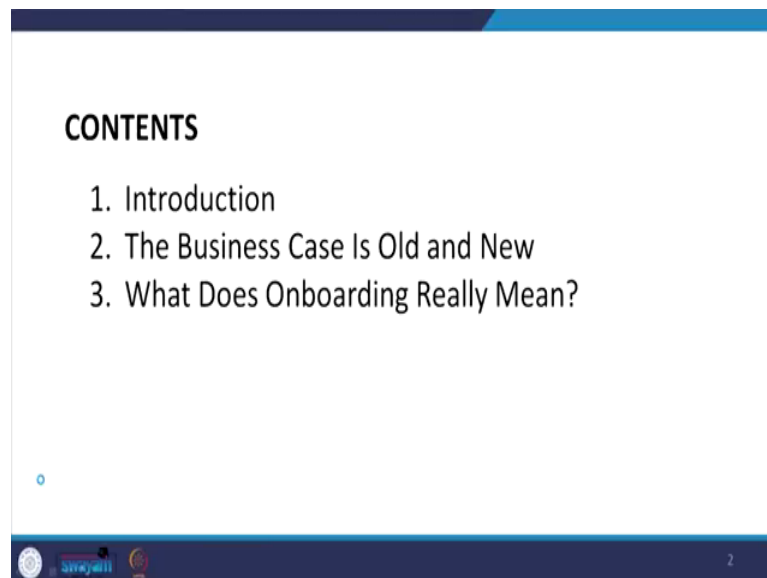**Talent Acquisition and Management**
Prof. Santosh Rangnekar
Department of Management Studies
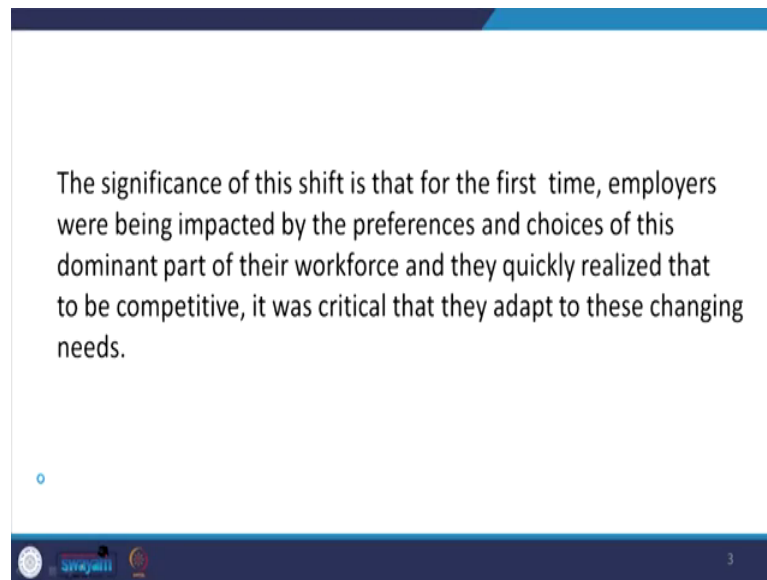**Indian Institute of Technology, Roorkee**

Lecture - 47
Talent Acquisition Strategy – I

So, now we will talk about the critical component of a Talent Acquisition Strategy. And here, we will discuss the introduction, the business case is old and new, and what does onboarding really mean?

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The significance of this shift is that for the first time, employers were being impacted by the preferences and choices of this dominant part of their workforce and they quickly realized that to be competitive, it was critical that they adapt to these changing needs.

In these different strategies by the different companies have been adopted and then we have to see that which one will be the more suitable. However, it is also true that is with the organization to organization, these acquisition strategies will vary, as per the vision of the organization, as per the size of the organization, as per the turnover, employee turnover and the annual turnover, financial turnover of the organization.

So, naturally, it will be differentiating as we have seen in the different companies. It will depend also depend on the nature of the industries are there. So, we have seen some of these service industries, some of the manufacturing industries, right.

Now, the significance of this shift is that for the first time, employers were being impacted by the preferences and choices of this dominant part of their workforce. And they quickly realized that to be competitive, it was critical that they adapt to these changing needs.

Now, there is a talent war, which we have discussed earlier also; the talent war is there. And if the organization really wants to get talented employees, then definitely they have to design their strategy on the basis of the employers were the choices.

And the choices will be on this dominant part of their workforce. So, everybody wants talented employees. And if this is the requirement, then definitely in that case they have to be very, very critical and competitive which is they adapt to changing needs are there.

What we know about members of this population is that they are interested in creating a quality of life for themselves right. That is not entirely focused on their careers is there.

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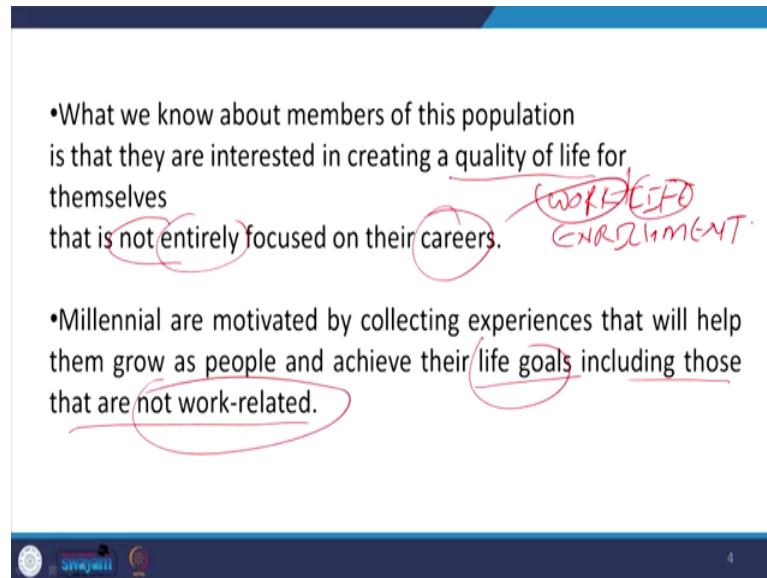
So, what it means? It means that is whenever we are talking about the quality of life, right then in the quality of life, here two things I would like to mention. How we define the quality of life, Right? So, therefore, here for the talented people, it goes like this work-life enrichment, work-life enrichment.

So, therefore, they defined the quality of life as not only the life; they are not focused only on the work. So, there was a period in which everybody was talking about the work-life, work-life, work-life right.

But now, it is not the work-life; it is the work and life that is an enrichment is there. So, this is the quality of life for themselves. And that is not entirely focused; you may be surprised to see this word, not that it is not entirely focused on their careers. So, therefore, nowadays the generation is making the combo of both work and life.

Millennials are motivated by collecting experiences that will help them to grow as people and achieve their life goals, including those that are not work-related. This is a very, very interesting point is there. And this is a fact, I also have this type of experiences where these generations have the very cautious, very cautious about the career, career goals,

their life goals, right and not entirely on the career, not only into life goals, and they are not the goals which are not work-related.

And that we have to understand and learn and then adopt; adaptability is required to work with these generations. So, suppose you are having a meeting and a very important point is going to discuss, and suddenly your junior colleague may come and say that is he has to go. So, earlier it was a shock, the earlier time it was a shock that is the boss is conducting the meeting, and the follower is subordinate is that you junior colleague that he is saying that he has to go.

So, then what the boss would have said right that is the in earlier time it was like this that is oh such an important thing is going on, and then you are living, right, you cannot. But now you learn because if you want to come to these talented employees with you have to provide them the job satisfaction. And if job satisfaction and then you have to ask oh what is the issue right, is everything ok, the role is change.

So, then you will say yes, everything is ok, but he has to go to pick up his daughter. It is school time closings, school closing time. So, he has to pick up the daughter, and he has to go. And then the rest of the meetings he will understand from his colleagues. Those who are attending the meeting or he will come and discuss with you later on. And you have to say yes, no problem, go and take care.

But you also understand that is if the school is close, the daughter is standing waiting for the father, right then who is responsible right. So, therefore, it is better that is the father goes and picks up the daughter, and then there is everything is can be discussed later. So, they are very clear about the work-life enrichment right. So, this is the interesting part.

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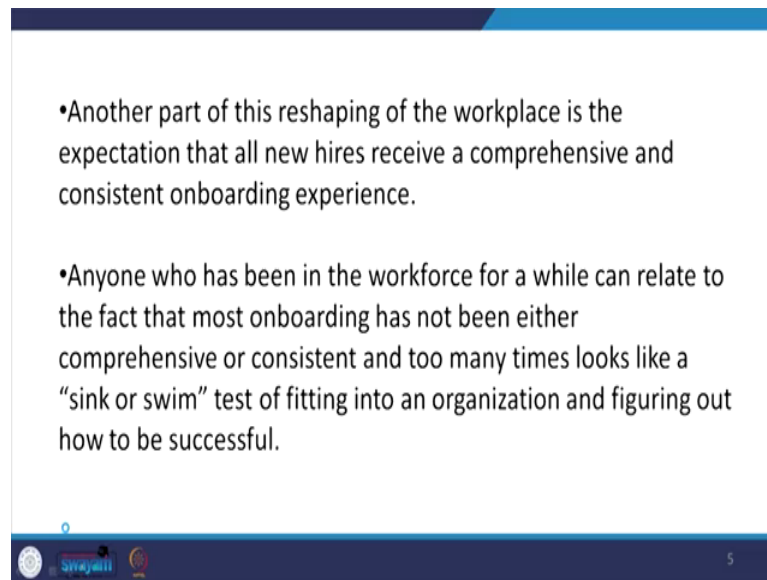
Another part of this reshaping of the workplace is their beautiful words are there in management. So, what is that? Now, the workplaces are reshaping. Reshaping is there. You will not say there is a problem, problem in this type of generation, this type not a problem. It is reshaping. Society is reshaping, and anybody is reshaping; you also contribute to reshape it.

The workplace is the expectation that all new hires receive a comprehensive and consistent onboarding experience. This is another challenge that is the whatever these new hires are there; then they will receive they are supposed to receive a comprehensive and consistent onboarding experience. You have to ensure so, as usual, when we give the example of the daughter-in-law.

So, when she is entering the first time in the in-laws' house, the experience should be onboarding experience how it should be comprehensive and consistent. So, therefore, in that case, full care has been taken care of right. So, this is required in the case of this reshaping of the workplace is there.

Anyone who has been in the workforce for a while can relate to the fact that most onboarding has not been either comprehensive or consistent. Every daughter-in-law is not welcomed by the way she should have been welcomed; that is the report. So, therefore, most onboarding has not been, has not been either comprehensive or consistent. And in spite of this, too many times looks like a 'sink or swim.'

So, you prove yourself did you deserve to be the daughter-in-law of this house, right. You have to prove your capability. So, either you prove your capability or divorce, bye-bye. So, there is the sink or swim. So, therefore, many times looks like a sink or swim test of fitting into an organization into a family. And figuring out how to be successful and it has to see that is the how it is going to be the successful, right.

So, here we will see that is there will be the onboarding, that is the when they are coming joining the organization of the family first time ensure that it is the proper welcome is done.

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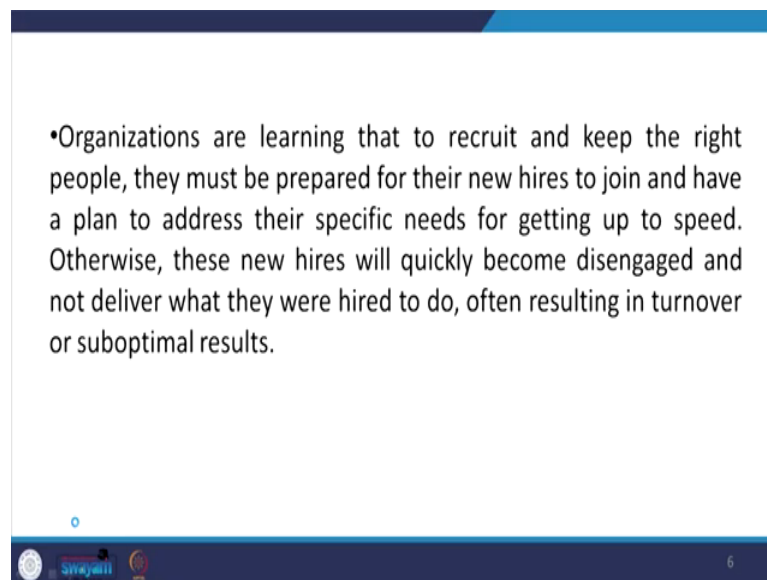
Organizations are learning that to recruit and keep the right people, and they must be prepared for their new hires to join and have a plan to address their specific needs right. So, and actually, there is nothing wrong with that; we have to understand.

So, we cannot cage the monkey for peanuts. If we want talented employees are to be there, then you have to understand their specific needs, and the HR departments, and the leading organizations, they are taking care of for getting up to speed. If the organizations what to be successful, organizations want to have this type of talented employees, the organization has to give that beautiful onboarding reception.

Otherwise, these new hires will quickly become disengaged. So, daughter-in-law, right she will stop participating in family functions and not deliver what they were hired to do,
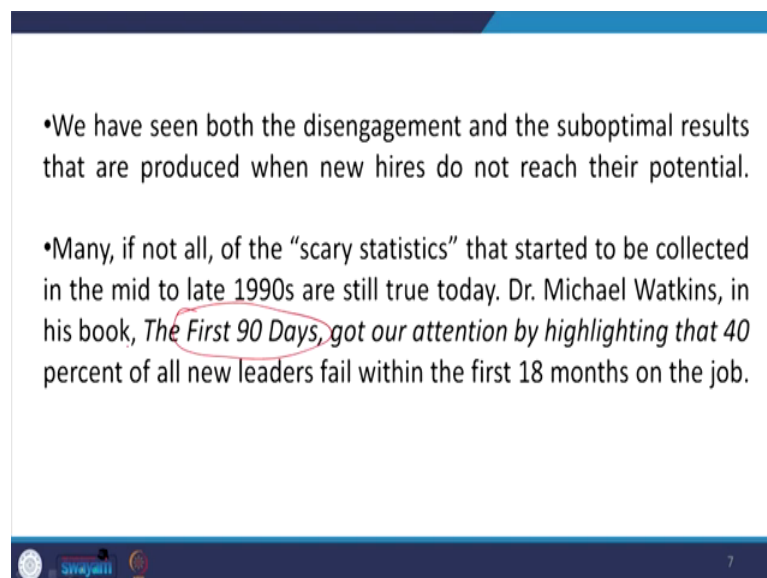
and therefore, they will remain absent right, physically or mentally or from their contribution. Often resulting in turnover are suboptimal results. So, as a result of what will happen?

When they are, if they are not properly addressing their specific needs, so if they want something they wanted and those needs are to be satisfied; otherwise they will be disengaged. It is not disloyal; it is disengaged. And if the disengagement is there, you have to face the consequences. The way you are wanted to getting up the speed, no speed, rather than you are pushing the vehicle.

So, therefore, they become disengaged and do not deliver what they were hired to do. So, as a result of this, what is required? That is, the turnover will be there, employees turnover. So, you will find people are coming and going, and the HR department is asking, and exit interviews are there. There is a proper file is there, proper recording is done, the proper discussion is going on, the board meetings are there.

But finally, what? Turnover will be there, or suboptimal results are there. We have seen both the disengagement and the suboptimal results that are produced when new hires do not reach their potentials right.

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- We have seen both the disengagement and the suboptimal results that are produced when new hires do not reach their potential.

- Many, if not all, of the "scary statistics" that started to be collected in the mid to late 1990s are still true today. Dr. Michael Watkins, in his book, *The First 90 Days,* got our attention by highlighting that 40 percent of all new leaders fail within the first 18 months on the job.

So, therefore, it is whenever the new hires join, they want to need to a particular height, they want to contribute also, they want to make a proper contribution. So, they do not reach their potential is there.

Many, if not all, of these "scary statistics" that started to be collected in the meet the late 90s are still true today. Doctor Michael Watkins, in his book, The First 90 Days, got our attention by highlighting that 40 percent of all new leaders fail within the first 18 months on the job, that is, there the onboarding time. So, therefore, like those seven days right, it is important that it is the first 90 days. How is the treatment, and it will decide to continue with this family and not to continue with this family, right?

And within the first 18 months, it will be decided that is whether to continue or not to continue. So, therefore, it is that scary statistics because now you see that is the in many organizations are trying their best. Many families are trying to retain their daughters-in-law, but daughters-in-law are not ready to stay. So, therefore, in that case, there is a scary statistic that is there right.

So, therefore, in that case, the first 90 days, they got our attention right, and what to do then? What we will discuss is how talent acquisition management is to be done. So, how to retain the daughters-in-law that I will talk about later; so, the leaders fail within the first 18 months on the job.

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Egon Zenger also conducted its own onboarding survey and found that there is a 50-50 chance of failure, a very high risky ratio right, that is a 50-50 chance, 50 percent either yes, 50 percent either no. Failure for new hires who do not receive a formal onboarding experience and are left to "sink or swim" in their new roles.

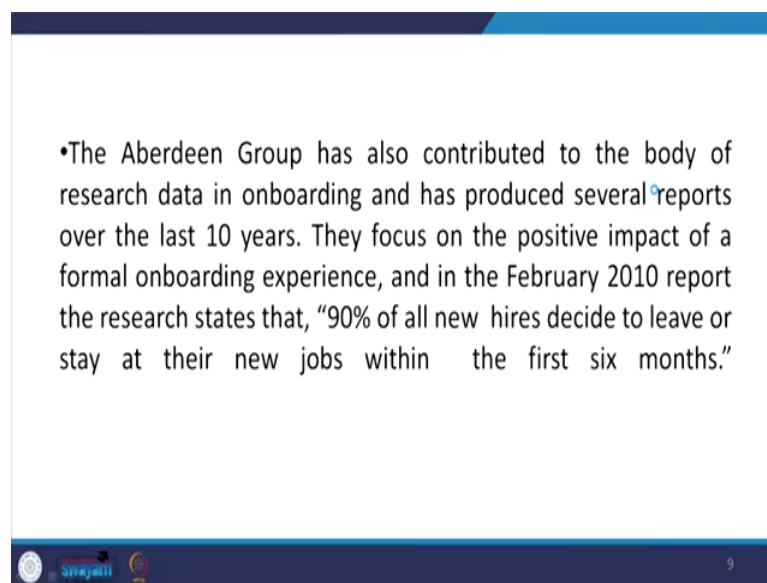So, therefore, in that case, that is it is very much clear that is if they are not getting the formal onboarding experience right. So then it will be difficult for them to continue within with the organization, and therefore, they will decide then what to do.

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The Aberdeen Group has also contributed to the body of research data in onboarding and has produced several reports over the last ten years. So, interestingly there is a lot of studies have been done, and the data have been produced in the last ten years, and they focus on the positive impact of a formal onboarding experience. So, there is a solution.

So, do not worry. So, people will remain, daughter-in-law will remain in the house. So, that is the positive impact of formal onboarding experience is there. And in the February 2010 report, the research states that 90 percent of all new hires decide to leave on state their new jobs within the first six months.

Now, this particular research is more alarming. In the earlier slide, we were having a breathing time of 18 months. So if you are not done onboarding properly, you can compensate it, try to compensate for retaining the daughter-in-law, but now this study

right, it talks about that it is not 18 months. If the onboarding welcome is not properly done, reception is not done properly; then only in 6 months, you have to decide to compensate that experience yes or no, that you have to decide.

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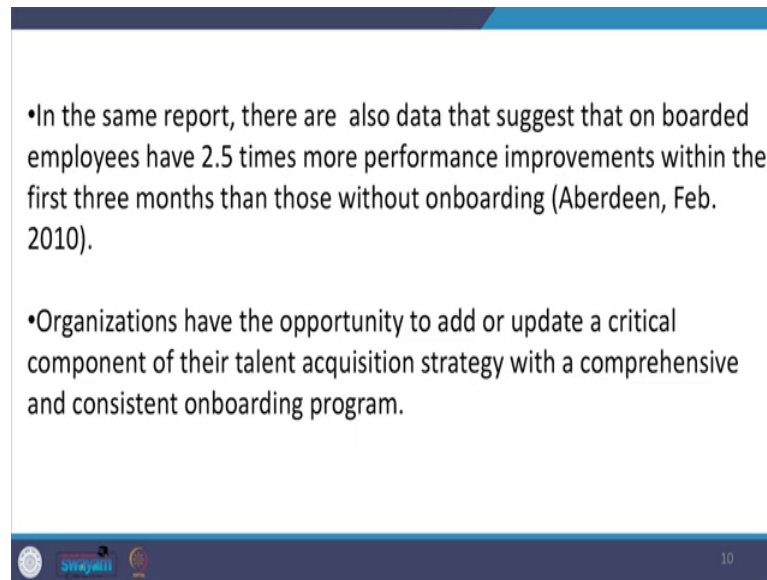
In the same report, there are also data that suggest that onboarded employees have 2.5 times more performance improvements within the first three months than those without onboarding experience is there. It is interesting that is those onboarded employees who were without onboarding experience that there, they are in the first within the first three months, they are putting 2.5 times more efforts to perform.

So, they are trying to give their best. They want to prove. You are saying you are asking sink or swim, so they were trying to swim. In the first three months, they were trying to swim 2.5 times is there. Organizations have the opportunity to add or update a critical component of their talent acquisition strategy, which a comprehensive and consistent onboarding program.

So, it is becoming very important, that is you have to create the opportunity, and that is why when we talk about the organization culture, family culture, family climate, organizational climate, surrounding environment, support, trust, right. So, therefore, that adds or updates a critical component of their talent acquisition strategy.

So, you would also be careful while visiting these matrimony dot com; that is, please see that candidates are properly having the matching with the comprehensive and consistent onboarding program are not right. So, therefore, they have the opportunity to add or update a critical component that will be remembering one.

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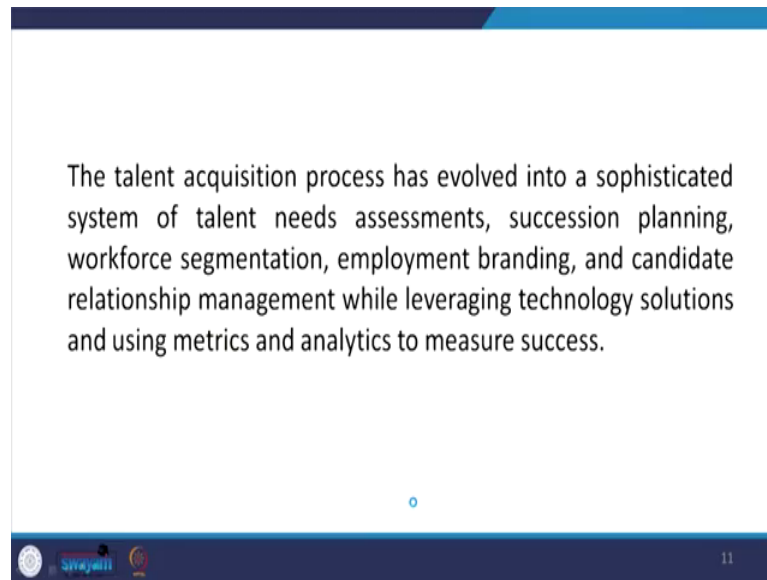
The talent acquisition process has evolved into a sophisticated system of talent needs assessment, succession planning, workforce segmentation, employment branding, and candidate relationship management while leveraging technology solutions and using metrics and analytics to measure success. Now, I will take it one by one.

So, therefore, talent needs assessment. How to do that? How to identify what is the need is there? So, that is the best way that is participation, meetings and interaction, and your expectations. Now, here then you will say, sir, there is a dating; also, dating is done, but still, there are divorces, right. So, you identified the need assessment, and then we told you that is the yes, these needs will be fulfilled, we are fulfilling, but still, there are divorces, talent is not continuing with the organization they are going. So, why is it so?

So, therefore, the talent needs assessments, the honesty is required. So, at the time of the interview, what the candidate does? Does he say any weakness, honestly? There are few like you, but not all, right. So, what they do? They hide. So, during dating time, many offers must be having this type of experience that whatever the dating time was there and

after marriage, oh my god, aright. So, they have for that, oh my god, OMG effect, right. That is a talent need assessments is important. That is how your needs are there.

Then the succession planning, not in case of the marriage; please, every example do not connect there, every topic does not connect them. Succession planning means the replacement. So, therefore, in that case, if someone is, or employee is living, then in that case how to fulfill the requirement of that particular employee's vacancy. So, therefore, it is succession planning that has to be the system has to be developed.

Workforce segmentation: Now, you see that is the, you have to classify talented and normal, regular employees. So, for those who are talented employees, that segmentation has to be done, that need assessment has to be done, and proper care has to be taken to retain them and reduce the employee turnover. Similarly, employment branding, these you can connect with that family example, right; that you belong to as such a family, which is having the very highest image in the society may be money or not, that is a different issue, right.

But what is important is employment branding. So, you will get the perks, or you will not get the perks; that is a different issue. But what is important? The name, the brand. The brand in which you are working do you think, that what image you are creating of yourself in the society, how people recognize you and that is called the employment branding. And candidate relationship management, naturally, is just like customer relationship management; a candidate is also an internal customer.

So, we have to understand the candidates the expectations, career path, goals, achievements that we have to understand. While leveraging the technology solutions and using metrics and analytics to measure the success, that is what type of success is required are the expected or wish or dream of the talented employee. And where he wants to go and then the rest of the all the service departments, they support the employee, so that the employees need assessment is fulfilled.
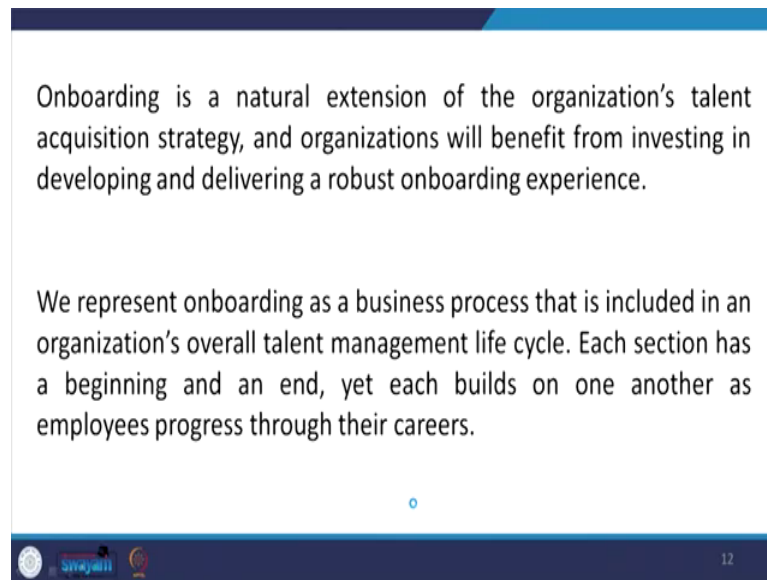
Onboarding is a natural extension of the organization's talent acquisition strategy. That is what type of talent acquisition strategy is there, and there is the way you will acquire the talent accordingly your strategy will be given the results. And organizations will benefit from investing in developing and delivering a robust onboarding experience. So, there should be a properly structured framework for the onboarding experience.

We represent onboarding as a business process that is included in an organization's overall talent management life cycle. So, what is that? That is the in the talent management life cycle, right from the acquisition right, then deployment, then developments, then compensation rewards, right and then assessment, measurement, and then finally is there is the separation.

So, right from the acquisition to separation, that life cycle because the one who was born he has to die, one who he has joined he has to retire, right. So, therefore, in that case, separation is confirmed. But what is important is this, that is the do we know that is organization's overall talent management life cycle, how an organization is taking care of the embryonic stage, growth stage, matured stage, and the declining stage.

Each section has a beginning and an end, and yet each builds on one another as employees progress through their careers. So, but life still goes, people make life vibrant. They contribute in life, though they know that is there is a separation in the organization, in the organization they contribute. They know that one day they have to retire, they

know that one day has to go, one day there will be separation, but it is not accidental, rather than it is the planned way, it is structured, it is planned, and then accordingly there will be the careers will be there.

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So, here we will see that is how the talent management cycle goes. As I mentioned, like the organization life cycle, right and in the organization life cycle that is the, it goes from the onboarding. Selection of the internal promotion; so that positions new leaders and associates to understand in an organization's vision, strategies, goals, and culture is the first step. So, when they are entering into the first step, there will be the vision, strategies, goals, and culture; awareness.

So, when the daughter-in-law entering into a house, she knows about that what is the culture of the organization, what the family, what is the expectations, what is the vision, what is the way had the family has to lead, in which direction family has to lead, what are the value systems, and therefore, those value systems that will decide to achieve the goals. The strategies mean value system. So, this will be, that will be done on the onboarding.

And when it is done in the 18 months or six months, what happens? Performance management starts with your talented employees that a talent acquisition, where you have selected the diamonds from these different top-notch places, then they will start

performing. Then the leadership development will be there, that is to lead, lead the family, lead to an organization, and then you have to perform on that.

So, like leadership development, then you will continue your journey, and then they will be the succession planning. One has to go; the other has to come on his place that is the organization right. So, the organization never stops for anybody.

So, therefore, in that case, these onboarding performance management leadership will go for succession planning. As a result of which the employees from the internal promotion will be selected. So, these employees will be selected from the internal promotions.

One recent example was a woman who raised her hand in a conference presentation session to respond to our question, "who is using technology to deliver their onboarding experience?"
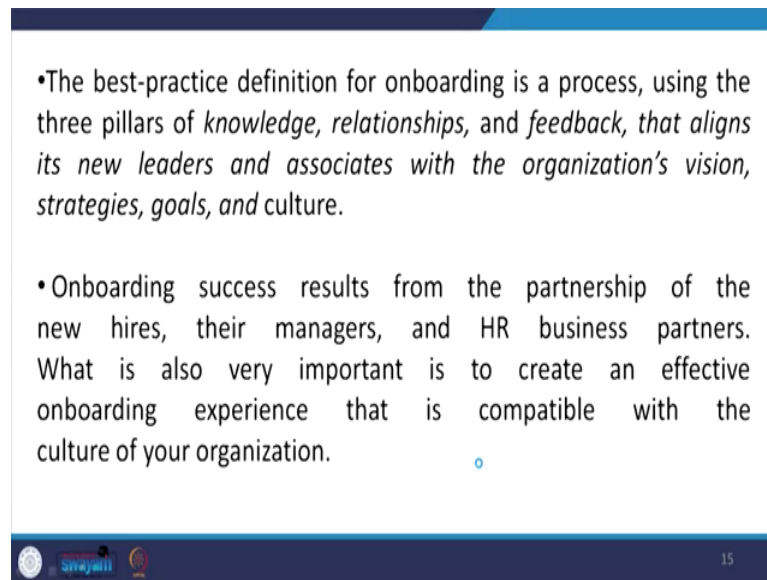
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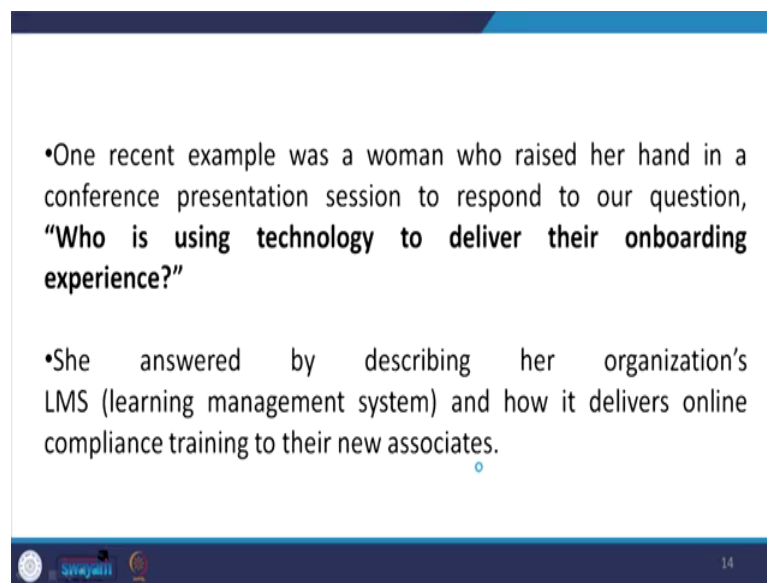
She answered by describing her organization's learning management system, LMS, and how it delivers online compliance training to their new associates. So, that is becoming the example.

The best-practice definition of onboarding is a process using the three pillars of knowledge, relationship, and feedback right. So, getting the knowledge, developing the relationship, and the feedback; aligns its new leaders and associates with the organization's vision, strategies, goal, and culture.

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Onboarding success results from the partnership of the new hires, their managers, and HR business partners. What is also very important is to create an effective onboarding experience that is compatible with the culture of your organization. And therefore, if you are going by this type of compatibility, then definitely there will be more retention of talented employees. Rather than that is after 18 months or at in 6 months, there will be the turnover of the employees.

The simplest way to determine the ideal length of your onboarding experience is to ask, "How long are people considered new in our organization?" And in a more established organization, newness is dependent on the culture and how the organization accepts new hires.

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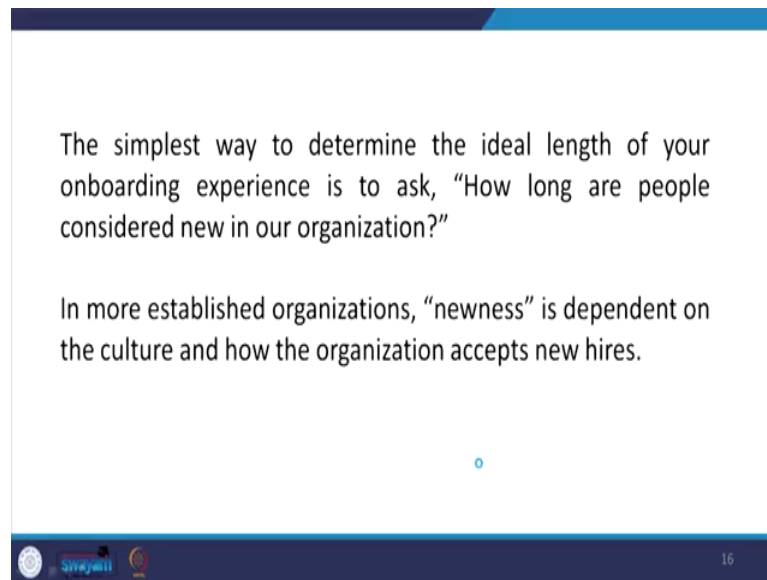
So, therefore, in that case, this is a very, very important, very interesting point that is a newness. How long will it be new? So, therefore, let them be a part of a family rather than telling them that is this is a trainee, this is a new right.

So, that that that should not be there. So, in these online experience, it becomes very, very important that is whenever you are going for the onboarding process, please ensure that is the employees are ready to continue in your organization for a long period of time, they are also going for that particular purpose that is the how they will be satisfied at the workplace.

They will contribute at the workplace, and therefore, in that case, they will come out with new and new ideas, and new culture, and development, and that you what we say that is a disengagement will not be there rather than engagement will be there if you are keeping that engagement that will be done.

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So, finally, what can I say? Research suggests that more new hires are now fully integrated into their organizations until they have experienced a complete year business cycle. Yet, we know they make their decision to stay or go long before that year is up.

So, therefore, it is very important that is we take care of their talented employees' onboarding; their newness is for a limited period of time, you adopt them, acquire them, and be making them the part of their vision, strategies, goals, and culture.

If we do that, so very soon they will be a part of the family, daughter-in-law will be very much a member of the family, very fast right. And as soon as you do it, then definitely the talent will continue for a long time, and also contribute, engaged also.

Thank you.