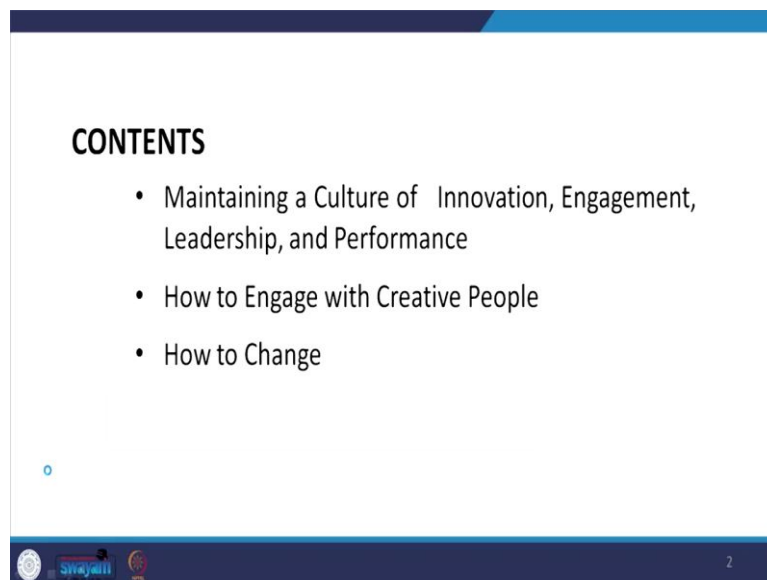


**Talent Acquisition and Management**  
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**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 41**  
**Organization Culture - I**

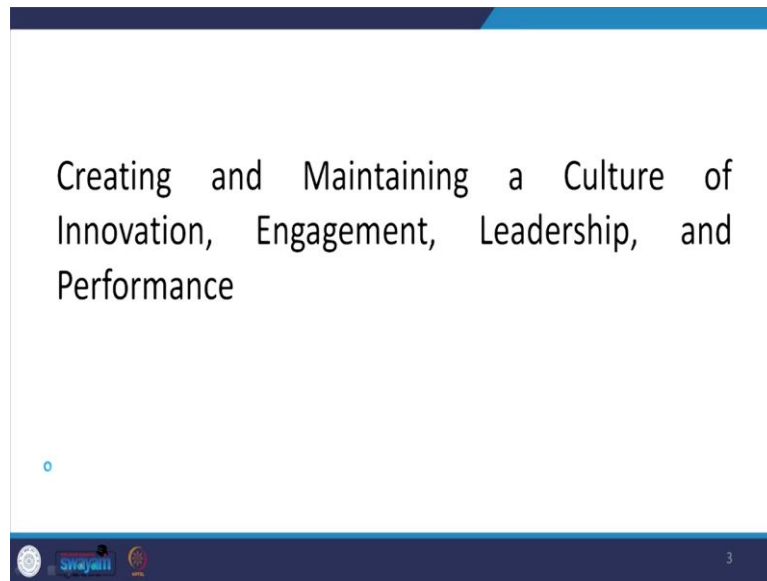
So, now after this Meta-analysis, we will talk about the Organization's Culture. Maintaining a culture of innovation; because whenever you are talking about talent management and acquisition, what is the definition? If you recall the first session, which is about innovation.

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Then the employee engagement, leadership, and performance; how to engage with creative people, how to change, and the six stages of the innovation.

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That is the creating and maintaining a culture of innovation, engagement, leadership, and performance.

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Now we will see first with the innovation, that is what innovation practices to be developed in the organization so that you can get the maximum output from the talented employees. In the current climate for innovation, we are witnessing changes in the new product development and innovation on an unprecedented scale.

So, naturally everywhere, there is a talk of these entrepreneurship, intrapreneurship and when we talk about the entrepreneurship means, that is the creativity and risk checking, that is the innovation is there. So, in the current time, in the competitive era, it becomes important to develop the new product development. Every time there is a change in technology, there is a change in demand by the market and the other organizations, our competitors. They are coming with the new and newer practices.

So, every organization is on its toes to think that is a, what new one can offer right with the core competency. And innovation on an unprecedented scale, nobody has imagined that particular innovation. So, if this type of requirement is there; then definitely your talent has to be ready for that. Then ideas are generated and funded almost overnight, this is also nowadays you cannot wait.

Let the competition come in the market, let all my organization's life cycle that has to come to the maturity stage and then only I will think of the innovation, those days have gone. Now, what is required? You have to be proactive and that is why it is funded almost overnight. As soon as you get the proposal and it clicks to your business mind, then immediately that research has been sanctioned and proposed.

Social media can make or break a new concept. As a result of which we will find that nowadays when we are talking about the acceptance and rejections, of your product and ideas and all. So, if you go for the patent, it is a different thing; but otherwise, as soon as it is caught by the social media, immediately you will find there will be suggestions and references.

Employment patterns are changing, traditional organizations are being challenged by newer and younger brands and employee engagement is even harder to achieve. Now, this becomes an acceptance, it becomes a practice; that if you want employee engagement, you have to make this special effort to get engaging your talented employees, otherwise talent will not be directed towards the right direction. So, therefore, it is important because the employee's engagement is harder to achieve.

New young businesses are challenging more established brands; these traditional organizations are getting challenged by the more established brands, with breathless enthusiasm and energy. Every concept, idea, new idea, the concept is getting popped up and then it is coming into the market. And many times they are crushing the traditional

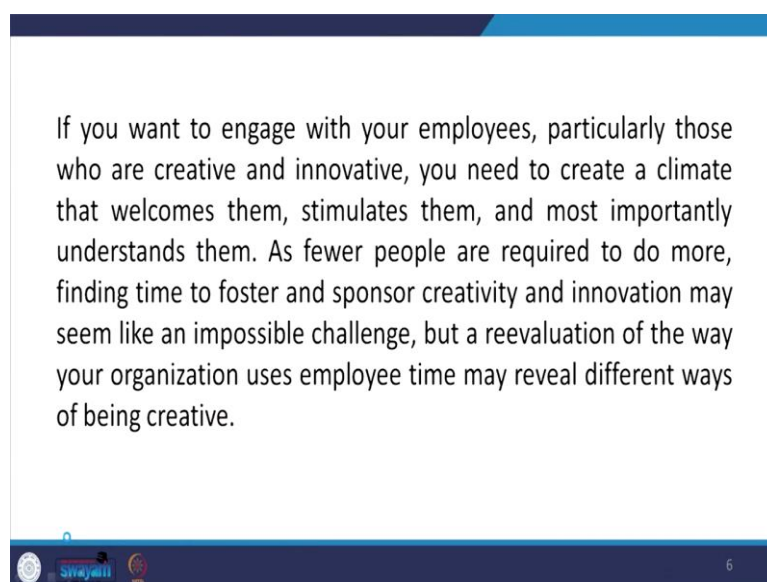
organizations, that is why such a bigger product is required when you can work with the small product.

So, then there is economic, the budgetary because the cost is becoming less. So, these innovations are creating this charming face into traditional organizations. So, traditional organizations are getting forced to be more innovative; otherwise, it will be difficult to sustain.

So, talent engagement is concerned, how to engage with the creative people within an organization? One of the biggest challenges for the larger organizations is how to engage with those employees, who are creative and innovative; so if they are not engaged, then they will leave the organization.

To be able to harness their talent and encourage them to work with others and channel their creativity into workable ideas. So, it is becoming a very big challenge, to channelize his talent and let the talented employee work with others. So, he has to mix, he has to lead, he has to create that environment and then he has to be more innovative.

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If you want to engage with your employees, particularly those who are creative and innovative; you need to create a climate that welcomes them. Organizational climate and culture that is becoming a very important issue. So, the supporting climate is to be given; when the supporting climate is given, they will do their best, they will be flourishing.

You need to create a climate that welcomes them, stimulates them to work, and most importantly understands them. So, that is a creation of a climate to welcome them, stimulate them, and understand them. How to create that climate? Dear friends, I will be talking with you about these different practices and how to create a climate; but basically, it is a value system.

Organizational value systems, organizational culture, organizational practices will create such a climate. Climate cannot be artificially created; a person breathes that climate, person senses that climate and as a result of which he acts accordingly. I always give the example of the newly wedded daughter-in-law; when she enters into the in-law's house, very shortly she understands the climate of that family, that is what type of the climate is there.

And once she understands the climate, she understands whether she will be able to cope up or she will not be able to cope up. So, she will either continue with the climate or she will like to change the climate. So, that is how welcoming is done. It stimulates what I mentioned.

And most importantly it understands them; talent is coming from a particular climate of the previous organization or from the social climate of family, friends, institute [FL]. If you are hiring a management trainee from a highly reported institute, so he is coming from that particular climate.

And then he enters into the organization. So, before he learns that organization, the organization has to understand him; it is what exactly he will be looking for. And once that comfort zone is created; then definitely that particular employee, he will get established. Are fewer people required to do more? Everybody will not be talented, there will be very fewer people.

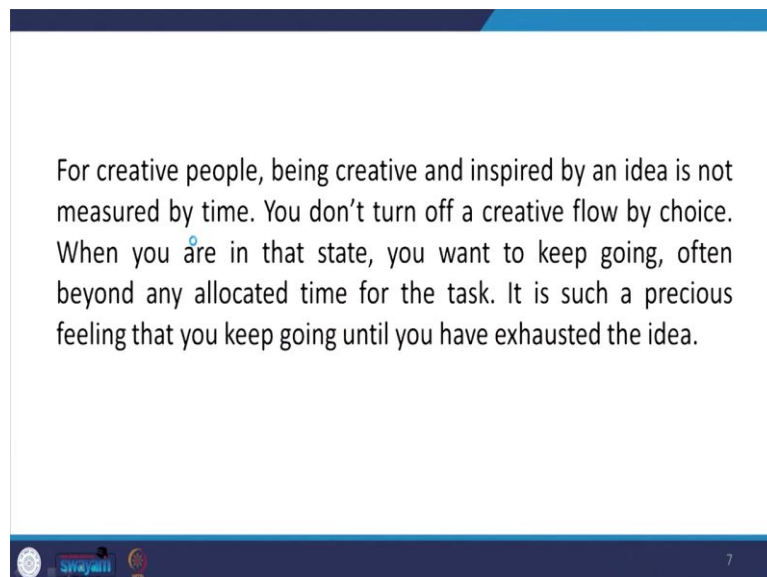
And naturally your whole organization's boat is sailing on the basis of that particular group of people.

So, fewer people are required to do more; finding them to foster and sponsor creativity. So, you have to enhance their creativity. And especially also encourage them, that is a sponsoring; sponsoring means to encourage them, motivate them, allow them, help them, facilitate them. So, therefore, sponsoring creativity and innovation may seem like an impossible challenge; it means it is an impossible challenge that is very difficult to motivate these people.

But a re-evaluation of the way your organization uses employees. So, it is definitely that his organization had to reevaluate. So, revaluation means that they will understand; that is what changes are to be made for this particular employee or the group of employees and therefore, those cultural practices will be introduced.

And may reveal different ways of being creative and as a result of which when you will take care of them; you will understand them, you will welcome them, you will stimulate them, you will make the practices that will be helpful to them, support them, sponsor them, then definitely the talent will be able to perform.

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For creative people, being creative and inspired by an idea is not measured by time. So, it is not like one idea per month you have to produce; that is not possible. What is important is to give him the time; in any time he will come out with the ideas and those ideas, the whole idea that will totally turn around your business.

So, therefore, that is a measure by time. You do not turn off a creative flow by choice; it is not up to the observers, that is, to turn on and turn off the creative flow by choice. So, that creative flow of the individuals is a natural phenomena; with nature's flow, it may come anytime to a particular idea. When you are in that state, you want to keep going; because you keep thinking. So, you want to work on certain ideas, you are working on that, you are going for that.

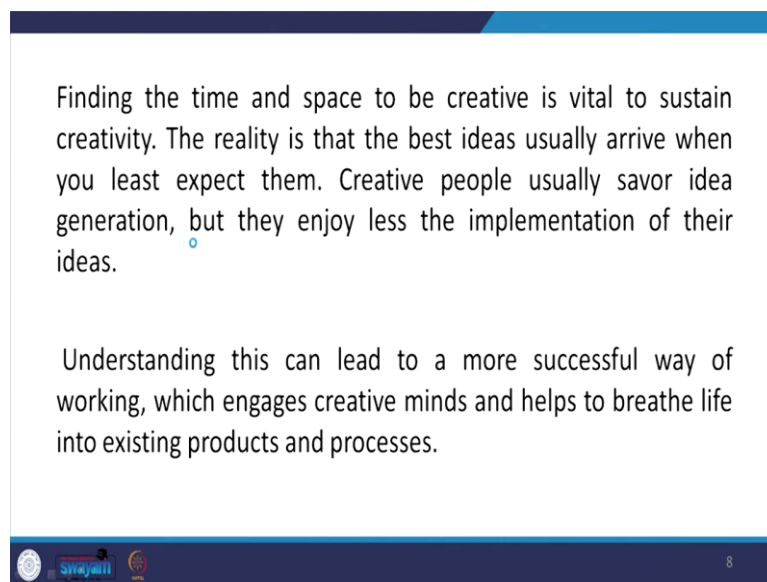
Often beyond any allocated time for the task. So, that is not the fixed task there; in the given task, you have to do your creativity that is not possible. It is such a precious feeling that you keep going until you have exhausted the idea. Now, there is no time period for that exhaustion of the idea right.

Because ideas will not be exhausted as it is. So, efforts will be made and that commitment and employee engagement becomes very important, that is they are continuing with that particular idea. If they continue with that idea, definitely they will be successful.

Finding the time and space to be creative is vital to sustain creativity; the reality is that the best ideas usually arrive when you least expect them. That is the nature's phenomena I tell you; that is it is not that when you are expecting and that time only the idea will come, sometimes when you are not expecting any idea and the idea will come.

So, the eureka happens only all of a sudden; you cannot expect that from a particular time or by a particular guideline or a particular direction, irrespective of any boundary-less concept that will happen.

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Creative people usually savor idea generation, but they enjoy less the implementation of their ideas. So, now, there are two aspects; one is generation of ideas and second one is the implementation of ideas. And as far as the literature is concerned, those who are having that

certain creative idea, many of them will not be interested to implement. So, they enjoy the implementation less.

So, then, what to do? We have to catch the idea and then work on that; those who will be working on that, they will be different persons. And that is why we say the advisors; advisors they may not be the administrators, because the advisors are good at advising.

So, here it is becoming that easy they enjoy less implementation of their ideas. Understanding this can lead to a more successful way of working; that is how they are working from this particular idea, which engages creative minds and helps to breathe life into existing products and processes.

So, definitely when we are talking about the creation of a more successful life, then creative minds have that; yes, they are having that particular breathing of life and existing products and processes.

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This understanding can also lead to developing new concepts. One of the key issues for these individuals can be the desire not to be responsible for managing others. When we were questioning "mavericks," one response was, "When you are being creative, you have to spend time on your own generating an idea, or working out a solution."

To then also have responsibility for managing others can dull your capacity to be spontaneous."

Handwritten notes in red ink:

- Manager
- 1. 8, 0, d, Co, cont - Creative
- 2. Staff - T
- Influencing
- Creative
- Spontaneous
- Public speaking

This understanding can also lead to developing new concepts, the new concept development will be there. One of the key issues for these individuals can be the desire not to be responsible for managing others. So, there will be certain desires, that is how individuals are doing those things.



And therefore, they will be responsible for managing others. When we were questioning, that is the mavericks; one response was when you are being creative, you have to spend time on your own generating an idea or working out a solution, right.

So, therefore, the talent is having a particular approach for that generation of their own idea. And therefore, they have to think whether we are working on our idea or we are working out a solution. So, that will always be the question. To have responsibility for managing others can dull your capacity to be spontaneous.

A very important point if you notice this point, is that when they are having this responsibility to the generation of ideas; so then they will spend time on their own, they will not work out a solution, right. And when they have been given the responsibility to manage others, then it is difficult to get the ideas. So, what will happen? They will dull your capacity to be spontaneous.

So, they would not be that spontaneous to get those ideas. For ideas what it means? It means that their minds are required to be free; they have been given without any terms and conditions, they should be allowed to work. And therefore, whether within one week, one day, one month, one year; they will come out with the ideas, they are not responsible for managing others.

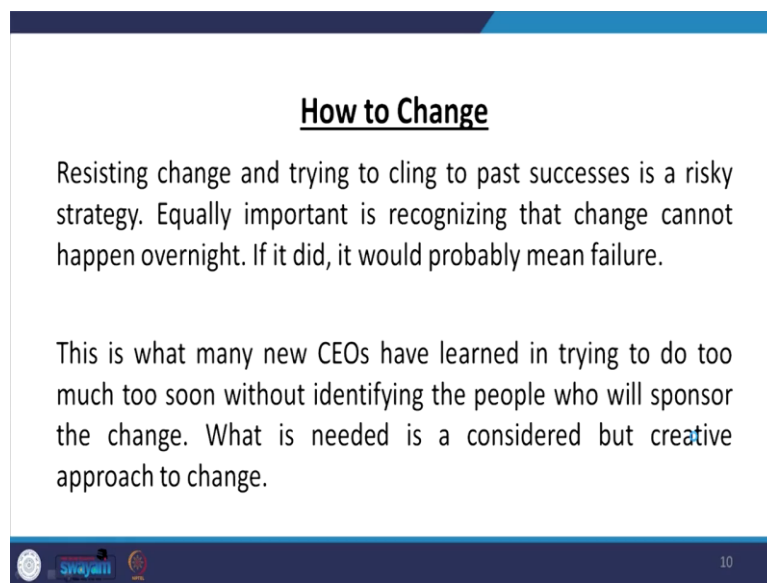
So, does it mean that there is a difference between the managers and the entrepreneurs and leaders. So, who are the managers? So, managers are planning, organizing, directing, coordinating and controlling, these are the functions of a manager. And there are certain technical skills, human skills, conceptual skills and designing skills there.

And whenever we are talking about the entrepreneur; that is a creative innovation what we are talking about here, creative and innovative and risk checking, that is entrepreneur. And leader those who influence. Now, when we are talking that they are not having any responsibility for managing the others, otherwise it will dull your capacity to be spontaneous.

So, therefore, we have to focus as an entrepreneur, that is creativity is there. So, whenever there is creativity; then definitely in that case, we will find these innovations will be more. This role that we have to encourage, the entrepreneurs will be there. Managers along with these managements for their functions, they are also the entrepreneur and leaders.

So, when they are the entrepreneurs and leaders also, managers are leaders, but leaders are not managers; because there is a directing function, when there is directing function, so this function is having these leadership qualities. The message is, those who are innovative and talented, please give them less responsibility for managing others; let them work in their areas, freely and totally flexible. The way they want to work, they will be working on that; otherwise it will dull their capacity to be spontaneous.

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**How to Change**

Resisting change and trying to cling to past successes is a risky strategy. Equally important is recognizing that change cannot happen overnight. If it did, it would probably mean failure.

This is what many new CEOs have learned in trying to do too much too soon without identifying the people who will sponsor the change. What is needed is a considered but creative approach to change.

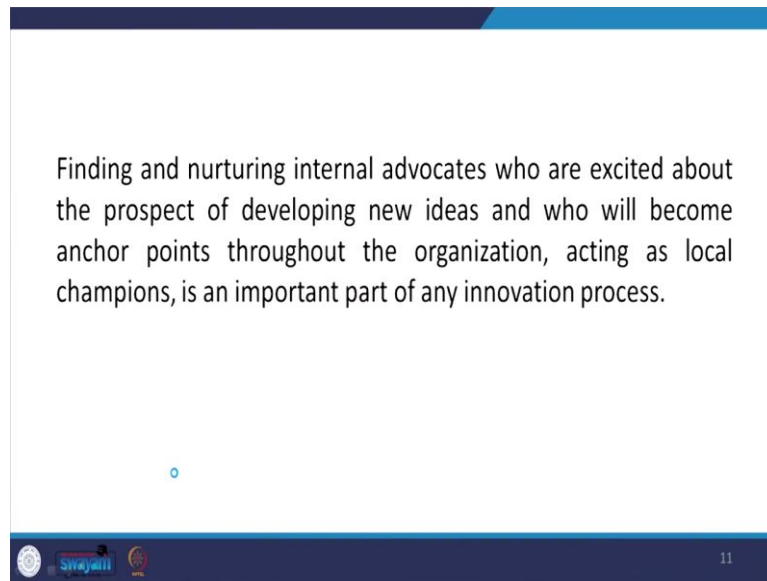
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So, how to change? Resisting change and trying to cling to the past successes is a risky strategy always; the normal is a tendency to have the resistance to change. Equally important is recognizing that change cannot happen overnight, if it would probably mean failure, right. So, therefore, let that be understood, that is the change is going back by his own pace.

This is what many new CEOs have learned in trying to do too much too soon; a very important lesson that, when you want to do too much too soon without identifying the people, this is important without identifying the people who will sponsor the change and this identification that is a talent management. So, what is needed is a considered, but creative approach to change.

So, nowadays what is a tendency? Tendency is to do too much too soon, but then you have to be very careful, that is there any sponsor for that; if there is no sponsor, then if it is not sponsored one, then definitely what is the use. So, be careful about that. So, then how to bring that?

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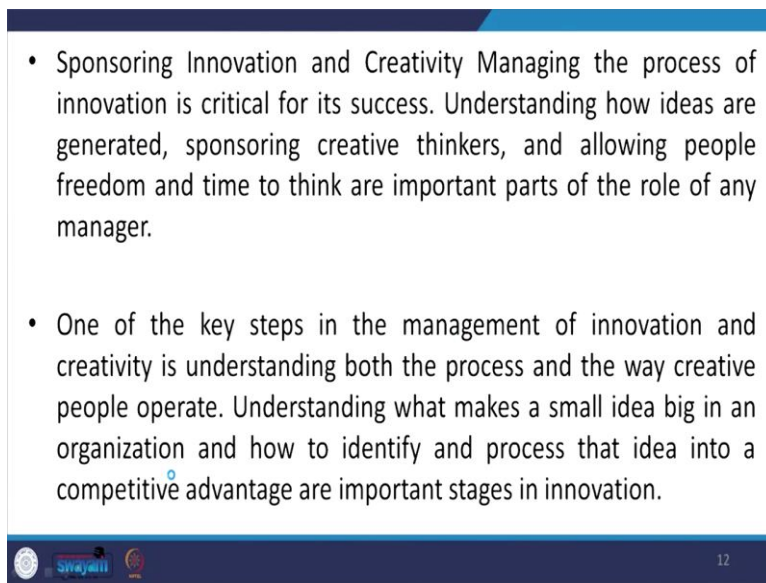


Finding and nurturing the internal advocates who are excited about the prospects of developing the new ideas and who will become the anchor points throughout the organization. So therefore, in that case, that is how we are going to identify and nurture that particular internal logic; advocates means logic, that is we are getting that particular logic, where we are getting the really an idea.

And we can implement that idea that is an excitement, yes I got it, I can do that; about the prospect of the developing the new ideas and who will become the anchor points throughout the organization. So, they are responsible, they are excited, they know, they are having the sponsors.

Being a local champion is an important part of any innovation process there. So, whenever we are looking for this type of the champions, they are becoming the very important anchor points, so that yes you can start from here.

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- Sponsoring Innovation and Creativity Managing the process of innovation is critical for its success. Understanding how ideas are generated, sponsoring creative thinkers, and allowing people freedom and time to think are important parts of the role of any manager.
- One of the key steps in the management of innovation and creativity is understanding both the process and the way creative people operate. Understanding what makes a small idea big in an organization and how to identify and process that idea into a competitive advantage are important stages in innovation.

Sponsoring innovation and creativity, managing the process of innovation is critical for its success. So, how are you making that sponsorship of the innovations there? Understanding how ideas are generated, sponsoring creative thinkers, this is important; idea generation, then the creative thinkers, sponsoring also you can take into, but basically the creative thinkers.

And allow people to have freedom, already I mentioned and time to think are important parts of the role of any manager. So, that generation of ideas, a manager should understand how ideas are generated and then as I mentioned who will be the sponsors. One of the key steps in the management of innovation and creativity is to develop that culture of innovation. Creativity is understanding both the processes and the way creative people operate.

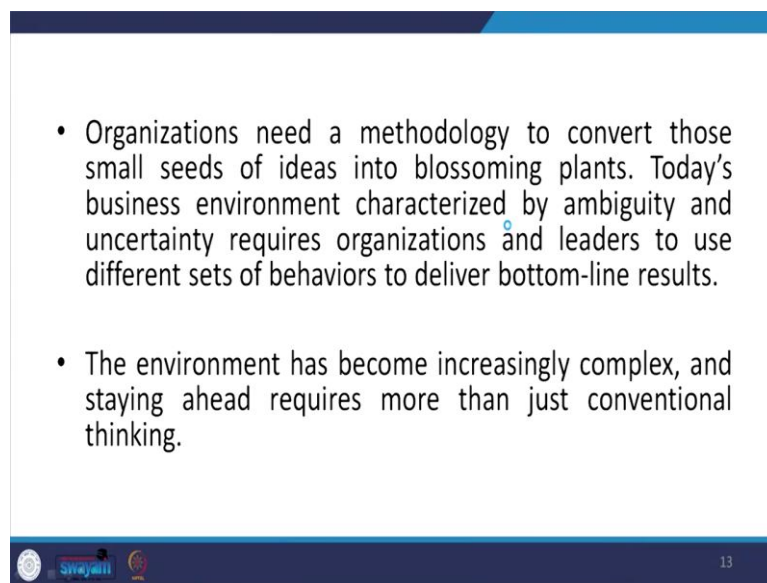
Understanding what makes a small idea big in an organization and how to identify and process that idea. Now, the people will keep on you, like you see there are many organizations, which are having the suggestion schemes and then the best suggestion will be awarded.

People keep on giving the suggestions; but most of the time, some of the suggestions are getting the attention, some of the suggestions are not. So, it becomes very important, that whatever the small idea, which you have to convert into a big idea; that conversion of the small idea into a big idea into an organization that identifies the sources process, that is a competitive advantage are stages in the innovation.

This is true, because the idea; how will you come to know it is a big idea? Ideas are ideas. So, first you will find any small idea, but later on when the work has been done on that idea, it becomes a big idea; because it becomes successful and when it becomes successful, we say it is a big idea.

So, one of the key steps in the management of innovation is to capture the ideas and try to convert those ideas into the implementation or practically and then you will find that small ideas have been converted into the big ideas, that is creativity and innovation.

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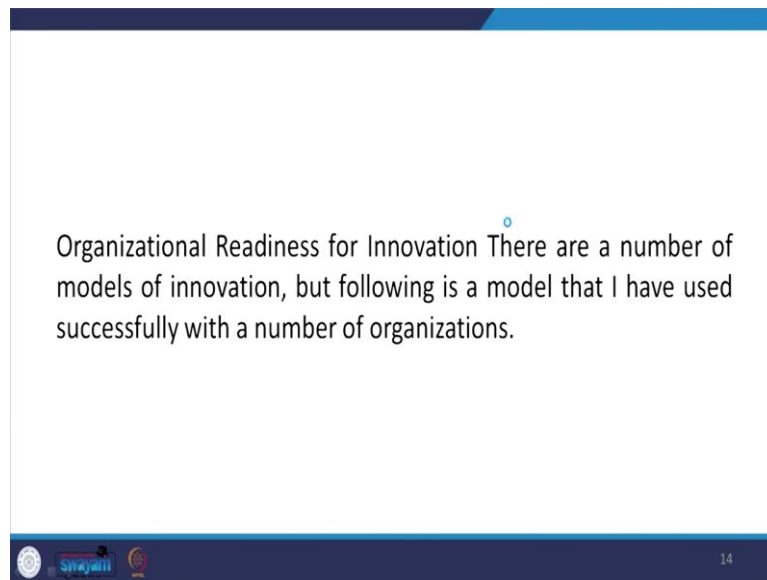
- Organizations need a methodology to convert those small seeds of ideas into blossoming plants. Today's business environment characterized by ambiguity and uncertainty requires organizations and leaders to use different sets of behaviors to deliver bottom-line results.
- The environment has become increasingly complex, and staying ahead requires more than just conventional thinking.

Organizations need a methodology to convert those small seeds of ideas, that is the organization needs a methodology, into the blossoming of the plants. Today's business environment, characterized by ambiguity and uncertainty, requires organization leaders to use different sets of behavior to deliver the bottom line results.

So, that organizations have to identify; they have to create that culture, those practices, that climate, organization climate is to be created. So, there will be a methodology to convert those small seeds of ideas into the blossoming plants. And if it is converted, then you will find that it is those smart managers; you see those who are allowing the talent to convert these ideas, actually in fact the role of the leadership is also becoming very important and that is possible through giving freedom.

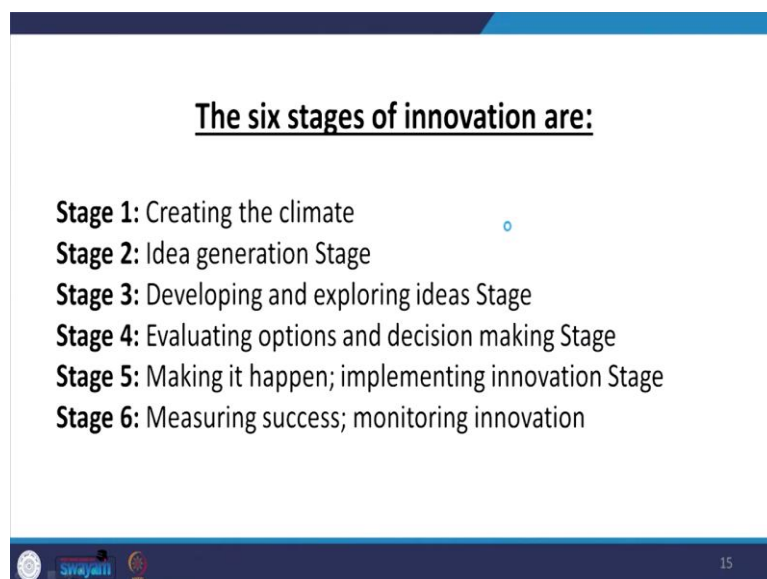
The environment has become increasingly complex, the business environment has become increasingly complex and staying ahead requires more than just conventional thinking. So, therefore, what is required? Creative and innovative thinking is required and organizations should create the particular environment.

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Organizational readiness for innovation, that mindset to accept the ideas working on those ideas. There are a number of models of innovation, but following is a model that I have used successfully with a number of organizations.

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So, these are the different stages. The six stages of innovations, which is this model and if we work on this model, definitely we will be able to create that particular innovation. So, creating the climate, idea generation stage, developing and exploring the idea stage, evaluating the options and decision making stage, making it happen, implementing innovation stage and measuring the success monitoring innovation.

So, these are the six stages of the innovation model which are very important; whenever we talk about how an organization culture is to be created for the innovation, because the innovation is coming for those talented minds. And catching that particular idea after the potential appraisal, we know that they are the ideas creators, they are making that organization successful. So, all these six stages, we will discuss in our next session; how to be a more innovative organization.

Thank you.