

**Talent Acquisition and Management**  
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**Lecture - 54**  
**Employment to Consultation**

Now, in the case of Talent Acquisition Management, we have moved towards the outside employees talent. So, therefore, this focus a division is that is can the is it possible when we are talking about developing the entrepreneurs we are talking about the job givers rather than the job seekers.

So, the dream of the nation can be fulfilled because when we talk about the Indians and when we talk about they are highly talented and with the right experience, while servicing the others they are developing that particular dynamism of the service and the self employment. So, that is called intrapreneurship and entrepreneurship.

So, when we are in employment, we are talking about intrapreneurship. Intrapreneurship means how we are developing that particular aspect of creativity and innovation. But, doing the job in the company, but when we talk about creativity, the enterprising skills that we risk taking, that we do for ourselves, for our own business, then we will talk about entrepreneurship.

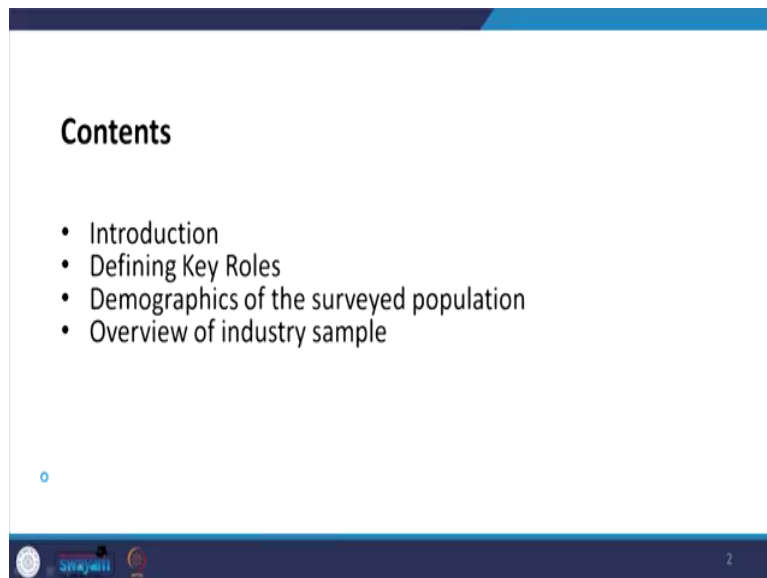
So, this is a very contemporary top issue and I am watching and also I have seen that the generation has gone to the USA specially and after these certain years of employment now, they are returning. So, therefore, it is returning the talent. So, this return brain drain is there for that particular country.

So, this aspect is also to be seen whenever we are talking about employment to the associate consulting. For our generation we have to train them, we have to make them have a mindset that is, yes, you have to do the job. You have to go for campus placement work, but work in that company in which you want to do your business after 5 years or 10 years, encourage them because there is a rut.

The father gets highly educated, then he reaches the high position, then he retires, his son again starts from ABCD, then he goes up to Z, then he retires, then again his son starts for the ABCD. So, what is this? This is the whole circle; it is never like this. So, everybody is

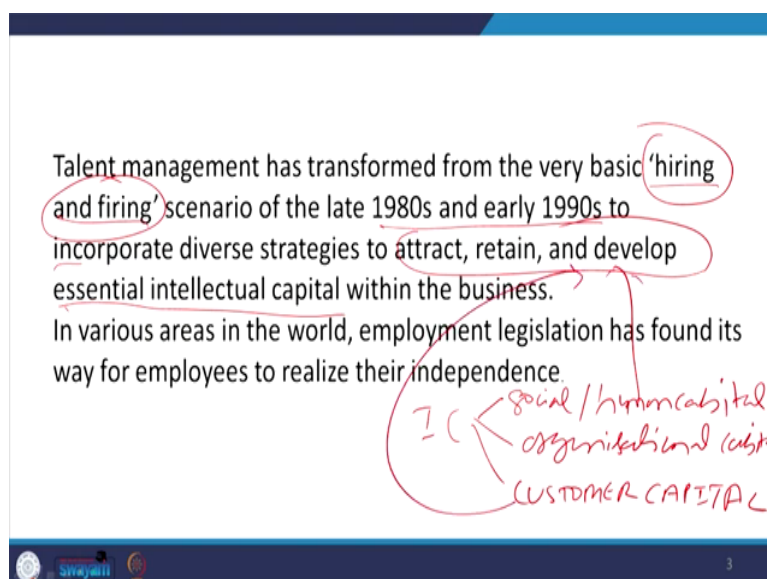
starting from 0. So, where will be the break for this chain? The break for this chain will be under this particular topic that is the employment to the associate consulting.

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So, in the introduction we will find out what the different deployments to consultancies are, then define the key roles where there is a scope of demographics of the surveyed population, what the demographic is there and the overview of the industry sample.

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So, talent management has transformed from the very basic hiring and firing. Now, you see this was you must some of you very young the students they may not even heard this thing that is hiring and firing, because there is a need of the organization, there is a knowledge, there is a skill, there is a performance, there is a progress, there is a promotion, there is an increment. So, therefore, nothing like this hiring and firing.

So, the scenario of the late 1980s and early 1990s, in our time. So, therefore, this was the basic scenario of the organizations where there was a hiring and firing scenario to incorporate diverse strategies. Now you see from where diverse strategies to attract and retain and develop totally reverse. So, that is when I was in reverse migration, so, that reverse migration is that those days are gone when we are talking about hiring and firing and now we talk about attracting, retaining and developing.

So, if one side were having the bossism, the autocracy, the bureaucracy and therefore, the employees have to follow what has been told and here the employer is canvassing, employer is creating the brand that is you please come and join us. And, therefore, it is to attract, retain and develop essential intellectual capital within the business.

So, definitely whenever we are talking about this intellectual capital. Now, intellectual capital is further divided into three parts – social capital or the human capital, organizational capital and customer capital. So, this intellectual capital, in all these aspects especially the human capital and even in the customer capital, this intellectual capital is very important. So, within the business we are developing two strategies and as a result of which we develop the right essential intellectual capital that human capital, creation of human capital.

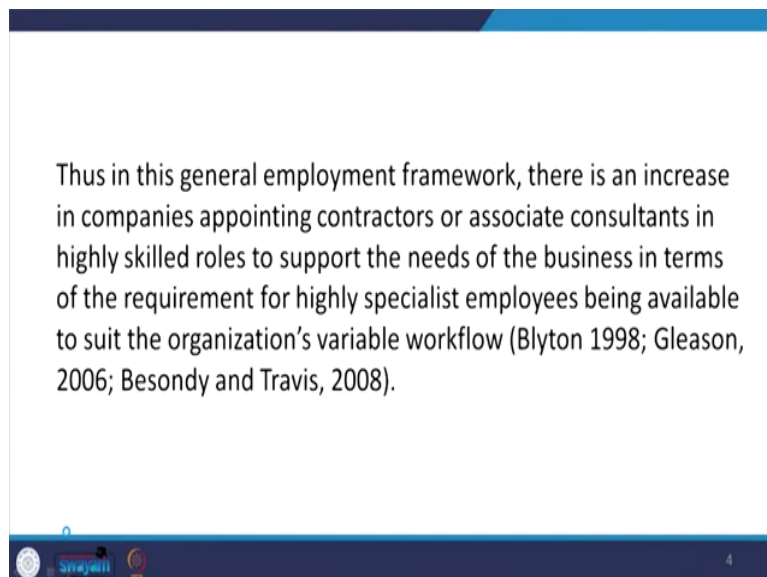
In various areas in the world employment legislation has found its way for employees to realize their independence. So, it is always there at one stage every employee thinks that now it is enough doing the job for others. Now, I want to be my own, but he does not have that direction.

But, thanks to the current prime minister for the concepts of these small enterprises, entrepreneurship, and start-ups. The vibrancy is there and because of that vibrancy the young generation of the 22 to 23 years I was having the advice of the leaders work for the 5 years and then you start, but our generation is ready to start. They want to be an entrepreneur and therefore, it is to realize their independence.

So, they do not want to aim into the binding, binding of the employers rules, regulation, terms, conditions then the emotional labour; means express the emotions as the boss wants. So, therefore, they do not want to be no [FL], no such employees rather than what they want? They want to be the entrepreneur your generation wants to be the self boss. So, self management, self entrepreneur.

So, this is total independence. So, the generation has changed from the 1980s and early 1990s, and when we are talking about 2020, the total generation is totally round and therefore, it is becoming very important that how we are going from employment to associate consulting.

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Thus, in this general employment framework, there is an increase in companies appointing contractors as associate consultants. So many people are having the reservation for this word that is the contractor means only the labor contractor. No, it is not only the labor contractor that can be the intellectual contractor also. So, an intellectual contractor, that is you can say the associate consultants.

So, if you are making the contract he will provide the service under that agreement, that will force him to provide the services as per the agreement and intellectual input. So, whenever we are talking about the intellectual input that is associate consultant is there in highly skilled roles.

Please understand, this is not just a routine job, it is a highly skilled role to support the needs of the business unless and otherwise it will be very difficult to run the business, in terms of the requirement for highly specialist employees.

So, therefore, highly skilled roles for the highly specialist employees, so that is the requirement. Being available to suit the organizations variable workflow that basic mantra of talent management knowledge, skill, attitude and habit, cash model, so, that knowledge attitude skills and habit that is those skills highly skilled employees.

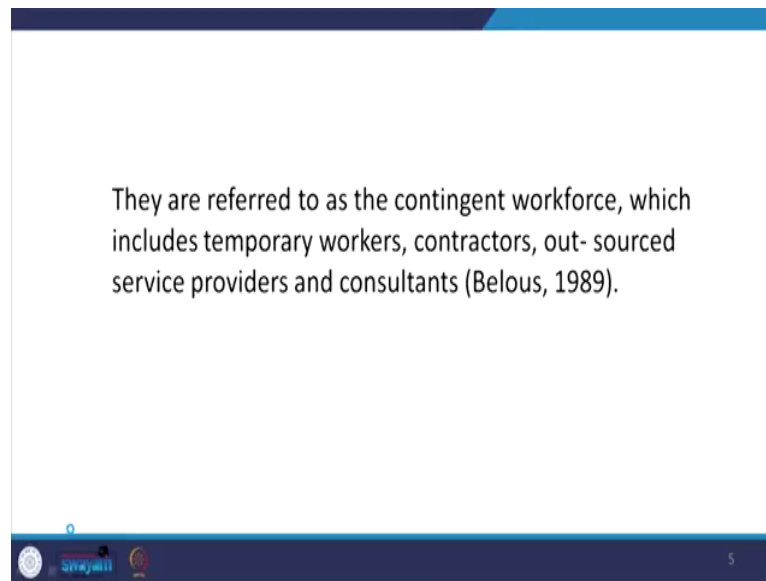
And highly specialist employees are there. Dear friends, most of you must be doing this subject for the HR specialization to be a highly specialist employee in HR. So, wonderful, but you have to also gain those highly skilled roles. I will also talk about information systems and all so, the role of technology.

So, it becomes very important that if you are going for the highly skilled roles with the highly specialist employees there and if the condition is right, then definitely you can move further that is called move to the next level, how to move to the next level? Because if you are going by the routine then you are at level 1, then 4 years level 2, then 3 years level 3, then 4 years level 4, then 5 years level 5 and then you retire.

So, therefore, in that case it becomes very important that you have to in the; from the general employment framework there is an increase in companies appointing these contractors and highly skilled roles. So, suit the organization's variable workflow. If that variable workflow is there then definitely there is a bouquet and in this bouquet what we do? We do different jobs.

So, those silos that isolate me from this specialization, I have that specialization, I can do this, I can, I cannot do that. So, now, there is no word I cannot. I can, I will. So, therefore, in that case it is the terms of the requirement for the highly specialist employees who are available to suit the organization's variable workflow.

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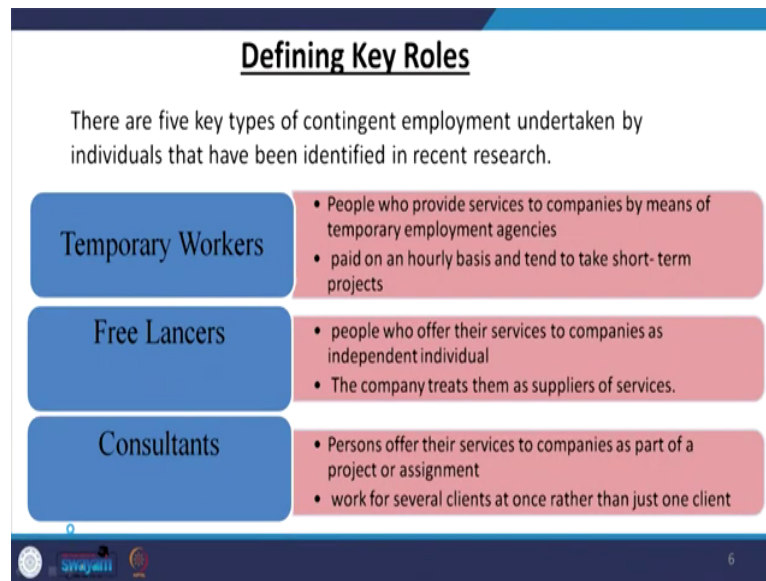
They are referred to as a contingent workforce. This is also important. Now, these are highly skilled employees, they are not regular employees, but the contingency theory, that is the situation theory, as the situation arises, so that workforce will be required. So, this is referred to as the contingent workforce which includes temporary workers, contractors, outsource service providers and consultants.

As I have mentioned in the previous session, the temporary workers are there. So, these are the temporary workers. So, I would like to define the key roles. There are 5 key types of contingent employment undertaken by the individuals that have been identified in recent research.

So, what are those five types of contingent employment? Naturally, nowadays this is becoming very popular among these five types of workers and believe me it is not a threat, it is an opportunity.

Only your mindset that should be ready that should, it will not be fixed and if you create the comfort zone like going into 9 and coming back to 5, 9 to 5 life right if you are going for a 9 to 5 life then this is not for you. This is for the vibrant dynamic, progressive, active, knowledgeable, skilled, positive attitude and professional habits persons.

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So, this is the temporary workers. Who are the temporary workers? People who provide services to companies by means of temporary employment agencies. So, naturally these are the those who provide the temporary purpose and for the and normally working into the companies are there and therefore, these are the temporary workers.

Now, in India what is the practice? Now, you see other than harvesting season if there harvesting is there they are busy, but other than harvesting season the workers they are free and if they are free they move towards the industry, right. So, this is what that is by means of temporary employment agencies that are there, they go for a particular period.

In many big manufacturing industries it is the season. So, if it is Dussehra, Diwali, Rakhi, Holi, these festivals are there and during these festivals you will find that there are more temporary workers. The freelancers are the people who offer their services to companies as independent individuals.

The company treats them as suppliers of the services. So, therefore, here you will find that those who are independent individuals will be working as freelancers. So, India is a big country. So, if and nowadays it is not only limited to the geographical areas. If your skill and knowledge is required across the boundary right so, therefore, now the business is becoming boundary less.

So, these people who offer their services to companies as an independent individual, may be into a particular nation or maybe across the globe. The company treats them as suppliers of services. So, therefore, it is again the operation chain. So, therefore, it is the supply chain process. In the supply chain, what is the supply? Supply is a knowledge chain process.

So, therefore, these are the freelancers and if these freelancers are there, they are independent, right. However, normally you will find those who are experienced. They start as an internship intern with any senior and later on they become freelancers. Third one and very important is the consultants: persons offer their services to companies as part of a project or assignments.

So, they work for several clients at one once rather than just one client. So, now you see the company is having a number of projects. Some of the manpower projects, some of the machinery projects, some of the production process, some are the financial aspects projects. So, there are different projects going on. So, they offer their services as a part of that as a part of their particular project.

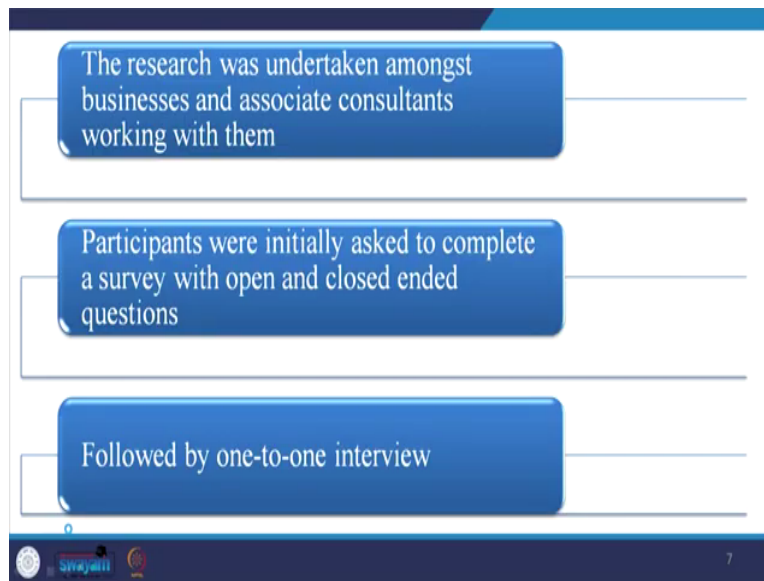
So, project staff, so, consultants is getting the number of projects and in that projects he is having the project staff and when the project will be over that staff services will be over, but if the consultant is a big brand consultant he will have the another project and accommodate the best talented employees of that earlier project into this project, transfer them into the new project. So, that shifting from one project to another will continue.

Work for several clients at once rather than just one client. So, it is not only working with one company. So, there are multiple companies they are working and they are managing. So, many times they are doing the overlapping also of the manpower, but if it is branded consultant then there will be no chaos. They have the whole process system, that is operations and supply chain management.

So, therefore, work for the several clients will be there rather than the just one client and definitely how many projects are going on? If the number of projects are going on that is good.



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So, research was undertaken amongst the business and associate consultants working with them. So, the research study was done and then the objective was this: to find out right with open and close ended questionnaires was used and followed by one to one interview.

So, here it is that is how the associate consultants, right? So, how are they feeling? How have they turned into this business? What is their performance? What is their future? So, related these to complete a the questions were asked and they were supposed to respond into the survey and the survey was done.

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**Demographics of the surveyed population**

Some of the key demographics of the surveyed population are as follows:

Sector	% out of the respondent companies
High Tech Sector	27%
Management Consulting Sector	32%
Pharmaceutical Sector	10%
Professional Service Sector	31%

Source: The Move from Employment to Associate Consulting within the Employment Relationship by Rosalind Bergmann

So, what was the demographics of this particular surveyed population? The surveyed population was high tech sector 27 percent of the respondent companies; then the management consulting sector 32 percent; pharmaceutical sector 10 percent and professional service sector 31 percent.

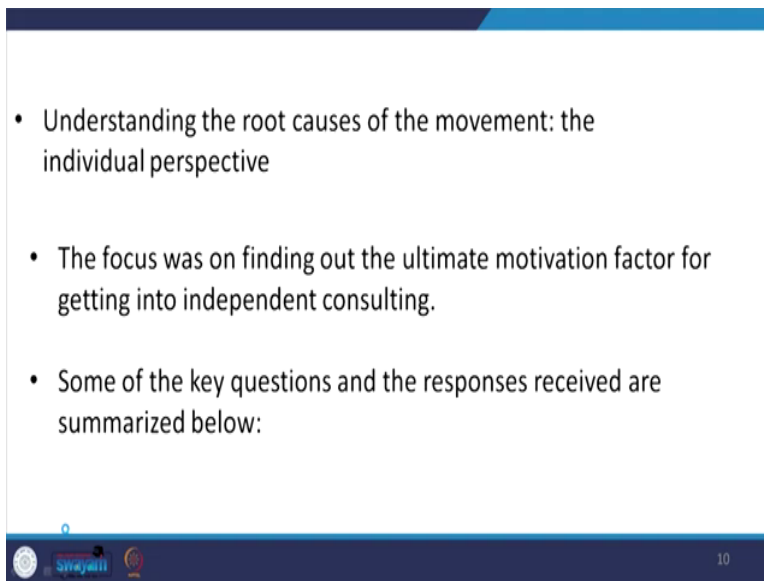
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Overview of industry sample				
Company size by headcount		Age profile of associate consultants		Gender profile of associate consultants
	%		%	%
1-500	1	Under 30	1	Male 69
501-750	5	31-35	4	Female 31
751-1,000	7	36-40	10	
1,001-2,000	24	41-45	34	
2,001-3,000	31	46-50	30	
3,001-4,000	21	51+	21	
4,001+	11			
Total	100		100	100

So, overview of the industry sample company size by the head count. So, 1 to 500 – 1 percent; 501 to 750 – 5 percent; 751 to 1000 – 7; 24; 31; 21 and 11; 4001 plus company headcount they were the 11 and the total is becoming 100.

Age profile of associate consultants, so, this is totally becoming the other will continue means that has been taken. Age profile associate consultants under 30 – 1; 31 to 35 – 4; 36 to 40 – 10; 41 to 45 – 34; 46 to 50 – 30; 51 plus 21 are there. Similarly, now there is a good percentage of male is 69 and females at 31. So, more or less 50 percent, which is a good number for this industry sample.

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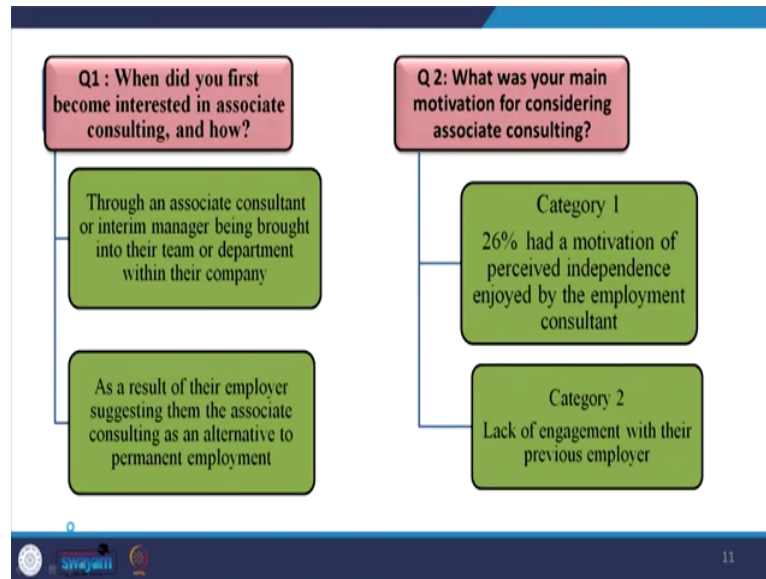


- Understanding the root causes of the movement: the individual perspective
- The focus was on finding out the ultimate motivation factor for getting into independent consulting.
- Some of the key questions and the responses received are summarized below:

Now, the movement from employment to the consultant associate consultants, the individual perspective is the most important that is the individual's perspective. It is by just chilling nobody will become an entrepreneur. What is important is this: what do you motivate and then make that person it is his own liking. You may motivate the person, but it is one of the individual's decisions. So, it is an individual's perspective.

The focus was on finding out the ultimate motivation factor for getting into independent consulting. So, this research talks about how and when and why the one job oriented person from the employment he went to independent consultancy. Some of the key questions and the responses received or summarized.

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So, now I will summarize that particular survey. When did you first become interested in associate consulting and how? So, in this summary obstruction is through an associate consultant or interim manager being brought into their team or department within their company.

What I was saying is that when you have the experience, when you work in that environment; you know that environment and then you develop confidence. Otherwise you are watching from the outside and getting scared. So, through an associate consultant and then he is brought into the team or department working with them and then within their company.

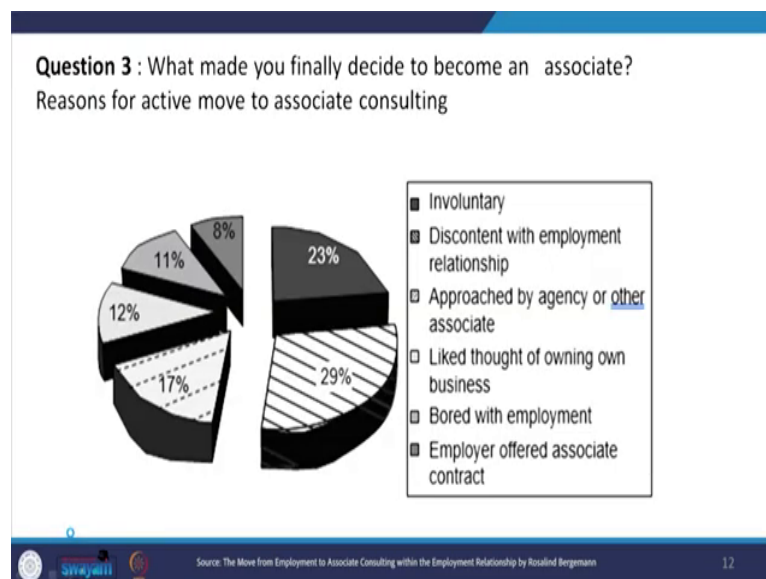
So, whenever the IT company consultants are taken and the employee is already there, that employee works with that IT consultant and becomes a part of that project team consultant firm. And then he sees the environment, he interacts with the people and then he understands that I can also do that, so confidence is developed.

As a result of their employer suggesting they associate consulting as an alternative to permanent employment. So, in many places that are employers they identify that this is the, but this is not in the bad sense. It is in the good test, they advise that why do not you start your own and they start and they become successful and minimum they are supplied to the parental company because their experiences are for this particular purpose only.

What was your main motivation for considering associate consulting? Category 1, 26 percent had an motivation for the perceived independence enjoyed by the employment consultant. So, therefore, that would be the motivation and the employment consultant was them. Category 2, lack of engagement with their previous employer. Now, this is forcefully also.

Now, here percentage is not mentioned, but you will find that this percentage is becoming much higher as compared to category 1. In India sometimes you will find in some businesses entrepreneurs are by force because there is no job for them and therefore, they are not by choice they are by force.

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What made you finally decide to become an associate? Reasons for active move to associate consulting. So, here we will find the involuntarily as I mentioned percentage is very high, right amongst all the percentage this is the second highest percent is there.

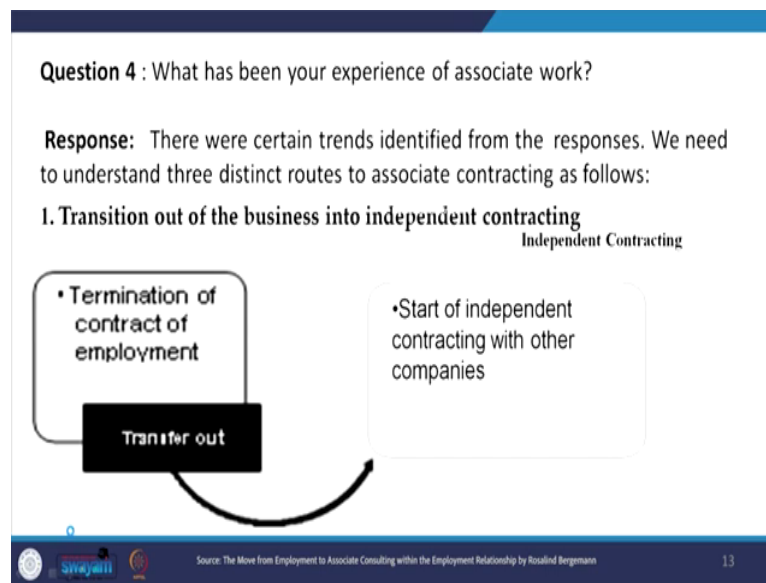
Then the discontent with the employment relationship, so, one finding is there that they do not leave the bosses. My PhD scholar's one PhD scholar's finding is that people do not leave their bosses, they do not leave their organizations they leave their bosses. So, there is a discontent with the employment relationship, at the place where they are not able to gel with the boss.

Approach by the agency or other associates; so, that is attracting them and they are going for this particular office plan. Liked on the thought of owning my own business. So, therefore, in

that case that is their liking; so, 12 percent. Bored with the employment – 11 percent and 8 percent employers offered associate contracts..

So, therefore, the highest is in content with the employment relationship that is the highest there is and the approaches by the agency or other associates it is the 7 per 17 percent's. Those who are left will then be taken into consideration. Liked thought of owning a business as we are discussing that 12 percent is there.

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What has been your experience of associate work? Response: there were certain trends identified from the responses we need to understand three distinct routes to associate contracting as follows. Transition out of the business into independent contracting. So, termination of contractor employment, that has been transferred into the start of independent contracting with the other companies is there.

So, these are the fours these entrepreneurs and we will find that yes, this number is also increasing.

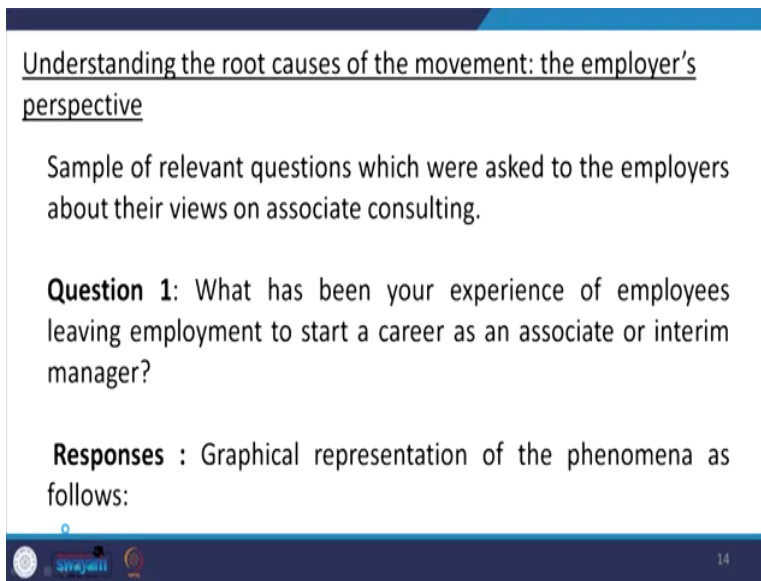
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Understanding the root causes of the movement: the employer's perspective

Sample of relevant questions which were asked to the employers about their views on associate consulting.

**Question 1:** What has been your experience of employees leaving employment to start a career as an associate or interim manager?

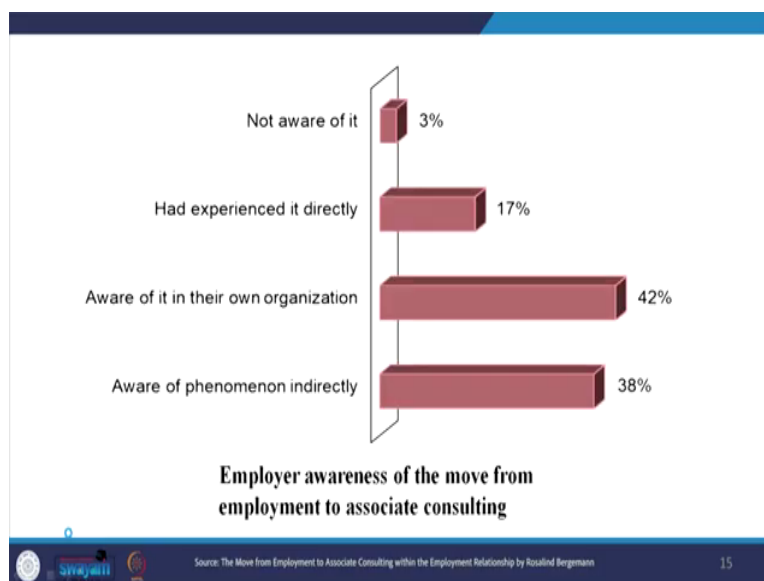
**Responses :** Graphical representation of the phenomena as follows:



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So, understanding the root cause of the movement: the employer's perspective. Sample of relevant questions which were asked to the employees about their views on the associate consulting. What has been your experience of employees living employment to start a career as an associate or interim manager? So, this question was asked to the employer graphical representation of the phenomenon as follows.

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So, 3 percent have said that no we are not aware of it that they have left and they started their own. 17 percent had experienced it directly. So, they said that yes, they themselves have done

this type of thing. So, their experience is there. 42 percent are aware of it in their own organization. That is the yes, this type of these practices are there and 38 percent are aware of the phenomenon indirectly. So, 38 percent are known indirectly and they are not even aware.

Employer awareness of the move from employment to associate consulting. So, here we find that is aware of it their own organization is 42 percent, but related to the other organizations are surrounding as we know that is they are very busy in their own work. So, they are not aware about the other phenomenon in the industry itself that is what is going on.

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**Question 2 :** What reasons have been given to you for employees leaving to move to associate consulting?

**Response:**

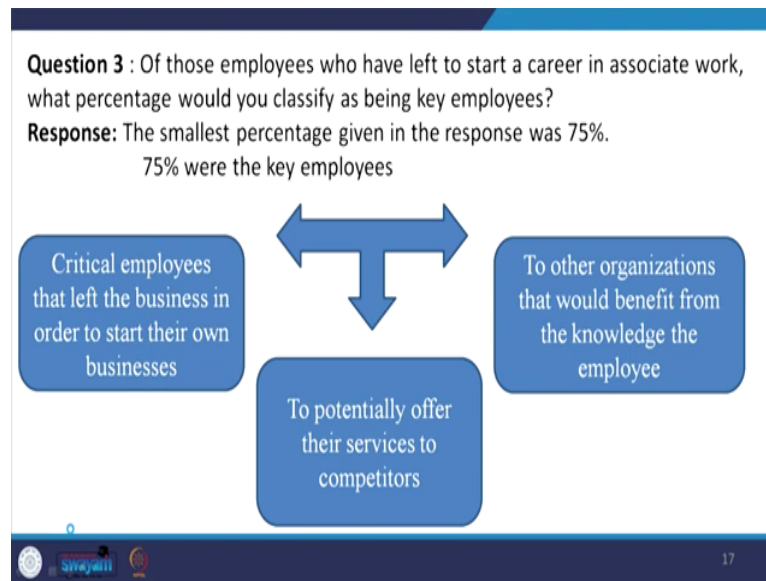
1. The employee felt that they would have a greater level of independence working for themselves
2. The employee indicated that they were bored with their current role and was looking for more variety in their career

To the employer question number 2, what reasons have been given to you for employees leaving to move to the associate consulting? The employee felt that they would have a greater level of independence working for themselves.

As I mentioned no bindings, greater work freedom. So, therefore, they are going for the greater work there. The employee indicated that they were bored with their current role and were looking for more variety in their career. So, that is also one of the reasons.



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Question 3: Of course, employees who have left to start a career in associate work, what percentage would classify as being key employees? So, therefore, who have left to start a career in associate work, so, what is their percentage to classify as being the key employees, whether they were key employees or not?

The smallest percentage given in the response was 75 percent, 75 percent were the key employees. Critical employees had to leave the business in order to start their own business. To potentially offer their services to the competitors and to other organizations that would benefit from the knowledge of the employee.

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**Question 4:** What retention strategies did you utilize to try to retain these employees?

**Response:**

1. An offer of an increase salary
2. An offer of a retention bonus
3. An offer of career development
4. Opportunities for additional training
5. Making them aware of the risks involved in starting their own businesses

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Question 4: what retention strategies did you utilize to try to retain these employees? An offer of an increased salary when they are leaving this type of the entrepreneurs when they are living so, these are the mechanisms. An offer of a retention bonus; an offer of a career development; opportunities for the additional training and making them aware of the risk involved in starting their own business. So, there is also a threat .

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**Question 5 :** Of the employees with whom you discussed the potential for an associate contract, what percentage actually accepted the offer?

Serial Number	Employer Response in %	Response of the employees who responded to their employer
1	67%	Fewer than half of the employees accepted the offer
2	31%	More than half of the people that received this proposal had accepted the offer
3	1%	100% employees accepted their offer
4	1%	Employees were unable to respond

Source: The Move from Employment to Associate Consulting within the Employment Relationship by Rosalind Bergmann

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So, finally, we come to the question 5: Of the employees with whom you discuss the potential for an associate contract, what percentage actually accept the offer? Employee response in

percentage. So, therefore, those employees the employer has discussed the potential for an associate contract. So, what actually accepted the offer? 67 percent fewer than half of the employees accepted the offer, response of the employer who responded to their employer.

31 percent – more than half of the people that received this proposal had accepted the offer. 1 percent – 100 percent employees accepted that offer that is the 1 percent only, 100 percent. Employees were unable to respond, which is also 1 percent only. So, therefore, we can say that that is the moment of talent because those who will move from employment to associate consulting. So, this study has been shared with you.

And, please see that is the it is a positive reason you move from the employment to the consulting with it is my personal opinion with at least experience of 5 years you understand that business, but you join this spend this 5 years as a training into that company which you want to start. Otherwise sometimes your 5 years will be irrelevant with the business you start that is somewhat more risky according to me.

So, I hope you understand and wish you to be moving from employment to the associate consultant position.

Thank you.