

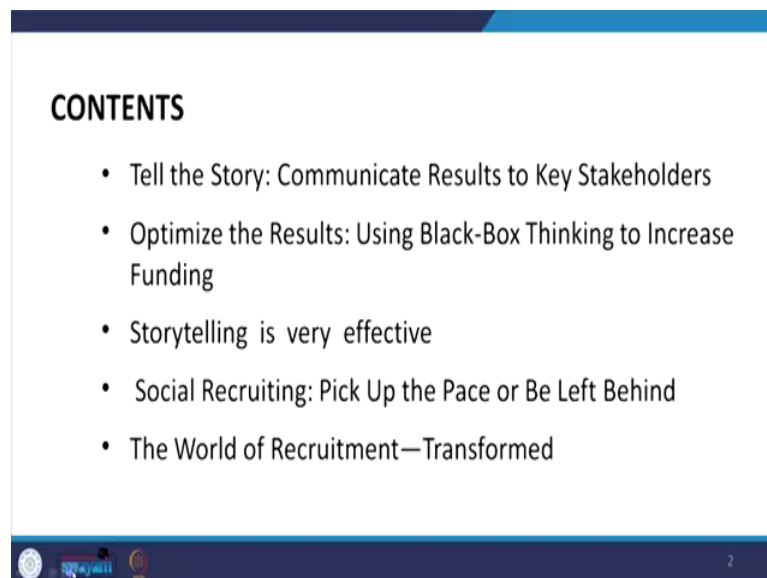
Talent Acquisition and Management
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Lecture - 38
Talent Development- III

In this Talent Development process, we will now be talking about the IIIrd phase that is how this talent development is to be done and how we can exercise the best ROI from this talent development process. Here the contents are the tell the story, communicate the results to the key stakeholders.

That is the how whatever these training program is done and learning's have been the delivered; then, in that case, these stakeholders may be the internal, maybe external, how they will get the benefited that is to be communicated. Optimize the results using the black box thinking to increase the funding and then how we can use this black box thinking that we will see in detail further.

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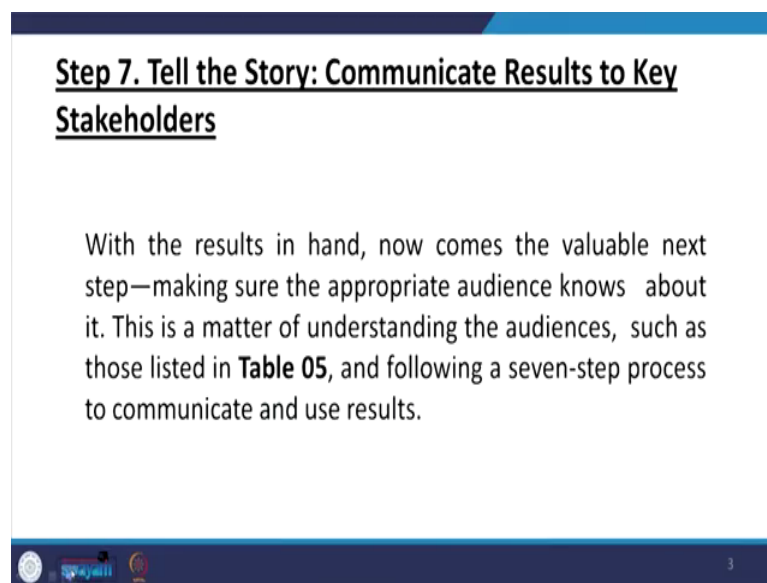


Storytelling is very effective, always this type of these you know efforts are becoming very important. Social recruiting that is pick up the pace or be left behind; how? We can go for this social recruiting process. And the world of recruitment that is the, what has been transformed.

So, here the first we would like to take the up to step 6 we have talked about last time. Now, we will take this step 7; tell the story, communicate the results to the key stakeholders. With the results in hand now comes the valuable next step that is making sure the appropriate audience knows about it; this there who are your audience are there.

Now, here audience can be technical, there can be non-technical; the audience can be the managerial or maybe the middle management is senior management, middle management, or the junior management level.

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Step 7. Tell the Story: Communicate Results to Key Stakeholders

With the results in hand, now comes the valuable next step—making sure the appropriate audience knows about it. This is a matter of understanding the audiences, such as those listed in **Table 05**, and following a seven-step process to communicate and use results.

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So, this is a matter of understanding the audience is such, that is the how these those listed in table 5 we will see and following seven-step processes to communicate and the use the results are there. Now, in this table, you will find the primary target audience is there and the reason for the communication.

So, first is the client or the sponsor; those who are the target audience are there. And then naturally, the sponsors what they are looking for? They are looking for the results to secure the approval of results; that is, whatever results are there that have been approved or accepted by the stakeholders.

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Primary Target Audience	Reason for Communication
Client/sponsor	To secure approval of results
All managers	To gain support for learning and talent development
Participants	To secure agreement with the issues, to create the desire to be involved, and to improve the results and quality of data
Top executives	To enhance the credibility of the learning and talent development team
Immediate managers of participants	To reinforce the application and impact and build support for the program
Talent development team	To drive action for improvement
Facilitators	To see the results of their work
HR executive	To show the complete results of the program
Evaluation team	To underscore the importance of measuring results
All employees	To demonstrate accountability for expenditures
Prospective participants	To market future programs

Image Source: Developing Your Workforce: Measurement Makes a Difference, Jack J. Phillips & Patti P. Phillips ROI Institute, Inc.
The Talent Management Handbook edited by Lance A. Berger & Dorothy A. Berger

All managers to gain the support for learning and talent development process and the whatever these the training development exercises have been done right and here they are all managers. They are giving the support that is to be communicated; that is, support is required, support is to be provided. Now, here we can also mention that is how these supports can be achieved or gained.

Now, communication with the participants is to secure an agreement with the issues; that is, yes, this will be the content, this will be the delivery, this will be the outcome. To create the desires to be involved, that is, and naturally, we can take the input from them also what is desired and improve the results and quality of data. So, by the period of time, so what the trainer can do or that is a talented development manager can do; that is he can keep on improving the results and quality of data.

The top executives what they do to enhance the credibility of the learning and talent development team is there. So, here that is, actually, that is a leadership position. So, top executives as a leader, they are looking for that is the, whatever the programs are done. So, when we say 20 programs are done, that credibility will go to the top executives; that is, they have managed, conducted, organized for the organization this type of programs.

So, that is, the credibility of learning will be developed. And naturally, because they are creating a culture, culture of the talent development process. So, that will also go and

will be communicated to the top management—immediate managers of participants. So, therefore, to reinforce the application and impact and build support for the program.

I would like to take the example of the PSUs, and therefore, what normally happens? That is, the participants they apply and those requests that have been forwarded by the immediate managers of the participants. There is yes, this type of programs have to be there; because there is a centralized training system or you can say continuous education or learning system center.

And therefore, it will be enhancing this application, and then building the support for the program is there. Talent development team to be communicated to drive action for improvement with every experience; naturally, there will be certain improvements will be there. And there these particular improvements that are to be communicated to the talent development team.

Facilitators are there to see the results of their work. So, those who are the facilitators may be the, for example, this program and those who are recording the program, those who are editing the program, those who are arranging all the technical aspects of this program, arranging all managerial aspects of these programs. So, therefore, though these are the facilitators and we have to communicate to see, tell them that is the let us see the whatever there is a result of the work is there.

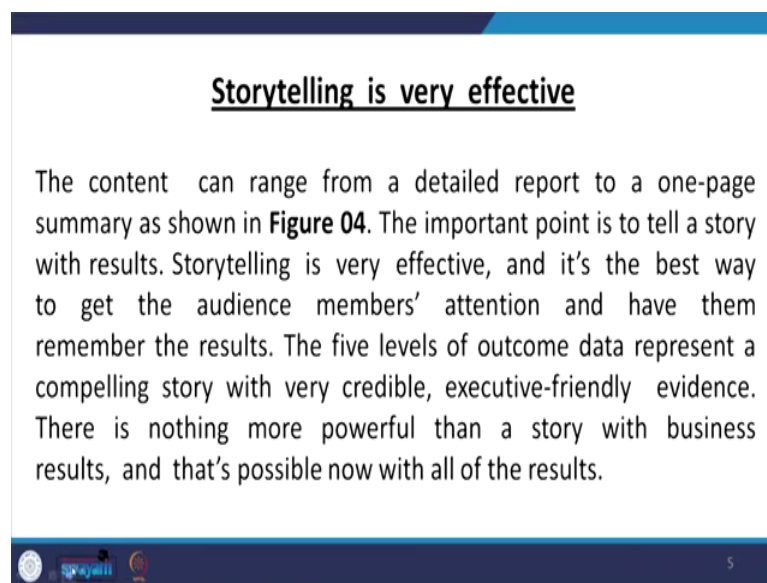
And if the result of the work is satisfactory, that is also to be communicated, or there is certain editing or certain improvements are required; it is also to be communicated to these facilitators are there. HR executives of the organizations to show the complete results of the program, they are responsible, they are accountable right and therefore, in that case, an answerable also. So, therefore, in that case, they have to show the complete results of the program.

The evaluation team is there to underscore the importance of the measuring results; that is what type of the results are there, and then they will be evaluating whether it is giving this ROI or not. All employees to demonstrate accountability for the expenditure. So, here everyone who is involved with this particular process as an employee, they are they have to demonstrate; they have to show that is the yes, the accountability for the expenditures they are having, and they have justified it.

So, that justification for that expenditure, justification for that talent development complete process; financially and non-financially also that, they are supposed to communicate. The prospective participants are to make the future programs right; and therefore, in that case, that, we can see that is the how we can go for this the success of successful programs and make the future programs are there.

So, this is a very good example and the process for talent development, and here we can take our courses also, that is these NPTEL courses also as an example is the how all the persons including yourself, myself, the supporting team, the technical team and that is the output, then there are the participants, then those who are appearing for the examination and therefore, the future participants, right. So, all are involved in this particular stakeholder process.

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Now, you see that is that content; the content can range from a detailed report to a one-page summary, as shown in figure 4. And therefore, we will talk about in figure 4 that is how I; either can prepare a detailed report totally, or you can go for the one-page summary also. So, therefore, that one-page summary can be shown.

The important point is to tell a story with results, right. So, here is the whenever the output is there, or the results are there, then that has to be communicated right as we have seen in the previous table. But, how? That is in the form of storytelling; it is very

effective; as we have thought of conducting this particular program, we have identified there is such a need for this particular program.

Then we have talked to the different executives, and then we have come to a conclusion that is the what should be the talent development issues and then what how the talent development is relevant, how the talent development can occur in different industries they are looking for, for this particular course contents. So, therefore, it is then, every sequence has been told and told in the form of a story, and this is very effective.

And it is the best way to get the audience members' attention and have them remember the results; that is what are the results are there. The five levels of the outcome data represent a compelling story now, with the very credible, executive-friendly evidence right.

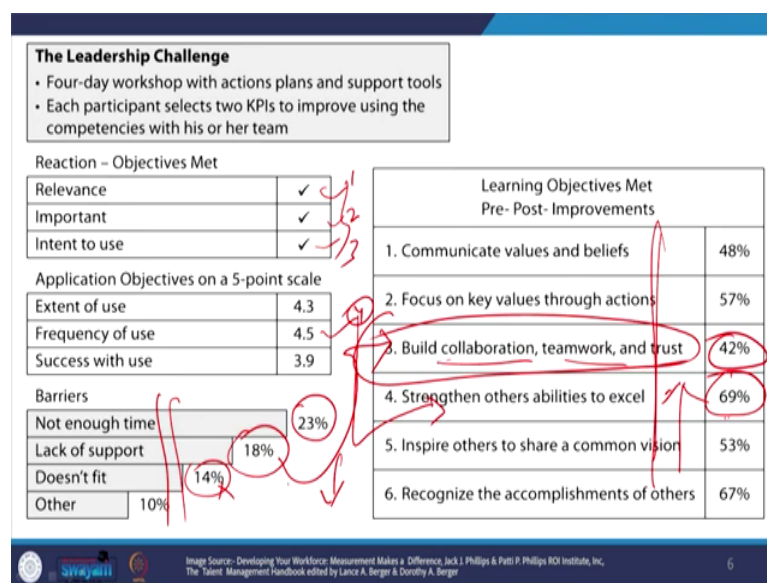
And therefore, in that case, that story, as a story, is naturally different from the case study. The case study is the real, story is the formation, formation with the reality and certain hypothetical situations. So, this credible and executive-friendly evidence will be developed.

There is nothing more powerful than a story with business results, and here we will find there is the, it has to be that is the what; but the story ending story, happy story and the happy story that is always you know, we see the movies, and there is always a happy ending.

In reality, it is a happy ending or not; it is a different issue, but in the movie, you will find it is there is a happy ending. And therefore, this happy ending that is, that goes with the business results is there, and that is the ROI. And whatever the purpose, ROI always means I, please do not misunderstand; ROI is not only financial, it is not only tangible, it can be non-financial also, and it can be intangible also that ROI is talking about both, not only one.

And it is possible now with all of the results are there. So, in this articulation of the story, there is a decision from the conceptualization, designing, the dreams; dreams coming into the reality, it is how the dreams have come into the reality, right. And that is becoming talent development a very very important.

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So, what is the challenges for the leadership is there? The leadership challenge is that this is a four-day workshop with action plans and support tools are there. Who selects these, right? That is the key parameters area intentions to improve using the competencies which with his or her team.

So, here each participant, so, he has to select the two key performers the indicators, that is like the KRS, key result areas, the key performance indicators are there. And therefore, these key performance indicators, how will they develop? So, very interestingly. So, you tell the participant to ask first, right; as I have mentioned, it is the in the many PSUs, like the BHEL and all when we are conducting the training programs, then we ask them how you have come across this particular topic.

So, they said that is the first we have floated the form, and in that form, we ask them, that is what they require. They also take the help of the performance appraisal forms also and identify and make the matrix where there is a need for the training. But from the volunteers, the trainees, the participants themselves; they asked, what is the, which is the area in which they want to improve upon, right.

So, they have, and those areas are not wishful thinking, right. Those areas are from the KPIs, key performing indicators. To improve using the competencies with these are a team. Reaction the objective met is there; already in the training development, talent

development the first and second already mentioned relevance, importance, and intent to use.

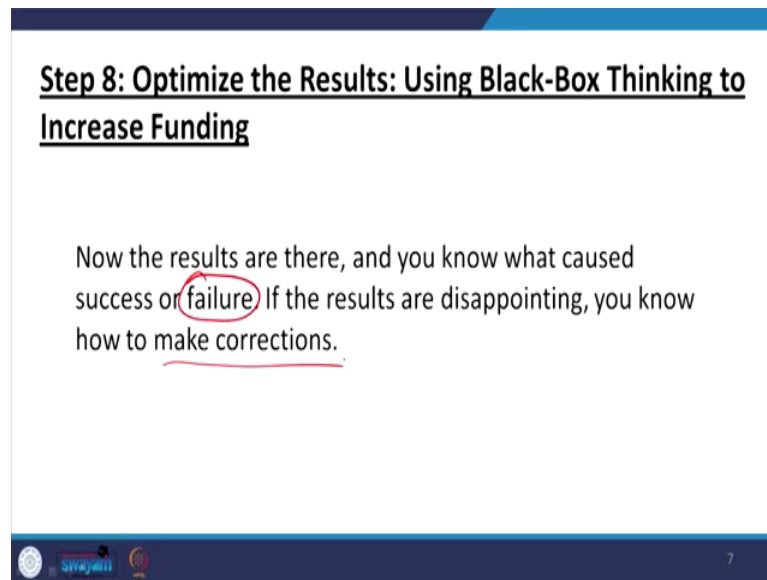
In talent development, too, just before this particular session, I have talked about these important and relevant intent to use is there. Application objective on a 5 point scale, extent of use is 4 point on 5 point scale you see; that is the extent of use 4.3, frequency of use 4.5, success with using 3.9, barriers are not enough time, lack of support, does not fit and others are the 10 percent is there.

So, here is your evaluation process. The learning objective met pre-post improvements; communicate the values and beliefs 48 percent, organizational it will be depending on that organization, the organization which is planning. Focus on the key values through the actions 57 percent is there; the build collaboration teamwork and trust 42 percent, learning objectives met right, pre and post improvements are there.

Now, you will ask it is how this has been measured; this percentage has been measured, right. So, this percentage is measured on the basis of their feedback; the percentage is measured on the basis of the intent form, which is given to them, and then that form has been collected, pre and post. Strengthen the abilities of the other to excel 69 percent. Inspire others to share a common vision, common vision of the organization that is what is the common vision is there 53 percent.

And recognize the accomplishment of others, that is the whether the goals have been accomplished and achieved or not. So, therefore, we find that is the right from the objectives fixation, applications, challenges, and the results that have been calculated or mentioned. Now, here suppose you say it is these results are not enough; we have to improve, I want you are HR executive, you want to improve on your talent development process and therefore, you say that is I want to make it the maximize.

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So, optimize the results, using black-box thinking to increase the funding is there. Now, results are there, and you know what causes success or failure is there [FL]. Like for example, here we will see; if we analyze this particular table, the learning object is met pre and post improvements. So, what has caused, that is the no cause success or failures, right. So, here what has caused the success? So, the abilities to excel of the participants that are lead to success.

And the team building, the point number 6, recognizes the accomplishment of others 67 percent. So, that has also been appreciated right; however, the communicate the values and belief, no it is 42, but the build collaboration teamwork and trust it is 42 percent. So, when we are talking about, that is the, and you know the failures.

So, in the failures, it is becoming right, in the failures right, and when I want to connect this failure, I would like to connect this failure with this; because this is the minimum result. So, what is that is there? Failure is built, collaboration, teamwork, and trust. And naturally, it is less than the 50 percent is there. Now, here what must be the barrier? Can you guess from this slide, it is what must be the barrier in this particular building the collaborative teamwork and trust, right?

So, the barriers will be right here not enough time or lack of support and do not fit 14 percent; but does not fit is not can be the reason for this, right. But yes, the lack of support, this is directly related to your building collaborations, teamwork, and trust. And

therefore, in this case, when we talk about the failures, so this is becoming this particular part that is becoming important.

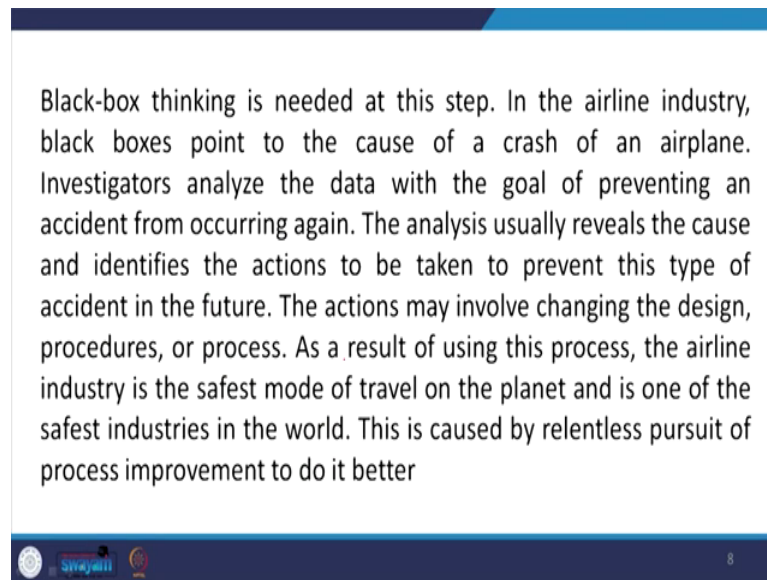
But when we talk about success, what lead to this success? Success is 69, right. So, why is this success there? So, therefore, here we will see the frequency of use; because of the relevance, importance, and intent to use, right. So, these 1, 2, 3, and 4 that have to lead to the result strengthen others abilities to excess is there. However, again we can see why this is not 100; this 69 is not 100, why it is not 100, and therefore, this is because this 23 is there.

So, here it is the success or failures that we can result are there, and then we can find out what causes that the success or failure. If the results are disappointing, you know how to make the corrections are there. So, when you have this list of the barriers, focus on the list of the barriers and try to improve on these particular barriers are there, right.

And when you minimize these barriers, you will improve the percentage here; you will improve the percentage here, and when you will improve the percentage here, then this percentage will decrease. When this percentage increases, this percentage will decrease, and when this will decrease, this will increase, and then you will go for, then you can how to you have to make the corrections.

Once you make the corrections, that percentage of the results will be increasing, and barriers will be decreasing.

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So, black box things are needed at this step. In the airline industry, black-box points out the cause of a crash of an airplane. So, that is why that particular talent development has been crashed. Investigators analyze the data with the goal of preventing an accident from occurring again. So, therefore, they try to find out from the black box [FL] exactly what happened. The analysis usually reveals the cause and identifies the actions to be taken to prevent this type of accident in the future.

So, now, what is the point in the postmortem that? So, therefore, the purpose of that for postmortem is this, that is the whatever the black box thinking is there, that has to be taken, that input is there, whatever cause was the failure and then we can take the corrective actions. So, that the next time this type of this crash can be avoided. The actions may involve changing the design, design of your not aircraft, design of your training program.

Procedures or processes right; for your this particular training design development, talent development process. As a result of using this process, the airline industry is the safest mode of travel on the planet and is one of the safest industries in the world. So, your training and development process that ship that will not be sinking; because you are working on the black box thinking. This is caused by the relentless pursuit of process improvement to do it better.

Dear friend, this is the most important thing. We keep on making the certain mistakes right, or we there must be certain errors in our processes right; but we learn from the past error and minimize into the next attempt, it cannot be the totally 0; we are human beings. So, we naturally we do, but when it is a continuous systematic process, and you are monitoring that particular process; I am sure that is the like here like black box thinking, that what went wrong.

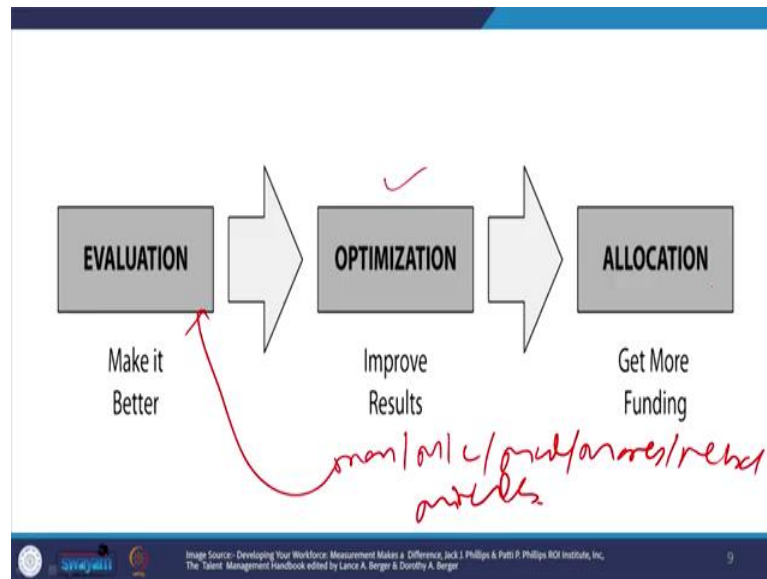
So, many times like we organize a conference, simple example or any training program like this; and we academicians and most of you must be the from the experienced persons, right. So, therefore, you know, that is whether whatever job you are doing; academician or industry right or from the government. So, we do certain jobs, we perform our duties, at that time we try our best.

But when the job is over, the leaders what they do? They inspect that particular job, that is, whether the job has been done properly or not; what were the barriers, what were the strains, what was the concern, and what is the output. They do not just finish, vote of thanks is done, ok good, done; nothing, nothing is done unless and until.

One more step is required after they are done, that is the whatever is corrective actions are required. So, we can give better results in future and there is an improvement to do it better. So, here that is by the relentless pursuit of the process [FL], and that is the pursuit of happiness, you must have seen that movie, right.

And therefore, always it is the, it is the pursuits of improvement; always and always the pursuit of. So, somebody ask you, that is what you learn from this program. So, I learned pursuit of the improvement right, to do them better and better and better and better and better and better always. So, there will be the evaluation process, there will be the optimization and there will be the allocations will be there.

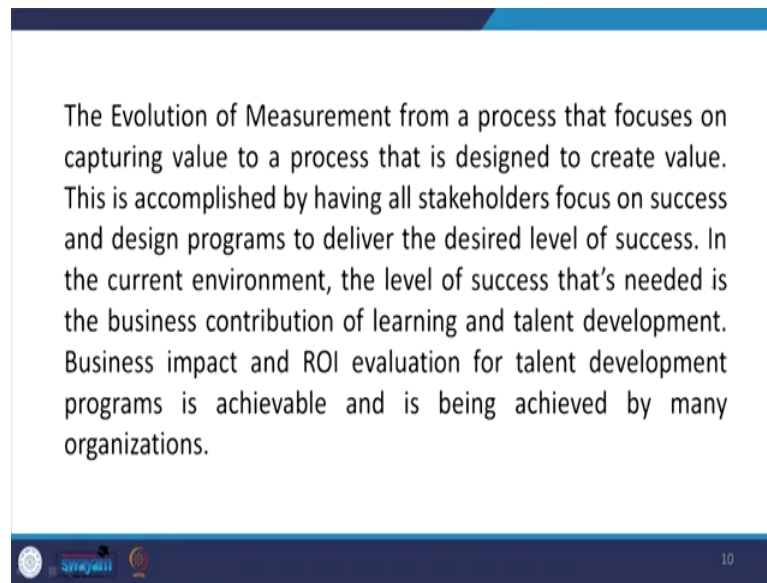
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So, evaluation is why, why we do the evaluation; it is not that you have failed, it is not you are not achieved, it is not that is the showing the person, that is the no he is inferior, no not for that purpose, the evaluation is done to make it better. So, whether you are using the man or machine or material or money or method or minutes, the time which you have spent on this.

Now, you are making the evaluation of all; I mean, you are evaluating evaluation and then evaluating and then you find there is a certain gap. So, you go for the optimization. And that is you improve the results. As soon as you improve the results, you are getting the allocation, get the more funding; because organization to the organization you prove, that is yes from the past, we have done better now and when we have done them better, there is much scope to do more and more activities.

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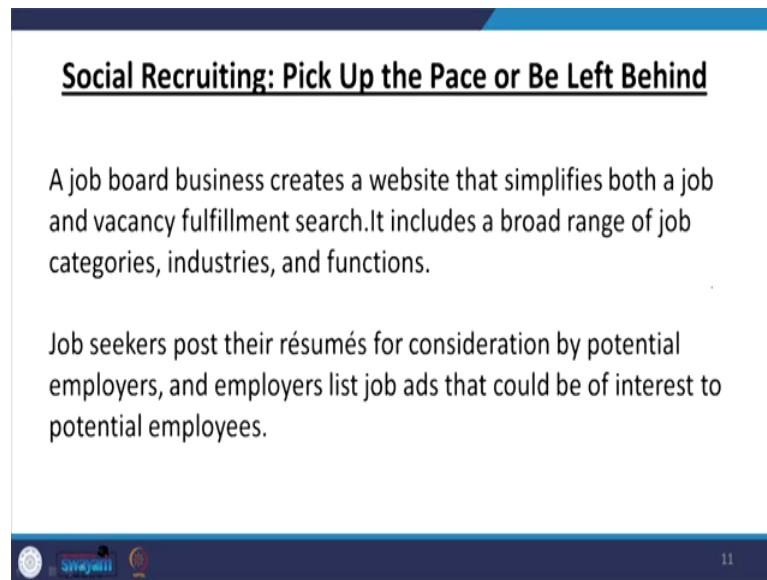


The evolution of measurement from a process that focuses on capturing value to a process that is designed to create value, value creation. And this is accomplished by having all stakeholders focus on the success and design programs to deliver the desired level of success. In the current environment, the level of success that is needed is the business contribution of learning and talent development.

This is very important, that is because of so much uncertainty; there are so many changes, there are so many ups and downs in the businesses, and therefore, your manpower should be your strength. And therefore, there is a contribution of learning and talent development, and that should be the cause of success.

Business impact and ROI evaluation for talent development programs is achievable and is being achieved by many organizations. And this is the practice, dear friends; do not think this is just in a theoretical and classroom lecture; yes, you are doing that particular development process.

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Social Recruiting: Pick Up the Pace or Be Left Behind

A job board business creates a website that simplifies both a job and vacancy fulfillment search. It includes a broad range of job categories, industries, and functions.

Job seekers post their résumés for consideration by potential employers, and employers list job ads that could be of interest to potential employees.

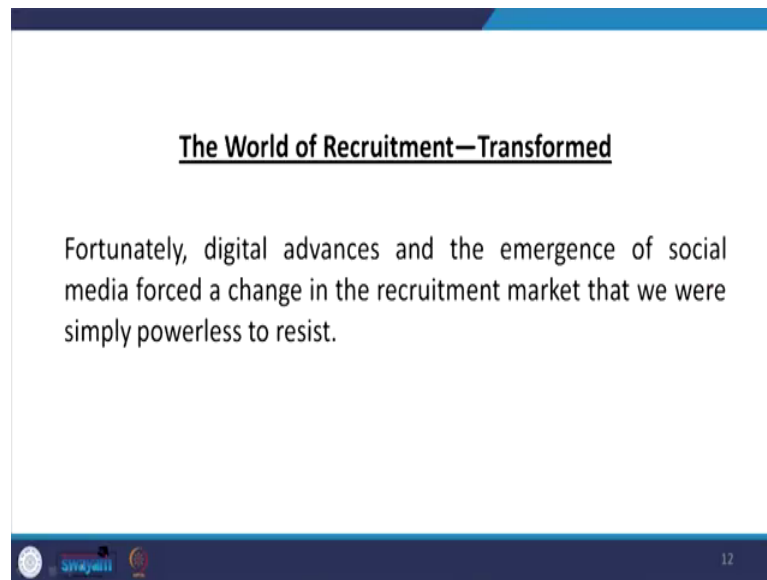
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Now, the social recruiting, pick up the pace or be left behind. A job board or business creates a website that simplifies both a job and vacancy fulfillment search. It includes a broad range of job categories, industries, and functions. Job seekers post their resumes for consideration by potential employers, and employers list job advertisements that could be of interest to the potential employees.

So, naturally, when a job board is created right for the job and vacancy, then it includes a broad range of these job categories, industries and functions are there. So, assume that you are a consultant and then you are recruiting the, you are the facilitator to recruitment and therefore, you there you are putting on the site, and there will be so many job seekers.

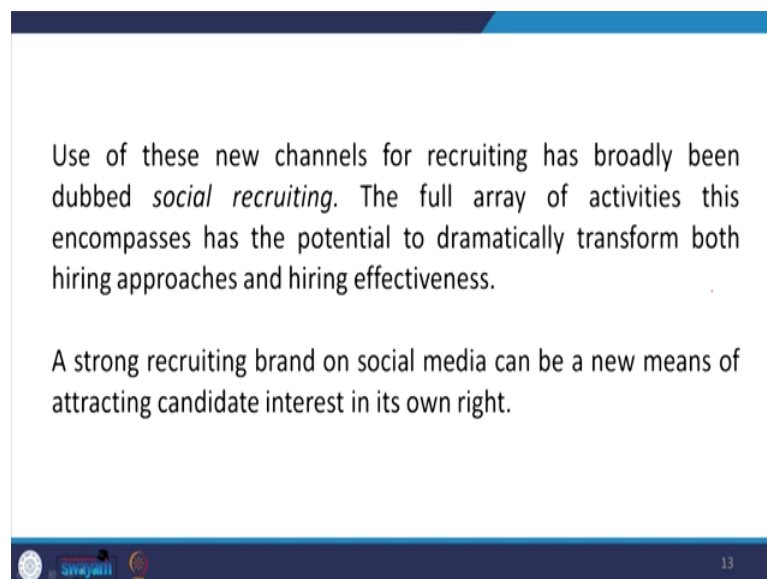
Then they will put their resumes for consideration right, and here there will be the list of the employees, the jobs that could be of interest to the potential employees.

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So, the world of recruitment is transformed. Fortunately, digital advances and the emergence of this social media forced a change in the recruitment market that we are simply powerless to resist.

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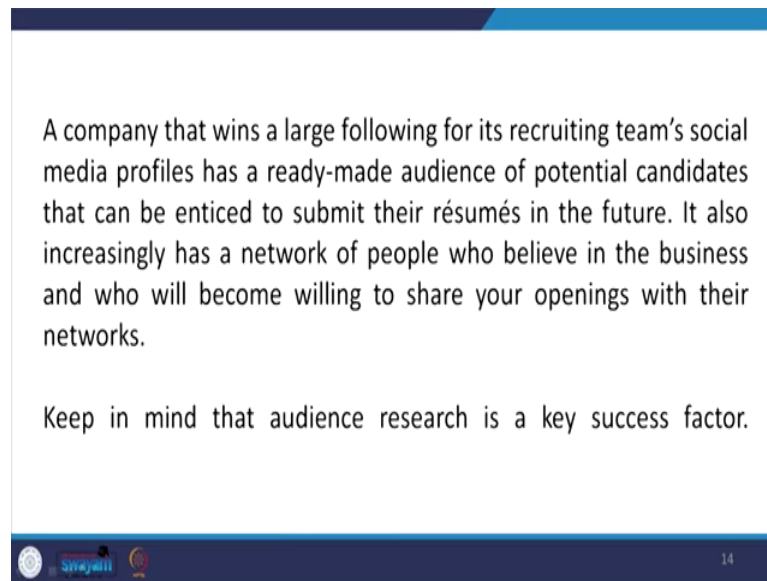


The use of these new channels for recruiting has broadly been dubbed social recruiting. The full array of activities this encompasses has the potential to dramatically transform both hiring approaches and hiring effectiveness. So, that is the total transformation is

there in the recruitment process. A strong recruiting brand on social media can be a new means of attracting candidates' interest in its own right.

So, therefore, it is, here, the role of social media that is becoming a very very attractive and effective, both in the means of attracting the candidates are there.

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And here, with the help of social media, a company that wins a large following for its recruiting team's social media profiles has a ready-made audience of potential candidates that can be enticed to submit their resumes in the future. So, industry need not to go anywhere, industry from that these the social media only understand.

The way the comments are there, the way the likes are there, the way the pictures are there, the way the contribution is mentioned, the way this their success or failures have been mentioned in the social media right. That is giving the, and to submit their resumes in the future whether they are suitable or not suitable for a particular position. It also increasingly has a network of people who believe in the business and who will become willing to share your openings with their networks are there.

And therefore, if a large network is there, then definitely that will help in your business, and the willingness to share your openings will be there. Keep in mind that audience research is a key success factor. So, it is the identifying. Now, you see again in the social media, and there will be a huge in the potential applicant employees, right.

But then keeping in mind, that is what exactly we are looking for, and then you will be able to filter that the large number and then you will find the right talent for your organization and that is becoming the key success factor.

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Engaging with Influencers to Expand the Reach of Your Messages

There are already people and organizations on social media who have massive followings of the exact types of people your business would like to reach.

By using tools such as Buzz Sumo, you can identify many of the influencers in your industry who are likely to help expand the reach of your brand by sharing your updates.

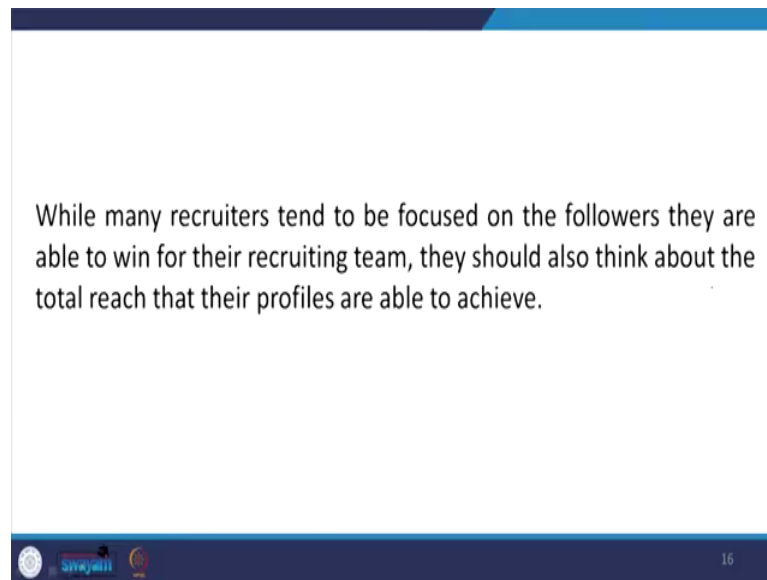
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Engaging with the influencers to expand the reach of your messages. And there are already people in organizations on social media who have massive followings of the exact types of people your business would like to reach. By using tools such as the Buzz Sumo, you can identify many of the influencers in your industry who are likely to help expand the reach of your brand by sharing your updates.

That is the many times we keep on doing so many things professionally better, but we are not sharing that, and if you are not sharing, so, therefore, we are not justifying our talent. It is not the question of whether you want to go to the raise or in your positions or not, and it is a question of the contribution to society.

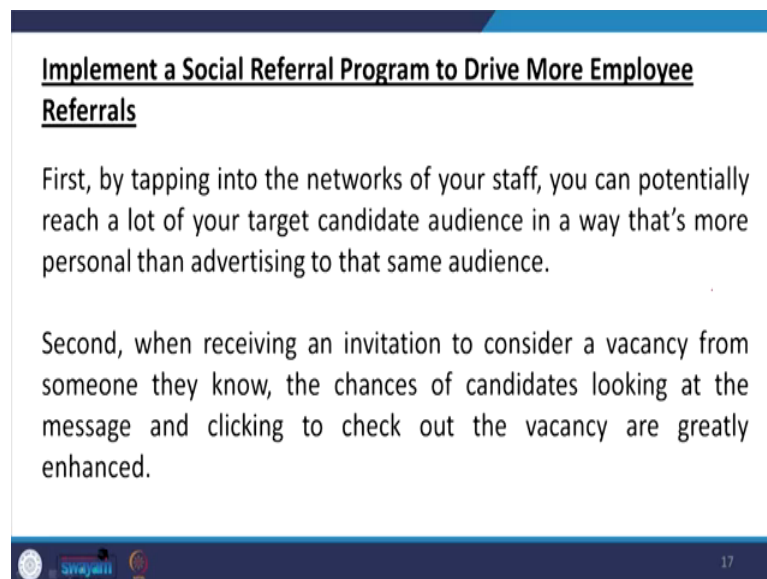
So, if you have certain qualities and the people want to, society wants to access you; but you hide those qualities, you will not be able to help the society, you will not be able to help your the organization, to your institute. So, your strengths and successes and your quality right; they are required to expand so that your brand can be reaching to the updates as servant leadership.

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While many recruiters tend to be the focus on the followers, they are able to win for their recruiting team; they should also think about the total reach that their profiles are able to achieve. And therefore, there will be certain profiles will be there, and with those particular profiles, you will be able to reach and achieve whatever targets you are having.

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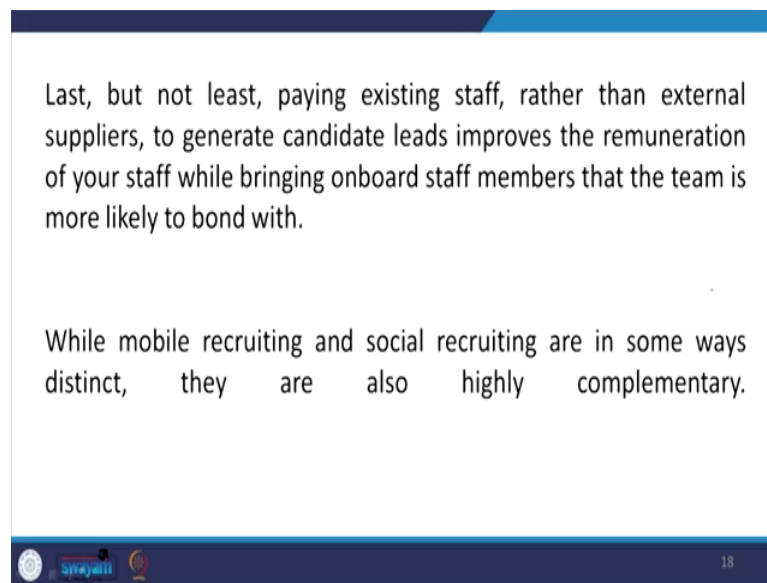


Now, the very important aspect is to implement a social referral program to drive more employee referrals. Now you see there is an always write a LOR, write a LOR; but you what is a LOR? LOR itself is your social media page; first, by tapping into the networks

of your staff, you can potentially reach a lot of your target candidates' audience in a way that is more personal than advertising to that same audience, right.

So, therefore, when you are making this particular social effort program, when receiving an invitation to consider a vacancy from someone they know, the chances of candidates looking at the message and clicking to check out the vacancy are greatly enhanced, that is to be taken care of.

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But last but not least, paying the existing staff, rather than the external suppliers, to generate the candidate leads improves the remuneration of your staff while bringing onboard staff members that the team is more likely to bond with. While mobile recruiting and social recruiting are in some ways distinct, they are also highly complementary.

So, therefore, we have to make use of these, that is, whatever the social recruiting are there and some ways the distinction there may be the mobile recruiting and the approaches and the networking which we are implementing, they are required to be highly complementary is there.

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The Rise of Mobile Recruiting

Mobile recruiting covers more than just this:

1. Your ATS needs to be mobile friendly.
2. Your e-mail communications with candidates, interview invites, and video interviewing platform need to be considered with the mobile candidate in mind.
3. Your careers site needs to be mobile optimized.

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So, in just two minutes, I would like to talk more about the rise of mobile recruiting; mobile recruiting covers more than just this is your the ATS needs to be mobile-friendly, right. And your e-mail communications with candidates, interview invites, and video interviewing platforms need to be considered with the mobile candidate in mind.

So, nowadays you find, that is what we have seen in the corona time also; that is we were asking early students or the learners, that is not to use the mobile, right. And now then the time has come that is we have said, that is no; this is a corona time online learning, and you use more and more mobile, every parent was giving the mobile in the hands of the children, right. That is you learn from this particular process.

And therefore, here, there are to be mobile candidates in mind that are becoming the rise of mobile recruiting. Your career site needs to be mobile optimized. So, how are you using your mobile, in which direction? And if you are using it potentially and positively, that is becoming the optimization of your use of technology, mobile technology.

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Research Your Ideal Candidates on Social Media and Approach Them Directly

How to effectively mine LinkedIn for talent, how to find tech candidates on GitHub when you find they've deserted LinkedIn, how to tap into the more sizable profile databases that Facebook and Google+ provide, how to find the in-depth social profiles of candidates who've caught your interest on Twitter. All this and more are the realm of the social sourcing specialist.



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So, finally, what can I say? Research your ideal candidates on social media and approach them directly, how to effectively mine LinkedIn for talent, how to find the tech candidates on GitHub when you find they are the deserted LinkedIn, how to tap into the more sizable profile databases that Facebook and Google plus provide, how to find the in-depth social profiles of the candidates who we caught your interest on Twitter.

All these and more are the realm of the social sourcing specialist is there. So, whenever we are talking about the talent development and selection of the talent, then we can use this all this technology. And in the talent development process, when we are talking about this evaluation and optimization right, which will give the results.

So, these are the technique and tools for talent development for the optimization of our talent development. So, this is all about the talent development phase.

Thank you.