Talent Acquisition and Management
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Lecture – 04
Introduction to Talent Acquisition and Management – IV

In our previous sessions, we have seen how to identify the talent and then the different dimensions of talent management. We have to go for planning the talent; we have to go for the development of the talent; we have to go for the incentivizing of the talent; we have to go for the evaluation of the talent.

And as a result of which, we identify that is what should be the practices in talent management, especially when talent acquisition is concerned. And this particular practice I have given the title, that is, the benchmarking practices of talent management. And these benchmarking practices of talent management are defining talent management broadly.

Now, we have already seen the definition of talent management in the beginning; but whether that definition is applicable to each and every organization or it will vary from organization to organization. What do you think? And this definition will vary from organization to organization.

I would like to share one experience when I was the HR head into the Shri Ram Group, and that was the soya oil plant. And that in soya oil plant there was a requirement of the boiler attendant. You see, like that turner, fitter, and welder, there are also technically qualified boiler attendants are required.

So, there is one examination; they have to pass that examination; if they pass that examination, only then will they be given the certificate to run the boiler right. And that time it was the Lancashire boilers were there and then the boiler attendant was very, very important.

Even the unions were asking for the strike and all, so all other workers may not come, but the boiler attendant was allowed to come to the workplace, and then he has to do his job; it is such an important job is there. And it is very interesting to note that you do not find enough qualified or talented boiler attendants, where your whole process of manufacturing is dependent.

So, when we talk about talent management for this type of industry, then we will say those who are highly qualified will be talented employees. Sometimes, now another example, that is you will not say that qualification is becoming the most important aspect and if the qualification is there; yes he is the best or talented, it is not like this.

Another example, I would like to you give about the machine operator. There was a machine operator when I was a labor officer in the Hukumchand Mill Textile Industry for six years that time about 30 years back. And therein that particular, there is a department, which was making the colors to the clothes and that weaving cloth was colored there and that is called the bleaching, printing, dyeing these type of sections are there, processing sections are there.
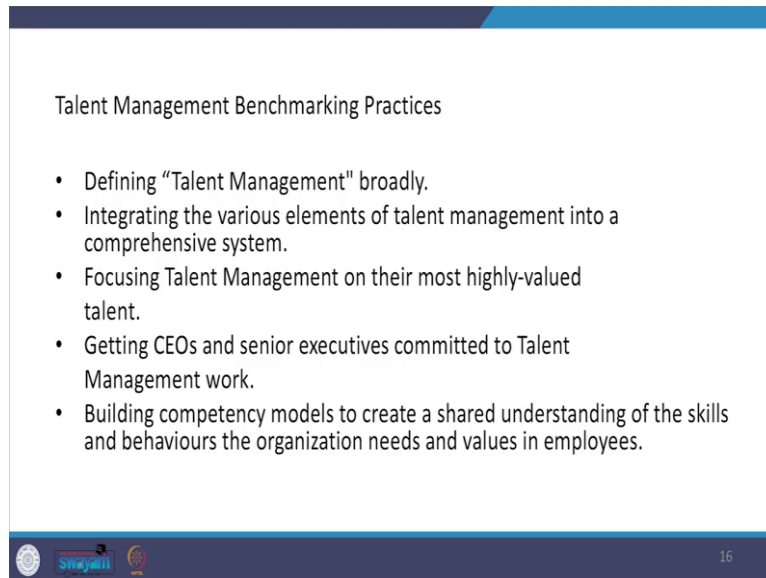
In that processing section, it becomes very important; the person who is working on that machine should be very smart and be intelligent enough to understand if there is a little bit of variation of the shades is there. It means that color blindness is not required in that person to identify different shades; because in that one color, there will be different shades; there should not be a variation of the shade; it should be the same shade that should be running on the machine.

So, that person will be called the talented person; that immediately he observes that there is a difference in the shade after the 200 meters, 100 meters, and whatever it is there. So, when we talk about talent management, in talent management, it is becoming a very, very important role; that person is defined as a talented employee.

Sometimes on the basis of qualification, as I have given the example of the boiler attendant, or you can say another example also we can give that is the B Techs from the IITs. So, that qualification, that is from the UPSC examination, passed candidates.

So, therefore, you will say that, yeah, that person is highly talented; he has cleared that particular exam. And so, therefore, it becomes very important; that is a definition of talent will vary from the nature of industries, context, the job positions, job descriptions, job specifications. And for that particular job description, job specification, and job profile that the person's talent will be defined. Therefore, talent management will be defined broadly, and there are different aspects.

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Here when we are talking about the management, defining the talent, and defining the management. Now, management practice will vary from organizational culture to culture; some organizations retain the talent by giving them a challenging task, which is the more creative organizations.

For example, Google we talk about; for example, Sony we talk about. So, therefore, if these type of organizations are there, then we will say it what is talent; what motivates your talent? And that is a challenging task; the type of challenging task they are performing that is attracting these employees. And therefore, the management practices is I have mentioned in the planning, recruiting, incentivizing, developing, and evaluating; that process will start, which we have talked about in session 3.

You are now integrating the various elements of talent management into a comprehensive system. So, what is a comprehensive system? The whole process of acquisition and management; how do you plan, how do you organize, how do you coordinate, how do you lead, how do you control, how do you make the staffing, that is a positioning of the talent? Interestingly it is also a very important issue that is how do you position your talent.

So, only incentivizing, monitor incentivizing will not be enough to position a talent; if you want to position a talent, you have to take them into a comprehensive system integrating the various elements into a single system, right from the identifying to the separation.

Separation of talent should be done, and with honor, so that if it is required by the organization in the future, either talent returns right or the organization invites. So, that part of separation that becomes very important is that a comprehensive system is there—focusing talent management on their most highly valued talent.

Now, again in talent, there are the different categories are there, and they are the here is taken as a highly valued talent is there. Now, who is the highly valued talent? For example, in academics, when we talk about that is highly valued talent is there. So, there are the five pillars; teaching, then the research, then the projects and consultancy, then that industry connect or the training and development in management education, and finally, the administration.

So, these are the pillars on which a particular profession is based. And if that those pillars are strong enough to create that value system for the organization. So, whenever you are talking about the NIRF ranking or the QS ranking and all these rankings of the academic institutes; then you will find how is the research output is there, how are the number of students and student's feedback and students responses and the alumni and all that will be considered.

So, all these parameters will create highly valued talent. So, there is a classification of talent. When you classify the talent, then you find highly valued talent, moderate talent, and then the average talent; or generally, you say that he is different from other candidates.

Now, here how do we judge the talent? Examining his talent is like I have taught you these things and if I ask the question only from this particular content, average and a candidate is able to answer, the average is there.

But when I talked about, for example, defining talent management broadly, if I asked you, I have discussed so far with you in three sessions, then how do you think the talent management practices will be different from the old organization to the new organization?

And if you are able to answer that; so then you are not the average talented student, rather then you are the moderately valued student. Because you understood the concept and then you understand the positioning's of the organization, new organization and old organization and therefore, you are able to control that mechanism from the valued system from the lower to the moderate.

And the third level is highly valued talent; when we talk about the highly valued talent and that is the unforeseen problem and solving that problem, providing solutions to the problem are creative and enterprising. So, when you talk about the new product development, when you talk about the research, then the employees those who are doing the research.

Research means what? That something new concept you introduce which was not existing earlier, something new you contribute in it to the world of the academia or industry. So, then we will say those employees have highly valued talent is there. So, low valued talented, moderate valued talented, and the high valued talented are there. Low valued talented are doing their job, which has been told to them very efficiently and effectively.

Those who are making that application of the job with some input and therefore, they are the middle level or the moderate level talented employees. Those who are creating the new job designing themself are the example of the highly valued talent.

Now, a very interesting point is there. Whenever we talk about benchmarking practices, it is organizational culture. This dimension is of the organization culture, and organization culture flows from the top to bottom and, therefore, in that case, getting CEOs and senior executives committed to the talent management work.

So, if the leaders in the organization are alert and they want to focus on the talented employees, for example, there was a case or research paper was published, how to identify CEOs in the class. So, you are having the class of the 60, 70, 80 students, and then in that you want to identify; that where is the CEO stuff, what will be that? And that is identifying the talent management work. And the talent management work I have already mentioned, creating the solution to the problems.

So, suddenly some problem comes, and the intellectual capital of the organization will be those who are able to solve that particular problem, and that will be called a talent management work commitment, commitment is required. And that commitment will lead to talent management practices and that will make an organization more successful.

Another very interesting point and very close to my heart is building a competency model; for creating a shared understanding of the skills and behaviors the organization needs and values in employees. This is very important dear friends; this is a culture-building, but before I come

to the culture building, I will like to take the first part of the sentence, building competency model.

So, what is a competency model? A competency model is normally the KSA, knowledge, skill, and attitude, and then the habit is there. So, therefore, that knowledge, again knowledge level is of different levels; level 1, level 2, level 3, level 4, level 5, and if you are going for that five levels of knowledge, building that competency model, right.

So, then your organization is a Knowledge-Based Organization; KBOs and your employees are knowledge workers; so, data into information, information into knowledge, knowledge into wisdom, wisdom into truth.

So, your organization is becoming a wise organization, a very efficient organization, and that is building the competency models to create a shared understanding of the skills and behaviors. So, that is skills and attitude; attitude is an attitude that converts into the action that is a behavior.

So, in the competency model development, what type of skills are required? Whether it is a job knowledge skills are required, they are called the technical skills, or in some organizations it is MSID, Managerial Skills for the Interpersonal Dynamics that is becoming very very important or the designing skills, creativity skills, analytical skills; nowadays that skill is also becoming very important.
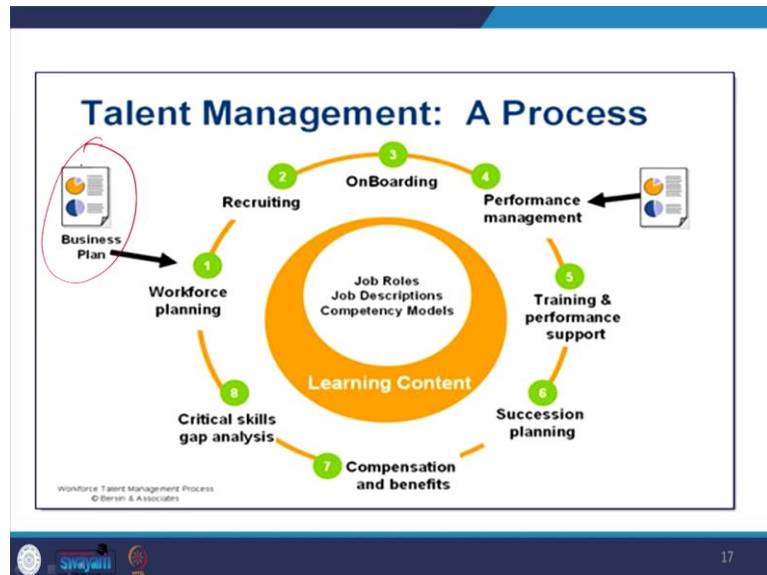
So, talented employees what they are expected? Expected is the analytical skills especially; that means either they are a very good analyst or they are very good business developers. If you are a good analyst, if you are a good business developer, then you are coming under the talented competency model.

So, these benchmarking practices, understanding the organization, creating the organization culture, various elements of the talent management into a comprehensive system, developing the focus on creating the highly valued employees, and understanding their contribution, recognition of them, getting CEOs and senior executives; the commitment, a simple example is like a mentoring.

So, their commitment is required to talent management work right; they are ready to mentor, they ready to provide guidance to the talented employees, and building competency models to

create a shared understanding of the skills and behaviors and the management needs in employees. So, how is the process?

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So, these all functions of HR; first and foremost is the business plan, what is your business plan is there? The business plan is related, they how you are going to capture the market, what market share you want to take, what type of activities you want to involve and in the global level and therefore, in that case, you plan, workforce plan, you recruit, you put them on the job, then making their performance management or appraisal. Training and performance support; this is this point I would like to take.

Now, you see here; the talented employees are totally ideal employees, is not necessary. A talented employee may have that intellectual capability but may not have the experience; he does not know how to do the job. A person will learn fast, that is true, but somebody has to tell him what to learn and how to learn and how to use that learning. So, that learning process that is to the training and performance support is there.

Now, many talented employees find the shortage of man, machine, material, money, method and minutes, 6 M's if there are resources and in that case, if the talented employee of an organization finds a difficulty of resources; it is a responsibility of the CEO or that executive to provide those resources so that the talent can give his best.

And here, many organizations fail; they are not taking consideration; they say these are the resources, you manage these resources that is your talent. But if the talent says, that is, I want certain additional resources, and then they say that cannot be provided. So, ultimately talent is not able to use his talent; he becomes a normal employee. So, what is required?

Developing the skills and is called training. If the talented employee wants to do something best, then he should be invited and to be called; that is what you want to improve your performance. Are you satisfied with your performance? And naturally, an employee will say no. So, then to become the best employee and get job satisfaction, what do you want? And that is the performance support important if you are able to provide the performance support, right.

A simple example is like that is in the newly wedded daughter-in-law when she goes into the kitchen for the first day, first time, right. And therefore, what she needs? She needs the support, support of the infrastructure resources [FL], maybe the support or certain guidance maybe.

So, that type of training and performance support and that is true, to specifically for the newly recruited employees, that becomes very very important, and that is a training and performance support is required. Succession planning we have discussed earlier in our (Refer Time: 21:15) sessions is there; compensation benefits we have discussed.

Now, another important point which I would like to take is the critical skills gap analysis. This is very important; the organization should focus, concentrate on their employee's strengths and weaknesses. If the organization is able to develop that focus and concentration, then that will identify the gaps, the critical skills gap.

A simple example is computer operation; a simple example is any particular software. I would like to give you one example from my side, that is, as a faculty, we are supervising the number of Ph.D. scholars.

So, naturally, some scholars are highly valued scholars, and those highly valued scholars may have a critical skills gap. So, how do we manage that gap? By the pre Ph.D. work. We understand that this person is having very high marks and good marks in the 10th, 12th, graduation, and post-graduation.

And after post-graduation, he has come for the Ph.D. and his profile, his NET JRF, and therefore, you find that this is the right candidate. But that right candidate when he comes for

the Ph.D.; he needs guidance and support, especially for the analytical skills, and that is a critical skills gap analysis.

For how to write the discussion, he may write; but how to run that software? How to collect the data and data has to be analyzed; those analytical skills he requires to learn and when he will be able to use the proper analytical skills, analysis methods that will be the critical gap analysis.

So, here it becomes very important; those employees who are highly talented are required to go for the critical skills gap analysis. I will suggest the experience candidates; learners, please always do this exercise at the workplace.

And maybe the employees themselves can list down the parameters; list down the critical skills which will be required for this particular job, and judge themselves, what level of knowledge they are having. They are having the knowledge of the global level, a national level, organizational level, whatever is there.
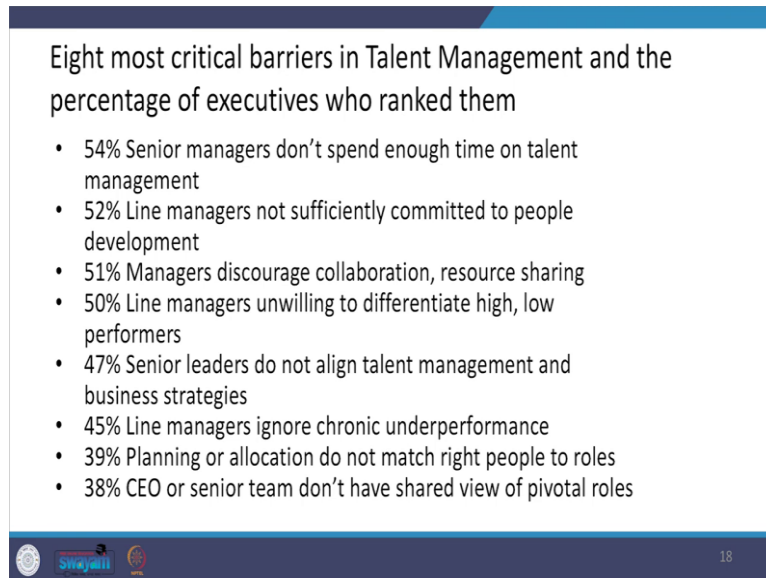
So, therefore, in this learning contact, learning content of the talent management process, the benchmarking practices in addition to others, there are two parameters; one is training and performance support that should be highly benchmark practice and second ways to be critical skills gap analysis in this process.

That is identifying what a specific job is, what specific skill is required for that job, whether the employee who is placed on that job knows or does not know. If he already knows, then it is wonderful, he can support to the global level; but if he does not know, take whatever age or stage or position he might be, then he has to be provided that particular knowledge or assistance.

Practically you see, it might be possible that is an executive is very senior, so he cannot now learn that particular critical skills. So, what is to be done? Talent is to be supported, and that is called training and performance support. If you provide proper support, then you will be able to come with that particular solution and the best output of the talent.

So, therefore if you are talented, then you solve the problem; it is not a good gesture. He is talented, but he needs your support; he is talented, but he needs you to understand the critical gap analysis and then how to develop that particular critical gap.

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Now, the eight most critical barriers in talent management and the percentage of executives who rank them. But in benchmarking practices, there are certain limitations or problems, or barriers. What are those barriers? Fifty-four percent of senior managers do not spend enough time on talent management, 54 percent, actually, they are so much busy in their own roles and responsibilities that they say we do not have time for you.

So, that percentage is 54 percent. Fifty-two percent of line managers are not sufficiently committed to people development. And therefore, in that case, even they know how to do that; but they are not committed to the people development, and then they say if you come to me, then I will [FL] focus [FL].

So, first is 54 percent you will find; that is, they do not even have enough time to spend. Then those employees those who are having enough time to spend, but you will find 52 percent not sufficiently committed. So, even they are having the time, but they are not committed; that is, they will provide the training to the new employees or the talented employees.

Fifty-one percent discourage collaboration, resource sharing; it is a reflection [FL]. So, they have, but this percentage is supposed to have particular data. So, therefore, you do not worry that you have to do your own research, and wherever in the organization you want to do that benchmarking practices, you identify what type of managers are there.

So, you have to do your own research; but this is a general idea so that you can focus on that. So, 51 percent of managers discourage collaboration and resource sharing; they do not share even their resources. A simple example is like the printer, a scanner; they will say no, I will not allow you to use.

No, it is busy, can you come after some time; so a person will understand that is ok, my boss is not interested in sharing the resources. Fifty percent of line managers are unwilling to differentiate between high and low performers.

Certainly do not want to differentiate, 50 percent; why do they not want to differentiate? Because it may create a problem at their workplace; to avoid that, they are having the unwillingness to differentiate. Forty-seven percent of senior leaders do not align talent management and business strategies.

Like in the previous slide, you have seen, there is a business plan, and therefore, in that case, if you are able to connect then, a business plan is to be there. Now, this business plan has to be focused on. Now he has this business plan; here, there is 47 percent who are not aligned with the business strategies.

So, this business plan, this talent management practices, if they are not getting aligned with these business strategies, what will happen? There is no integration; there are talented employees in the organization, but they are unused, underutilized because there is no integration. So, then their percentage is also 47 percent, a high percentage. So, it becomes very important; that you go for these types of practices.

And if you align this business plan with your talent management process and benchmarking practices, you will get better results. Forty-five percent of line managers ignore chronic underperformance. So, here if we have to see that those who are not performing, why are they not performing?

One is what is the, what is happening. So, what is happening? They are not performing, but the line managers should see why they are not performing. But 40 percent ignore their chronic underperformance. Why they ignore it?

Because there are so many reasons; somebody do not want to touch that particular underperformance criterion, they find it will be a problem, either there will be the problem with
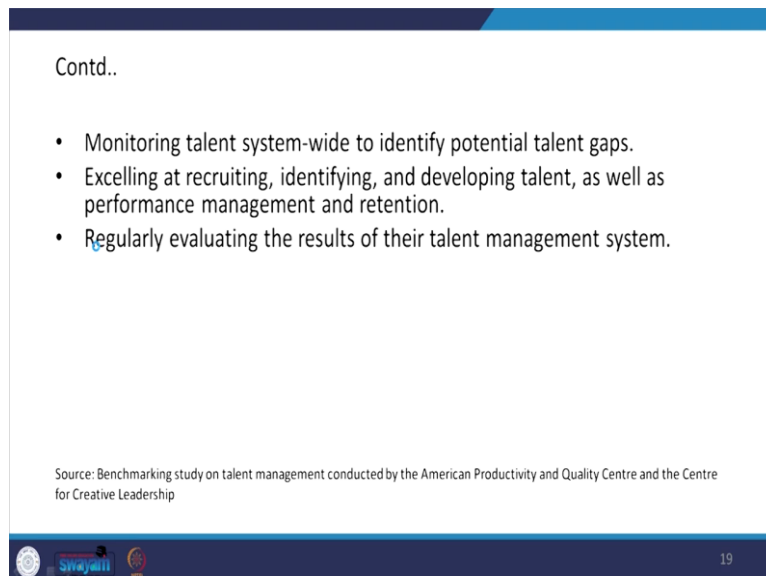
the interpersonal relationship, there may be the problem of the industrial relations, there may be the problem with the boss, the boss will tell that is you are responsible for this. So, they hide, and so many reasons are there.

Thirty-nine percent of planning or allocation do not match the right people to roles. So, therefore, whatever their role is, even the CEO-level mentors do not have time to meet their mentees for three months, four months, six months.

They meet once a year, twice a year; then how would be the mentoring will be done? But they are so-called mentors, and therefore, it becomes very important; that is a 39 percent they do not match the right people to roles. Thirty-eight percent of CEOs or senior team do not have a shared view of the pivotal roles.

So, the team building is there, and then in the team building, what is important? Everybody knows that what is his roles and responsibilities, but here 38 percent of the CEO, the senior team do not have a shared view of the pivotal roles.

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So, finally, what I would like to talk about in the benchmarking practices, monitoring talent system-wide to identify potential talent gaps. Identify, that what are the different gaps are there in the potential employee's performance. And then excelling at recruiting, a right type of recruitment, identifying those talent employees, and developing those talents, as well as

performance management and retention, is to be done. So, making them able to perform and able to retain.

Regularly evaluating the results are their talent management system. So, in that case, periodically there should be meetings, there should be discussions, there should be forums, and there should be support (Refer Time: 32:59) for all these talented employees so that you are able to benchmark them to study on talent management, which has been done by the American Productivity and Quality Centre and Centre for the Creative Leadership.

That is how you are identifying the talent gaps, providing them the resources, and managing the talent, and getting the best performance from the talented employees. So, this is all about the benchmarking practices of talented employees.

Thank you.