so on basis of this understanding the dimensions, understanding the market; we will go for this the internal labor market. And the language of the market and is the internal labor market really a market is there or not. So, all these aspects that we will cover, we will cover into this our coaching and development.

(Refer Slide Time: 03:17)



Steps for Ensuring a Successful Coaching Session

To ensure a successful feedback session, coaches should follow the following steps:

- Clarify purpose, goals, and expectations of the feedback process.
- Discuss the research that supports the 360-degree feedback survey being used.
- Provide a context for receiving feedback, including the following points: Emphasize that only the individual can make decisions about the data. Feedback is data, and data are neutral. Data cannot make decisions about an individual.

The slide features a blue header and footer. The footer contains logos for 'swajee' and 'swajee' on the left, and a small number '3' on the right.

So, first and foremost is ensuring the successful coaching session. And to ensure a successful feedback session, coaches should follow the following steps. Clarify the purpose, goals, and

expectations of the feedback process. Now, here we are exactly, whenever we are having a particular activity; there is a specific goal and that goal has to be very very well defined.

For example, here we are talking about talent acquisition and management. So, I am sure with the help of this course, you will be able to understand; that is what is a talent, how to identify the talent, how to make the recruitment of the talent and how to manage the talent?

So, specific goals, purpose and goals are to be very very important. And the expectation is this that, if these are the objectives, these are the goals; at the end of the day are you able to understand the talent.

Are you able to understand the talent management practices, are you able to understand how to acquire, develop and maintain the talent into the organization? Then definitely in that case if you say yes, I have understood this; then definitely that will be the part of this feedback process successfully.

Discuss the research that supports the 360 degree feedback survey being used. Now, one is the concept; the concept is about understanding the 360 degree feedback, right. But whenever we are talking about these the researcher uses the research part; so why do we do the research? We do the research to understand the impact of the different factors, for example, demographic factors.

If the demographic factors are affecting this particular aspect; we have to be very sure, that is the whether the age or it is the gender or it is economic status right or it is the positioning position of the employee. So, therefore, in that case, which factor is more dominating?

So, coaching process for a group between the 30 and 35 years, coaching process for a group between the 25 to 30 years and coaching process for the group from the 20 to 25 years. So, if I make the three sets; then I have to understand through research, which group will be looking for what? So, that type of the research is becoming very very important.

Provide a context for receiving the feedback that is in what context we are taking feedback, including the following points; emphasizing that only the individual can make the decisions about the data.

Now, what does technology do? We have to differentiate technology with human beings. So, technology is definitely smart, because it is created by human beings. So, technology is

definitely smart to create that particular data, but whatever the data is there right; are we able to understand that is the how a person who is using the data, because we know data, data into information, information into knowledge, knowledge into wisdom, wisdom into truth.

So, how we are making the use of that particular data and then that is becoming a very very important aspect. So, different people are there. So, they will use the data differently; for another example I would like to give here, that is there is a class. So, in the class, the different faculties come. So, every faculty will coach according to his own personality and then the students are common, the subjects are common and then how do they perceive?

And therefore, their feedback; because it is a matching of the faculty with the students, so that feedback is data and data is neutral right, and that data cannot make decisions about an individual. So, whatever the data we are collecting that data has to be the information, information into knowledge, knowledge into wisdom in the decision making process. And therefore, it will depend from individual to individual.

That is why it has just been said, data cannot make the decisions about an individual, it is a collective data. Explain that feedback represents a snapshot of the recipient; that is how that particular recipient has been received. It does not define him or her as a person; so it is not the question, it is a question of a role. So, it is not the question of the X, the X role as a particular position, for example teacher.

(Refer Slide Time: 07:57)

Explain that feedback represents a snapshot of the recipient. It does not define him or her as a person.
Encourage recipients to carefully consider and think over their data.

Explain how to read and interpret the feedback report.
Allow time for individual reflection on the data and for answering questions.

Introduce any guides or other materials that will help the recipient with developmental planning.

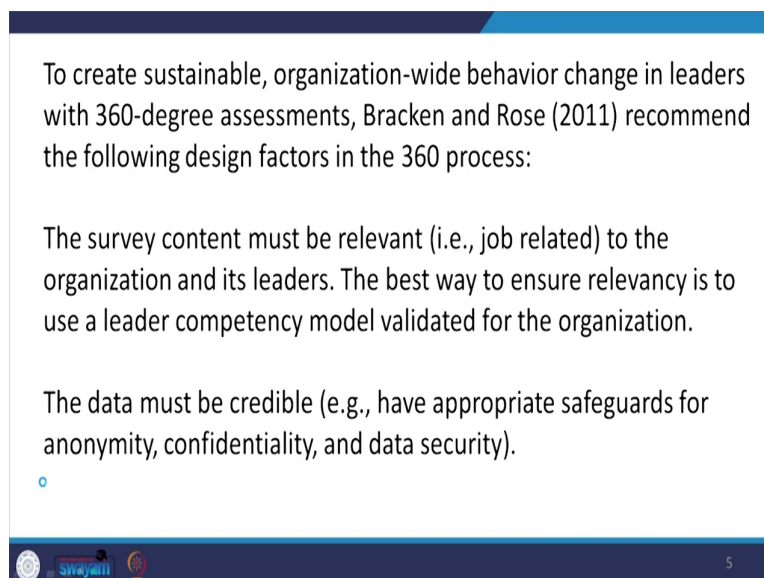
So, when you are collecting the data, it is how the teacher has been explained by that particular class. Encourage recipients to carefully consider and think over their data and therefore in that case, the recipients are supposed to be considered very carefully. So, therefore, in the case when we are talking about the careful means, that is you have to filter, assess, analyze and use the data.

Explain how to read and interpret the feedback report. So, there might be certain admiration, there might be certain scope of improvement. So, whenever there is any particular point that has to be taken as a scope of improvement. Allow time for individual reflection on the data and for answering the question. So, there, here it is very very important; because the person will give that feedback or that particular data will be generated with a minimum time.

So, with that particular time, which is the minimum time is required that we have to provide and therefore, individual reflection on the data and for answering the questions. Introduce any guides or other materials that will help the recipient with developmental planning.

Now, why should we do so? Because we want to develop our talent and in talent development management, it is important that we are providing that guidance. And that guidance is that leaflet, which we will create as a direction; then that material that will help the recipient with the development planning. That is how the development has to be done.

(Refer Slide Time: 09:32)



To create sustainable, organization-wide behavior change in leaders with 360-degree assessments, Bracken and Rose (2011) recommend the following design factors in the 360 process:

- The survey content must be relevant (i.e., job related) to the organization and its leaders. The best way to ensure relevancy is to use a leader competency model validated for the organization.
- The data must be credible (e.g., have appropriate safeguards for anonymity, confidentiality, and data security).

o

swayam

5

To create the sustainable, organization-wide behavior change in leaders with 360-degree assessments are there, right. So, it will vary from the organization to organization. So, if you want to create a sustainable change, right. So, it will be depending upon the organization and naturally there will be the 360 degree assessment. Bracken and Rose in 2011, recommend the following design factors in the 360-degree.

So, how to make a sustainable organization wide behavioral data? The survey content must be relevant, that is job related to the organization and its leaders. The best way to ensure relevancy is to use a leader competency model validated for the organization.

Now, here it is the always, that is the we have to take as a relevancy; now that whatever the data is there right, that has to be used for the competency model of the leader to develop the competency model.

And why? So, that we can make it used for the organization, for the development of the organization. So, here the role of a supervisor or coach is becoming very very important; that is the whatever data he is creating, that has to be very much relevant to the use of a leader. In the competency model, if the leader is able to develop that particular data; then definitely he will be developing, the data is validated for the organization.

The data must be credible, that has appropriate safeguard for the anonymity, confidentiality and data security is there. So, many times we see that the feedback is taken anonymous, right. So, therefore, it is not the question of a person and we can get honest feedback.

So, therefore, there will be no anonymity. Confidentiality is there, so it in general will be talked about; it is not about the access given this particular individual. And the data security is there.

(Refer Slide Time: 12:01)

The 360-degree process must be implemented organization-wide. That is, all leaders in the organization are required go through the 360-degree assessment process.

The leader must be held accountable for acting on the feedback by creating and implementing a development plan based on the assessment results

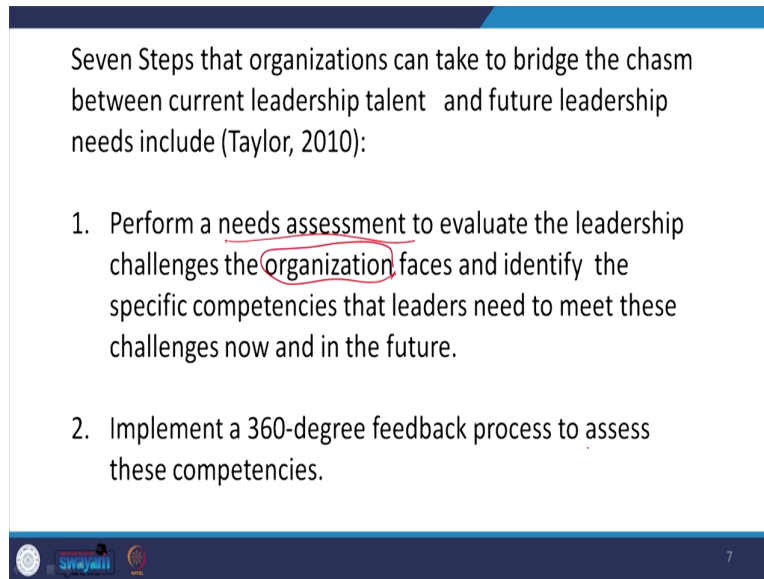


The 360 degree process must be implemented organization wide. That is, all leaders in the organization are required to go through the 360-degree assessment process. And the leader must be held accountable for acting on the feedback by creating and implementing a development plan based on the assessment results.

So, here it is to be seen, that is how the leader has been held accountable, right. And in the case the accountable is there; accountable for what? Organizations performance, his duties, his role and therefore, in that case; that is whether he is able to perform that particular role or not, so that will be the feedback by creating and implementing a development plan.

So, whatever the development plan will be there that will be based on that particular feedback. That is why dear friends it becomes very very important that, whatever data you are having or whatever the feedback you are giving, that has to be realistic, realistic and achievable. So, when it is achievable, it is positive. So, there and on the basis of that, we are making a development plan right and then we will find that assessment results are becoming very much useful.

(Refer Slide Time: 13:05)



Seven Steps that organizations can take to bridge the chasm between current leadership talent and future leadership needs include (Taylor, 2010):

1. Perform a needs assessment to evaluate the leadership challenges the organization faces and identify the specific competencies that leaders need to meet these challenges now and in the future.
2. Implement a 360-degree feedback process to assess these competencies.

The slide features a blue header and footer. The footer contains logos for 'swayam' and '7'.

Seven steps that organizations can take to bridge the chasm between the current leadership talent and the future leadership need. Now, this is a very very interesting paper by Taylor in 2010; that is how an organization that can bridge the chasm between the current leadership talent and the future leadership needs.

The 1st step: Performs a need assessment to evaluate the leadership challenges the organization faces. So, therefore, in that case, it is the organization that has to be important; there is the who you have to be in this organization, right.

Leadership challenges the assessment to evaluate the need assessment first and foremost is there always; it is the training needed also, it is the goal achievement also, first and foremost is that is the object.

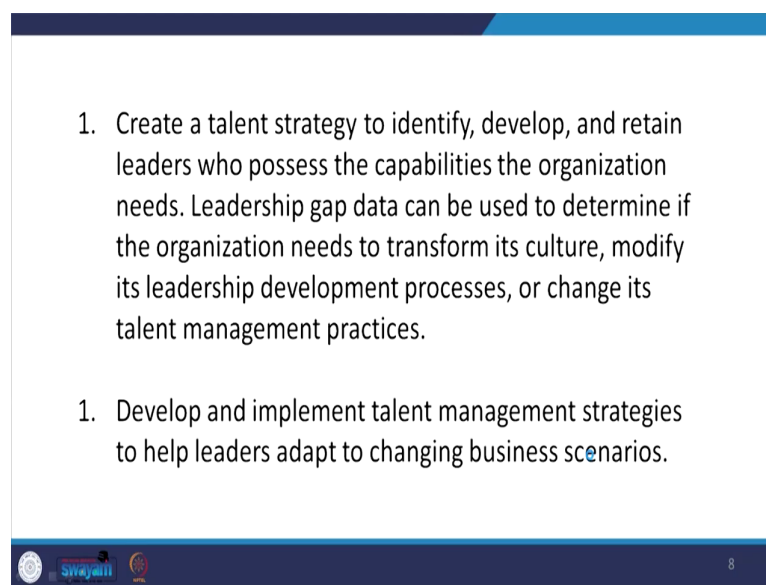
That is one you know in every syllabus in the curriculum what we write? We write the objective. And what is objective? Objective is the need assessment. If you are having the proper need assessment, then definitely we can evaluate the leadership challenges within the organization and identify the specific competencies; whatever the competencies are there, those specific competencies that leaders need to meet.

And this specific competency will be that leaders will meet the challenges and now in the future. So, it is whatever the need assessment is done, that has to be keeping in mind the future roles and goals of the organization. An organization when you understand that is what

is the vision for the next five year plan and then accordingly they are developing the leadership.

Leadership also understands and identifies the specific competencies; that is the who are the persons to whom the organization can take care and these challenges now and in the future. Implement a 360 degree feedback process to assess these competencies and therefore, a 360 degree feedback process has to be assessed through these competencies. And there we can use that is the internal and external and all stakeholders feedback.

(Refer Slide Time: 15:42)



1. Create a talent strategy to identify, develop, and retain leaders who possess the capabilities the organization needs. Leadership gap data can be used to determine if the organization needs to transform its culture, modify its leadership development processes, or change its talent management practices.
1. Develop and implement talent management strategies to help leaders adapt to changing business scenarios.

Now, on the basis of this, what do we do? We create a talent strategy to identify, develop and retain leaders who possess the capabilities the organization needs. And once we have identified, that is what the need assessment is done; what is the next step is to create a talent strategy.

That strategy to identify, develop; identify and develop and retain the leaders. Who will be leaders in the organization? On the basis of that 360 degree feedback and that the need assessment is done; now you have the two data. One data is what is the as the need assessment, what is the need for the future of the organization.

Second one is you are having the feedback from these subordinates and followers and other employees. Now, in the talent strategy, you integrate, you match; you match that particular need assessment and the capability of the leaders who can fulfill that need assessment.

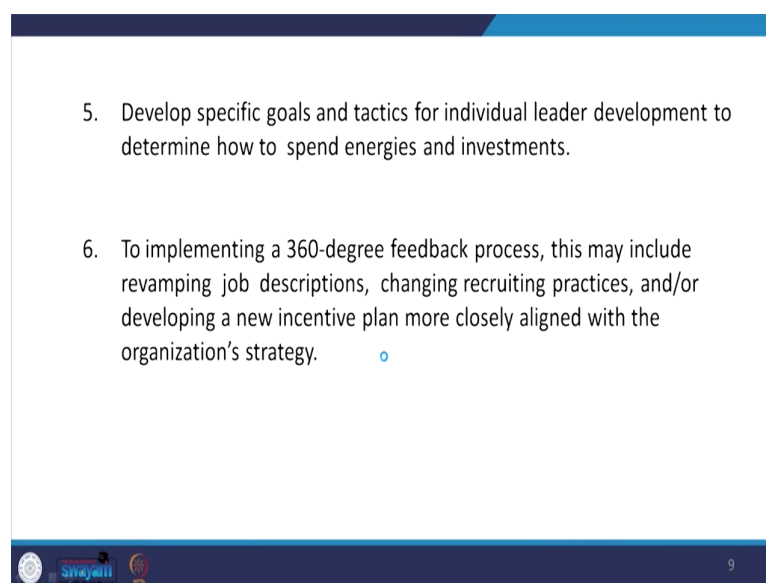
Leadership gap data can be used to determine; if the organization needs to transform its culture.

Now, this is another very very important aspect and now we are seeing that so many economic and social challenges are there and then you want to make the organization transform the organization. So, already there are enough challenges right; but to overcome those challenges, the capabilities of the organization are needed. If your leadership is the perfect based on this feedback system; then definitely the organization will be able to transform its culture.

Modify its leadership development process or change its talent management practices. And if you are able to manage that challenge management practices, according to the talent strategy. So, you are combining this talent strategy with the talent management practices. So, you club. Then, the 1st is the need assessment, identifying the leaders and developing the talent strategy for the talent management practices.

Develop and implement talent management strategies to help leaders adapt to changing business scenarios. Whatever their business scenario is there; naturally here what will be the business scenario? Business scenario is not that much positive, that is not supportive. So, the talent management practices should help a manager to develop the leaders to make the changing, amid the changing business scenario. So, these strategies have to be supported.

(Refer Slide Time: 18:11)



5. Develop specific goals and tactics for individual leader development to determine how to spend energies and investments.
6. To implementing a 360-degree feedback process, this may include revamping job descriptions, changing recruiting practices, and/or developing a new incentive plan more closely aligned with the organization's strategy. o

Swajati 9

Then they develop specific goals and tactics for the individual leader development to determine how to spend energies and investments there. And here we will find that is the basis of this need assessment, identifying the leaders, developing the talent strategies, implementing these talent strategies and developing the specific goals for individual leader development to how to spend and energies and investments.

Because you are spending a number of the hours, manpower hours and simultaneously you are also making the financial investments. So, on the basis of all these, you are developing a specific goal. To implement a 360-degree feedback process, this may include revamping the job description, changing recruiting practices, and or developing a new incentive plan, right.

So, naturally on the basis of your strategies, you know the leaders, transforming leaders they will decide about the change into recruitment manpower process; because those who are taken and they are not able to contribute, then definitely he will like to take the corrective actions, developing a new incentive plan. Whether to motivate the employees, there is a new incentive plan is there, or closely aligned with the organization strategies are developing the organization strategies.

(Refer Slide Time: 19:36)

5. Routinely evaluate how talent management efforts are paying off across the organization.



The illustration shows a group of six business professionals (three men and three women) walking on a path that splits into two directions. The path is white and set against a blue background with a grid pattern. The professionals are walking away from the viewer, towards the split in the path, suggesting a decision or evaluation process.

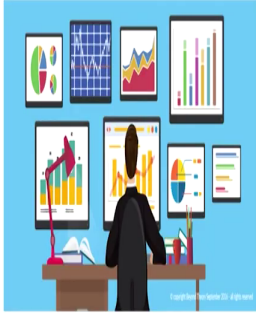
10

So, routinely evaluate how talent management efforts are paying off across the organization. And here we will find that what is routinely what they are doing?

(Refer Slide Time: 19:44)

Using Big Data to Close Leadership Gaps

Today, organizations are increasingly turning to big data to help them make quicker talent management decisions to adapt better to changing business conditions. For several years, high-tech companies such as Facebook and Google have been using big data techniques to help them better understand their customers.



The slide features a blue header and footer. The main content area is white. On the right side, there is an illustration of a person in a dark suit sitting at a desk, looking at several computer monitors. The monitors display various data visualizations, including bar charts, line graphs, and pie charts. The background of the illustration is light blue. In the bottom left corner of the slide, there are logos for 'swayam' and 'MOOC'. In the bottom right corner, the number '11' is displayed.

Now, here I would like to support with the help of using big data to close leadership gaps. Today, organizations are increasingly turning to big data to help them make quicker talent management decisions, right. So, when we talk about the big data analysis, you know it is a buzzword nowadays.

And therefore, in that case, that is how you are able to analyze your data; data is there, huge data is there, big data is there and data that has to be converted into the quicker talent management decisions. And that quicker talent management decisions to adapt right, that will be better to change the business conditions faster.

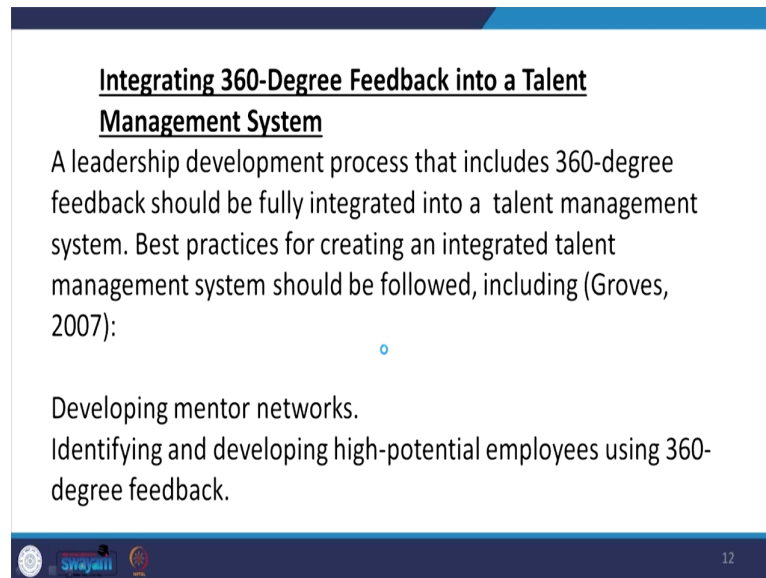
If you are fast enough to change you turning to big data to help, then definitely those talent management decisions will be adapted. For several years, high tech companies; such as Facebook and Google have been using big data techniques right, to help them better understand their customers. And now you can understand such companies which are global and there are millions of customers there.

And then understanding their feedback right, and then making the changes, that is becoming a very very big challenge. But thanks to the technology and because of the technology, Facebook and Google's have been using the big data techniques. So, whatever the big data is

there and they are able to convert the talent management practices to adapt better to changing business conditions.

So, if you are able to develop that particular changing business conditions, you will be developing your customer base.

(Refer Slide Time: 21:32)



Integrating 360-Degree Feedback into a Talent Management System

A leadership development process that includes 360-degree feedback should be fully integrated into a talent management system. Best practices for creating an integrated talent management system should be followed, including (Groves, 2007):

- Developing mentor networks.
- Identifying and developing high-potential employees using 360-degree feedback.

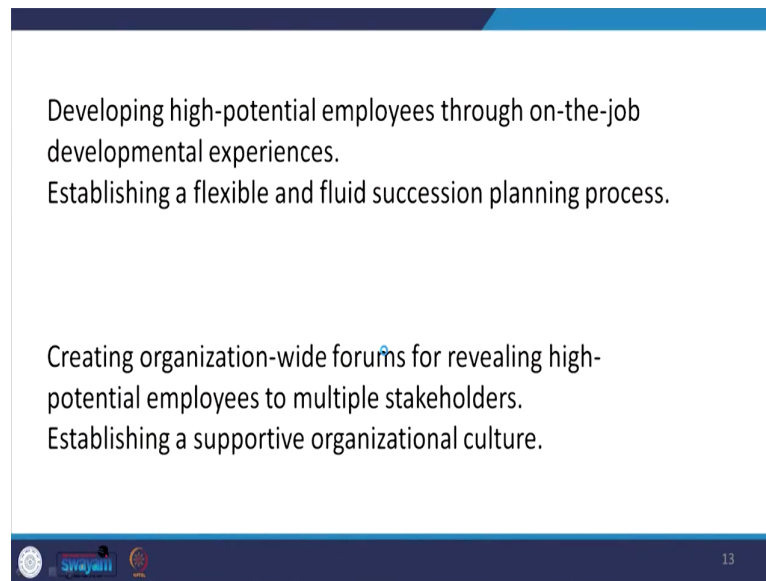
swajani 12

Now, integrating the 360-degree feedback into the talent management system. A leadership development process that includes 360-degree feedback should be fully integrated into a talent management system. How? An integral talent management system should be followed according to the Groves, developing the mentor networks. So, who are the mentors are there, they are developing their network.

Identifying and developing high potential employees. Now, you see that in the beginning, we have talked about how to identify the mentors. Now, here when we are talking about 360, high potential employees, right.

So, therefore, it should be the match; match between the who are the talented employees, who are the talented leaders and on the basis of need assessment, and therefore, developing the high potential employees using 360-degree feedback.

(Refer Slide Time: 22:27)



Developing high-potential employees through on-the-job development experiences are there. And here you will find that this developing high potential employees will be that with the coaching and development. Establishing a flexible and fluid succession planning process is also equally important; because what happens, there is another aspect, that is employee retention.

As you develop the talent, talent flies away. So, therefore, in that case we and that is a natural process dear friends, it is not new. So, please understand that whenever we are able to develop a talent; then the talent has to be used, which is natural. It comes from one generation to the other generation.

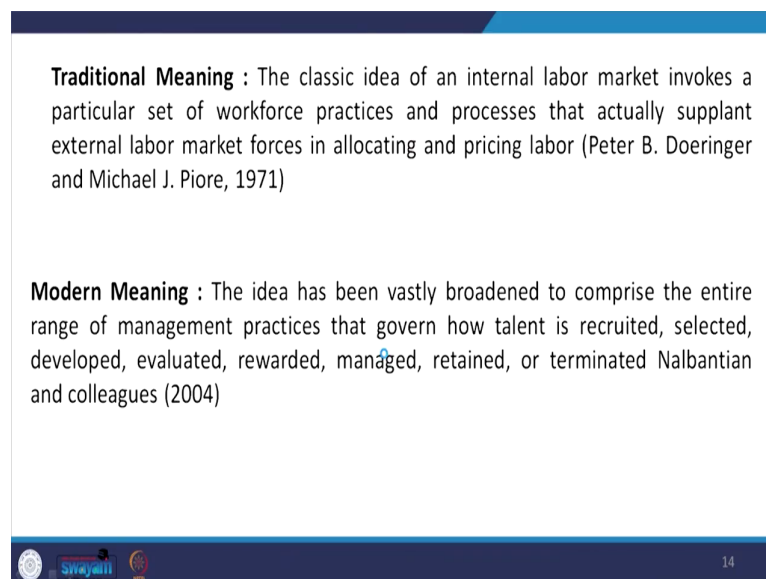
So, the elder as senior generation develops the junior generation, younger generation; younger generation as develops, they go away. So, therefore, in that case, it is the flexible and fluid succession planning. So, they are ok fine, they are going away; but the organization will not close, the organization has to work.

So, what will happen? That is the succession planning, successors; the second generation will come and they will take care of this and replace that first generation. So, creating organization wide forums for revealing the higher potential employees to multiple stakeholders. Establishing a supportive organizational culture, that was a point like a family.

So, whenever we are having the high potential employees for the multiple stakeholders right, then a culture; but and the people are coming, people are going, employees are coming, employees are leaving right, you are having the feedback and then you develop, you transform, you transform, you create the successors, success then, but the successors are normally new.

And then what is it, what will help them to the organization? And that is the organization's culture. So, that culture that will prevail, even the employees are leaving. Now, whenever we are talking about the tradition, this is becoming the labor market; you know recruiting and retaining and the termination.

(Refer Slide Time: 24:55)



Traditional Meaning : The classic idea of an internal labor market invokes a particular set of workforce practices and processes that actually supplant external labor market forces in allocating and pricing labor (Peter B. Doeringer and Michael J. Piore, 1971)

Modern Meaning : The idea has been vastly broadened to comprise the entire range of management practices that govern how talent is recruited, selected, developed, evaluated, rewarded, managed, retained, or terminated Nalbantian and colleagues (2004)

The slide is a presentation slide with a blue header and footer. The footer contains the Swayam logo, a small circular icon, and the number 14.

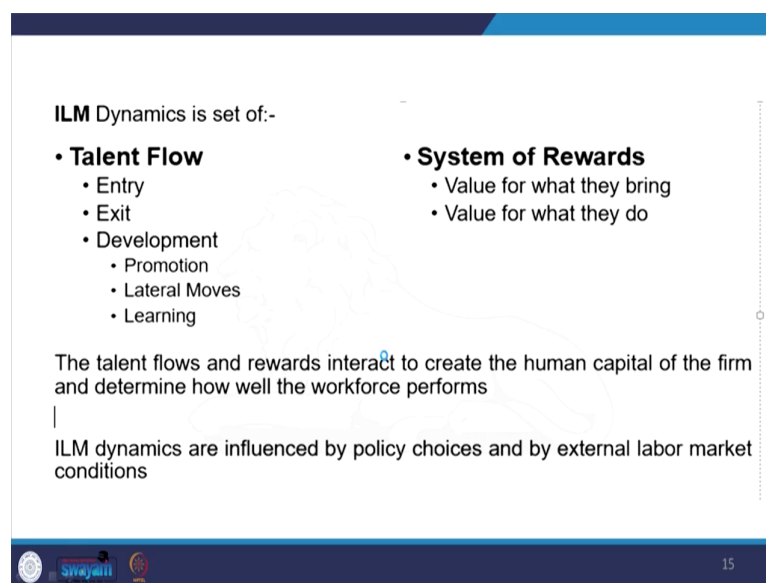
So, therefore, this becomes the classic data, the idea of an internal labor market invokes a particular set of workforce practices and processes that actually supplant the external labor market forces in allocating and pricing labor there. So, naturally with these internal labor market developments, it is developed for some time, replaced by the external labor forces.

The idea has been vastly broadened to comprise the entire range of management practices that govern how talent is recruited, selected, developed, evaluated, rewarded, managed, retained or terminated by Nalbantian and the colleagues they have given in the 2004. So, therefore, in that case, these are becoming the very very important modern meanings.

So, traditional meaning was there. So, what is the traditional meaning? That is a set of workforces there, their practice right and then they know the way they are working, they will be labeled for their prices.

In the modern meaning, it is not like this; rather that how the talent is developed, that is selected, how it is retained, how they are leaving the organization, rewarded, the reward policies. In the previous sessions we have seen that it is reward policies and how they are able to manage and retain.

(Refer Slide Time: 26:09)

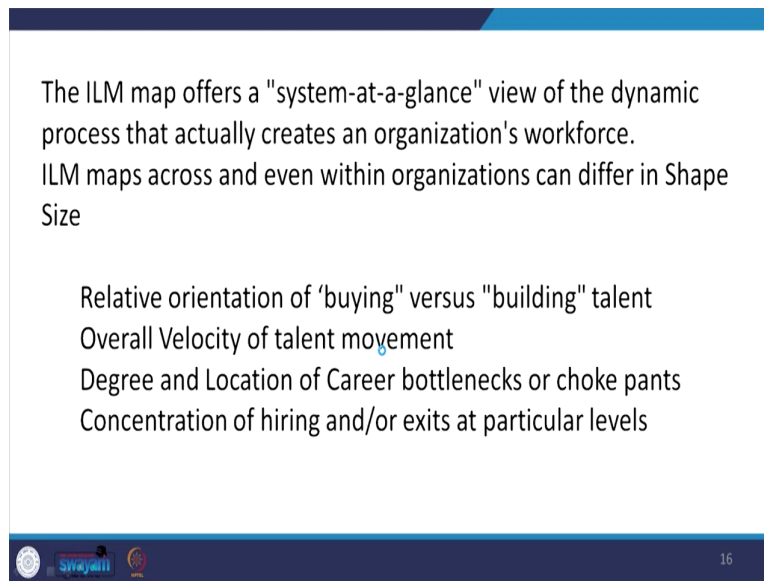


So, the internal labor market is a set of the talent flow entry, exit and the development promotion, lateral moves and learning is important. In the system of rewards, value for money, value for contribution, value for what they bring.

So, what contribution they are bringing to the organization, they will be the reward and value for what they do and what is their performance. So, they will enter, they will be there, they will exit, they will be there, they will be the development, right. And then accordingly at each stage of their performance, the reward system will be there.

The talent flows and rewards interact to create the human capital of the firm and determine how well the workforce is performing; there is a creation of human capital. So, internal labor market dynamics are influenced by policy choices and by external labor market conditions and accordingly you are supposed to do the coaching and mentoring.

(Refer Slide Time: 27:03)



The ILM map offers a "system-at-a-glance" view of the dynamic process that actually creates an organization's workforce. ILM maps across and even within organizations can differ in Shape Size

- Relative orientation of 'buying' versus "building" talent
- Overall Velocity of talent movement
- Degree and Location of Career bottlenecks or choke pants
- Concentration of hiring and/or exits at particular levels

16

Now, how is it done? It is these internal labor markets that is the system at a glance view of the dynamic processes that actually creates an organization's workforce. So, ILM maps across and even within organizations can differ in shape and size. It will vary from organization to organization.

Relative orientation of buying versus building now, this is very important. So, what do we do normally? We identify the gap, we buy; then we build, right. So, now, it is not the buying; buying means that is the technology for example, technology or the employees, those who are working to the other organizations and then we are buying them and one is building within the organization.

So, it is not borrowing from somebody, it is a development by one organization itself. Talent overall velocity of the talent movement. Degree and location of career bottlenecks; there will be certain bottlenecks will be there, various will be there in the career development.

So, those are to be taken care of and concentration of hiring and or exits at particular level. Now, we have to also see that at a particular level of the organization, there is more entry and exit. And please be careful, that is you should not miss to develop that particular talent for your organization.

(Refer Slide Time: 28:33)

Mapping ILM involves a coherent set of models designed to statistically estimate and quantify the drivers of the key workforce dynamics of

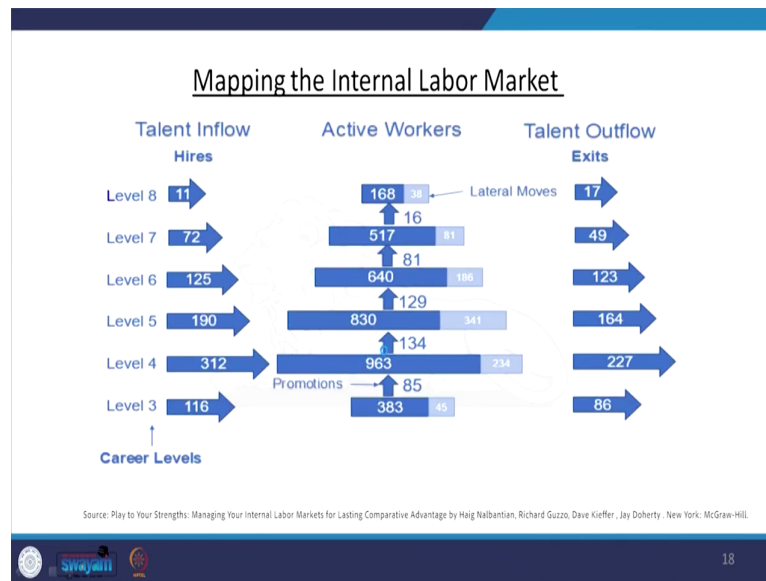
- Retention
- Promotion
- performance, and
- pay

The slide features a blue header and footer. The footer contains logos for 'swayam' and 'MOE' on the left, and the number '17' on the right.

Mapping ILM involves a coherent set of models designed to statistically estimate and quantify the drivers of the key workforce dynamics of retention, promotion, performance, and pay. So, basically talent has to be retained, talent has to be developed, that is the promotions are to be there; we have to see that if they are able to contribute to the performance and the rewards are there, that is the pay is there.

So, here we find a level like it is gone from the career levels 3, 4, 5, 6, 7, 8 from bottom to top right and the number of hires there. So, as we go the active workers right that will be there in the case; when whenever we are going from these numbers right. So there are 570 lateral moves there, lateral moves those who are already working in the organizations.

(Refer Slide Time: 29:17)



And then the talent outflow exits and there are 17, 49, 123, 164, 227 and 86 is there. So, there it depends, it depends on how you are able to develop that talent within your organization.

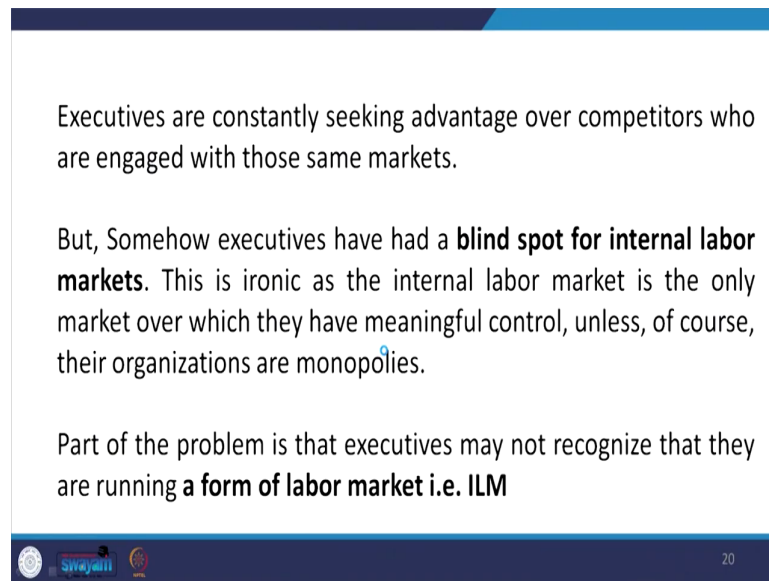
(Refer Slide Time: 29:41)

Benefit of ILM Approach is that it uses “Language of Market”
 Executives identify, understand, anticipate, and respond to various markets with which their business interacts

- Customer markets
- Capital markets
- Supplier markets
- External labor market

The benefits of the ILM approach is that it uses language of market, executive identity, understand, anticipate and respond to the various markets which their business interacts. They are the customer markets, capital markets, supplier markets, and external labor markets. So, your internal labor market that has to be integrated, that has to be combined with the customer, capital, suppliers and external labor market is there.

(Refer Slide Time: 30:26)



Executives are constantly seeking advantage over competitors who are engaged with those same markets.

But, Somehow executives have had a **blind spot for internal labor markets**. This is ironic as the internal labor market is the only market over which they have meaningful control, unless, of course, their organizations are monopolies.

Part of the problem is that executives may not recognize that they are running a **form of labor market i.e. ILM**

The slide features a dark blue header and footer. The footer contains three logos on the left: a circular logo, a 'swayam' logo, and a small circular logo. The number '20' is displayed on the right side of the footer.

So, finally, what we can say executives are constantly seeking advantage over the competitors who are engaged with those the same markets are there. So, naturally our organization will look for the age over our competitors. But, somehow executives have had a blind spot for the internal labor market; we are not able to develop coaches.

This is ironic, as the internal labor market is the only market over which they have meaningful control. So, you have to focus on the internal labor market, rather than always looking for the external labor market and trying to think of hiring; because whenever the internal labor market is already developed by yourself, you have made the investment. And therefore, you should take care of those employees.

Control, meaningful control, unless of course their organizations are monopolies. So, if the monopoly is there, then talent will not go; because they have to work in the same organization, they have developed the expertise in the same organization, right. Part of the problem is that executives may not recognize that they are running a form of labor market that is the ILM is there, this is the part of the irony.

Thank you.