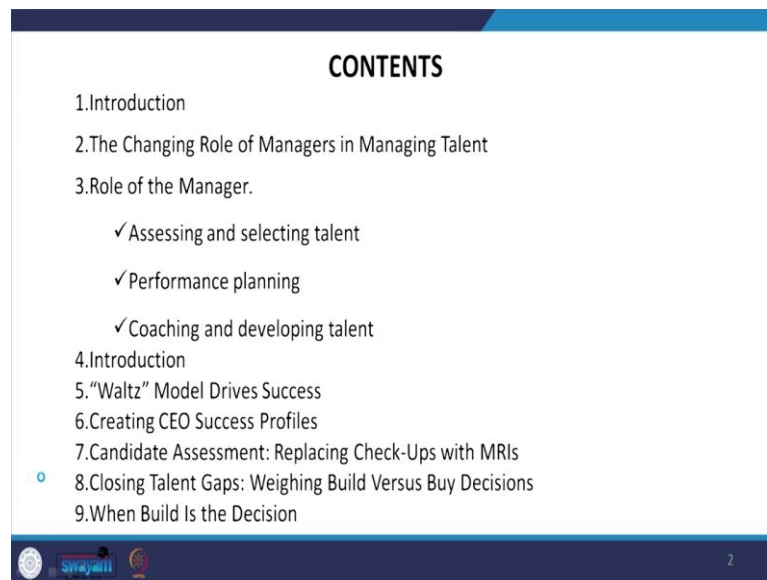


Talent Acquisition and Management
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Lecture - 56
Talent Enhancement and Drives of Success

Today, we will discuss about the Talent Enhancement and the Drivers of Success, that is the how different companies are practicing, and talent is already there right. So, we already talk talked about acquisition management, and now we will talk about that is the development is there.

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So, in this particular session, we will discuss the introduction, the changing role of managers in managing talent, the role of the manager, assessing and selecting talent, performance planning, coaching and developing talent, introduction, Waltz model driver success, creating CEO success profiles, candidate assessment – replacing check-ups with an MRIs, and closing talent gaps – weighing the build versus buy decisions, and when build is the decision is there.

So, the first is assessing and selecting the talent. We have seen that is when managers are managing the talent; the first and foremost part is the assessment. Are you able to do the assessment from all the applicants, and therefore what is your measurement is there? A robust assessment process will include several objectives and the valid tools that will

provide the line managers and HR with the data needed to make effective hiring, deployment, and development decisions are there.

So, when you are screening these particular the talent part is there right, so definitely in that case for all the functions of HR – whether it is the recruitment is recruitment selection is there, training and development is there, compensation and rewards is there, promotions is there, performance appraisal is there, industrial relations is there, research assistance is there. So, everything is there, and they related the development decisions are there. So, it will require the proper assessment. Now, the assessment is done.

First and foremost is the goal. What is the goal? Now, I will describe later also, but here I would like to introduce some of these parts. So, goal, what is a goal? The goal is excellent performance. And whenever we are talking about the goal is an excellent performance, then we want to see that is the vision of the talent. What is the vision?

And that vision will decide about that is this particular goal that has been incorporated with the organizational goals, individual goals I already I have mentioned integration; integration of the individual goal with the organizational goal that is the objectives right.

The second part is the evaluation. In the evaluation part, it is necessary the potential appraisal. I have already talked about the talent potential appraisal and the responsibilities, duties, and those assignments which will be required to perform by these – the total, the objective-oriented, goal-oriented performance that has to be done in the measurement. And if it is measurable, that is fine.

If it is not measurable, then it will be difficult. Then we do the analysis of that. And after analysis, the audit is a very important right. As the human resource audit, and here will be the talent audit.

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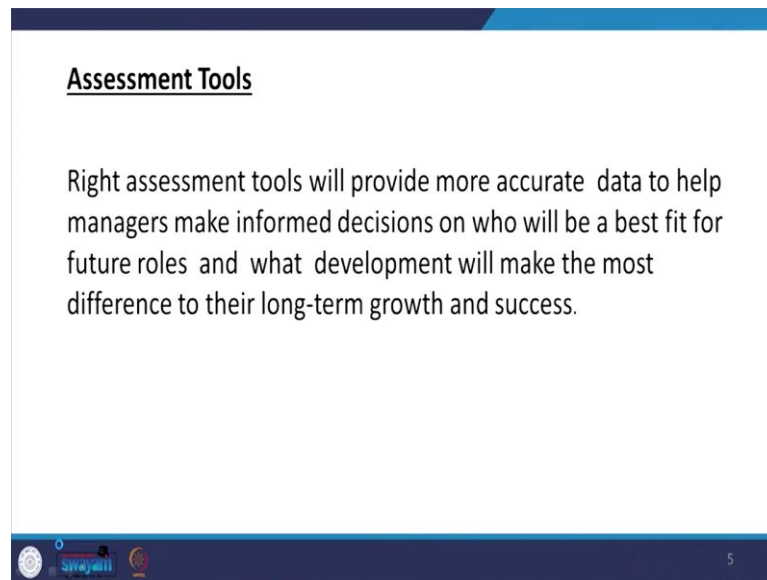
What will be there in the audit? In the audit will be major part will be assessing that is the knowledge and skills, desired and present. So, therefore, that audit will be done whether the A, B, C, and they are different these are the desire are there, and which are the present, which is not present right, and therefore, that will be there.

What will be these A, B, C, D? A, B, C, D will be the knowledge of the particular job and the skills required for that particular job. So, that when knowledge and skills are matching right, so you score higher in the audit. But when they are absent, then definitely, in that case, there will be no score.

Similarly, the planning of the assessment is to be done. How will, for a simple example, is earlier traditionally it was a yearly planning right, yearly assessment. But nowadays, we talk about that is about the quarterly right, in some organizations even it is weekly – weekly assessment is there. And according to that, they are planning.

They are you get the expected results. And then, when the results are there, you filter and get the progress. And under that progress, total or measurement will be done. So, therefore, this assessment process right from the goal to the measurement; in the measurement, again, there will be feedback. And with the feedback, again goal will be either redesigned, or satisfied, or dissatisfied. So, therefore, in that case, we will see that is the, it becomes very, very important that we are going for this particular assessment.

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So, what will be the tools? The right assessment tools will provide more accurate data. Now, the talent assessment data is a very accurate tool to help the managers make informed decisions on who will be the best fit for future roles right. So, therefore, it will always be important that is the fitness like I give the example of PJF – Personality Job Fit.

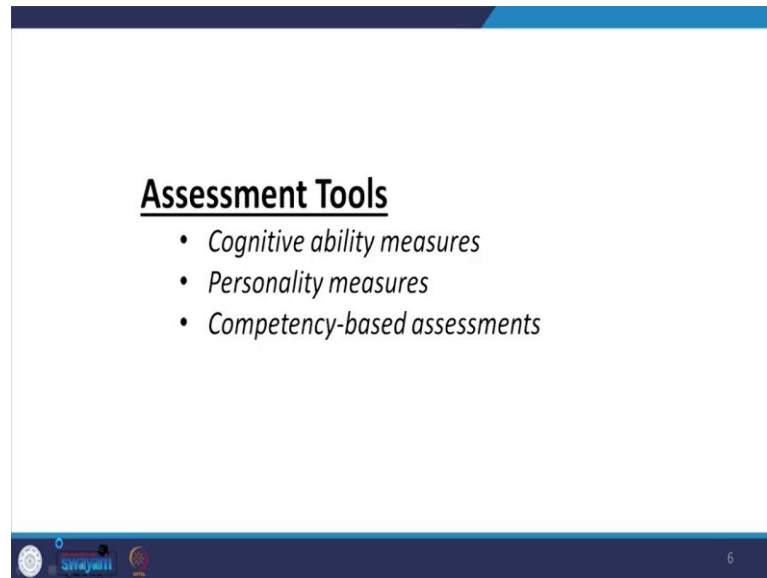
So, there is a personality, and then accordingly, the job is there. Similarly, there is talent, and the matching of talent is there, for it is for the future roles are there. And in the future roles, that is what they want the performer to do right. So, therefore, in that case, it is very, very important that is your fitness formula – talent with the job that is really very important.

I tell you that is the employee turnover depends on that also. If an employee's personality is a particular type, and then he joins an organization or even for any research or any particular task, and then he has certain attempts also. It is not that the candidate does not attempt attempts also. But because of that mismatch, the mismatch between the personal chain goal, then definitely it will be very difficult for him to having excellent performance. He may do the job, but it will not be an excellent performance.

And what development will make the then may question will arise on development? So, itself when there is no relationship, there is no impact, then we will make the most

difference to their long-term growth and success. So, that long-term growth and success will depend on that is the, what is the best fit for the future roles are there.

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So, what will be the assessment tools? Cognitive ability measures because you are talking about talent. And whenever we are talking about talent, you are talking about tacit knowledge.

It is not explicit knowledge, and it is tacit knowledge; it is a cognitive ability, so cognitive ability. Then the personality measures – what type of personality the individual is having. So, therefore, that type of personality. And the competency-based assessments are there, which will be matching that is whatever the job and personality are there.

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Performance Planning

Performance planning establishes the expectations between the manager and the employee. It's during this phase that the "what" and the "how" of the job are discussed and agreed upon. Performance planning process be a dialogue between manager and employee.

A recent Hay Group study of performance management design and administration practices indicated that while 72 percent of organizations have clear strategic objectives, only 30 percent believe that there is a clear linkage between the strategic objectives and individual performance criteria.

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Whenever we are talking about performance planning, performance planning establishes the expectations between the manager and the employee right. So, whoever is the boss, he is expecting certain performance from the employees. So, it is during this phase that the what and how of the jobs are discussed and agreed upon.

So, therefore, in that case, it is very, very important that is the what type of the job they are doing right, and then how they are doing the job means are very important to achieve the goals. If means are not there, then definitely there will be a problem. So, the goal is there, but fair means, ethical means, the professional means that is to be matched with the goal. So, therefore, that should be discussed and agreed upon.

The performance planning process is a dialogue between manager and employee. So, it will always be a dialogue, right, that is, whatever the between the manager and employee is there, so that will be decided. A recent Hay Group study of performance management design and administration practices indicated that while 72 percent of the organizations have clear strategy objectives, only 30 percent believe that there is a clear linkage between the strategic objectives and individual performance criteria is there.

Now, here we have discussed the performance appraisals and the potential appraisal of these talented employees. So, therefore, that whatever the strategic objectives, they are the long-term objectives that are required to be very clear. The strategic objectives or

goals will be decided right by the organization. If the organization decides the strategic objectives, then definitely it will be done.

Only 30 percent believe that there is a clear linkage between the strategic objectives you know. So, it is the so whatever the goal is there, strategic goal. Strategic goal right, then these strategies that are really policy goals, then procedures. So, therefore, every talented employee will follow the procedure, with the procedure that will be the policy, and with the policy, it will go to the strategies.

So, basic that procedure that has to be very, very perfect. So, whenever you are talking about Six Sigma, right. So, therefore, in talent management Six Sigma and talent management, somebody asks you as then how we will be replying? So, we will be replying that that is the whatever the performance of the employee is there if it is matching with the strategic goals to the proper procedures and policies, then definitely we will say that talent has done its job.

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Coaching and Developing Talent

Best-in-class organizations recognize coaching and feedback as critical talent management skills. A coach can be a manager or peer who works with someone—either an individual or in some cases a team—to foster long-term development and growth in others

Coaching involves developing capability in a range of skill areas.

- Coaching for Technical skills — Job Skill
- Coaching for Managerial skills + Planning — Planner — DESIGN
- Coaching for Interpersonal skills — HR Skill

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- Creativity
- ANALYTICAL
- DESIGN
- organizing — Organizer
- Leadership — Leader
- Controlling — Controller

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Next is the coaching and developing talent. Best-in-class organizations recognize coaching and feedback as critical talent management skills right, and there are certain critical measurement skills. A coach can be a manager or a peer who can be a colleague who works with someone, either an individual or, in some cases, a team.

So, nowadays, whenever we are talking about that is there will be a manager peer, so they all are working into a team the project teams are there. And they are leading the team. What is the most important is leading the team? To foster long-term development and growth in others so that long-term developments are there.

And if there go long-term talent developments that incase in certain cases they because we are talking about the strategic goal, strategic will always be long-term, policies will always be short-term. So, therefore, the strategic goals are long-term goals that they are achieving these growths. So, that is becoming very, very important.

Coaching involves developing capability in a range of skill areas. So, that can be for the technical skills, managerial skills, and interpersonal skills. However, we would also like to add that is whenever we talk about technical skills means not only the technology it is a job skill. So, that employee should be able to perform his job with his knowledge and skills.

Managerial skills are there, so in that planning, organizing, directing, coordinating, and controlling. Those skills are the functions of the manager. He should be able to be a good planner. So, whenever we are talking about planning, so what skill is required? Planner. If you are talking about organizing, what is required? Organizer. Whenever we are talking about leadership, natural leader, and then controlling coordinator is also there, but controlling I will take a right. So, he should be a good controller.

So, these managerial skills of the planning, organizing, leading, and controlling; in addition to this, these also managerial skills, technical skills, and interpersonal skills. Interpersonal skills are the here HR skills. So, coaching inverse developing the capability of a range of skill areas; these are there. However, we also talk about the different levels of that in addition to these skills, and that is the creativity for the talent, analytical and designing.

So, therefore, in that case, that whenever we are talking about these skills, coaching involves developing the capability of the talent. Now, here also I would like to mention that is the performance effectiveness or the success, so success that will depend on developing the skills only. Dear friends that are talented, their cognitive ability is there right. So, in the cognitive ability, the person has that emotional stability balance is there.

These HR skills, which I have discussed in my course into the MSID, floated on the NPTEL. So, that in an NPTEL that particular course of the MSID, so that is and the HR skill is there. But in addition to this, these skills are very, very important. Talent, if he wants to perform effectively managerial effectiveness, then he has to understand the functions and his role as a planner, as an organizer, as a leader, and as a controller. So, he can control the organization or of his functional area most efficiently and effectively.

But how will you differentiate between a normal manager and the talented manager? So, that these are the three – creativity, new product development that is very, very important. If you have the new product, developmental skills that are creativity skills are there. Analytical skills nowadays talent analytics we have seen.

And in talent analytics, we have identified these types of different analytical skills are there, and the designing skills are there. So, therefore, we can design. They design those particular skills right. So, in the development of the coaching a development range of skills areas of the talented people, these are the areas there where you can develop these skills right.

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Coaching Competencies for Line Managers

Effective coaches do not necessarily need to be deep experts in their technical area, but they do need to possess a wide range of interpersonal skills, including the following:

- Creating trusting relationships
- Emotional maturity
- Integrity
- Accurate feedback
- Empathy
- Empowering others

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- Self Awareness
- Regulation
- Emotionally
- socialization
- motivation

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Now, the competencies, another very, very important term because you see that is in this particular course the these will be the terminologies that you will find are they making it different from the other courses normal courses of HRM and OB. So, what is that it is a total focus on competencies. So, HRM is the wider the subject; OB is a wider subject.

And in that when you are going by this particular specialization of the talent management, then definitely it is the competencies management, how it is to be done?

Effective coaches do not necessarily need to be deep experts in their technical area. For example, I have seen one cement plant where the CEO has chartered accountants and from a reputed group of the nation that cement factory. So, I asked that is how a chartered accountant can be the leader of a manufacturing organization or technical organization.

And this was the answer – they do not necessarily need to be deep experts in their technical area. So, how is the cement to be manufactured? So, there are the technical experts are there, vice presidents are there under the CEOs they will decide, but how to do the business, overall business and that will be decided by CEO.

But they do not, but they do need to possess a wide range of interpersonal skills, HR skills right. So, therefore, there is a high need for interpersonal skills are there. So, what skills? Creating trusting relationships. We have seen that is if you want to engage the employee, employee engagement, so there is a vigor absorption dedication. And then that is leading towards happiness.

Suppose the happiness is there, through trusting relationships only. Trust plays a very important role in happiness. So, therefore, creating trusting relationships is very, very important. If you are able to develop trust, then there will be no problem. But if you are not able to develop that particular trust, then there will not be a strong relationship between the superior and subordinate, or employer and employee, whoever is the representative of the employer manager or the boss or whoever is.

So, there so what is required? Trust builders are required. And those trust builders will create the relationship. And this relationship will make the coach perfect. I always give the example of Sri Krishna, Chanakya, and Dronacharya. So, what makes them successful? It is trust, trust from the learner. The learner who feels that he is empty requires a piece of knowledge from that particular source. That source is the mentor.

The second is emotional maturity. So, emotional maturity does not mean that is you are not emotional; please understand, it is the balancing of the emotions – learning to balance the emotions, how you can manage the emotions. And then, if you are able to control your emotions – balancing the motions, your emotional maturity is there.

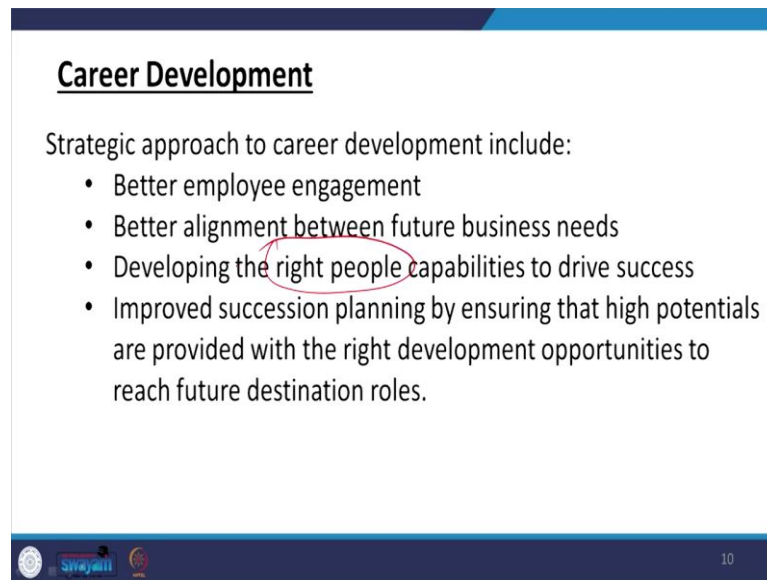
So, this emotional maturity will be developed by the individual by five factors – self-awareness, self-regulation, empathy, motivation, and socialization; these are the five factors that have emotional intelligence. So, therefore, this self-awareness is there. The person is able to control himself through self-regulation when? When he knows his strengths and weaknesses, he knows his opportunities and threats. So, when he is aware of his strength and weakness as self-awareness.

So, in emotional maturity, self-awareness and self-regulation, empathy, socialization, and motivation, so emotional maturity will be developed with these five factors. So, what is important? That is the whenever we are talking about competencies development, and drivers are success development enhancement of your talent is there please ensure that is you are able to control to them with the help of emotional maturity.

Integrity, integrity includes commitment and loyalty. So, whenever the employees have high integrity for the organization towards the goal, towards the achievement, they themselves will be driven, driven by that force. So, they will be integrative will be there. Accurate feedback. So, some people will give verbal feedback, and some people will get the written feedback, some people will be advisers, some people will be the mentors.

So, always there is a constructive mechanism. The constructive mechanism is called the feedback is there. Empathy, already I have mentioned empathy is there. And this empathy will develop the relationship with others. And empower knowledge, empowering others, and that is knowledge empowerment. So, they when the wide range of interpersonal skills in including these following skills, then definitely the effective coaches that will be developed to develop the experts.

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Career Development

Strategic approach to career development include:

- Better employee engagement
- Better alignment between future business needs
- Developing the right people capabilities to drive success
- Improved succession planning by ensuring that high potentials are provided with the right development opportunities to reach future destination roles.

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Now, we talk about career development. A strategic approach to career development includes better employee engagement, as I mentioned. Employee engagement is career development, vigor absorption, and dedication. The focus is required. If you are highly focused on your job and career, then there is no deviation.

You do not have time because your mind is busy, you want to get involved into that is the excellent excellence performance. And then you see that when you decide you are to goal is such high, then where you will have the time for deviation. It is there will you will not have time. But when you have the [FL] when you want to enjoy the life work is worship that is the enjoyment.

So, therefore, it is a better alignment between the future business needs are there. So, when there is an employee engagement is there; naturally, there will a better alignment between the future business needs because already predicted analytical skills, already predicted, and then you know that is to meet the future needs right. This, these are the business needs are there.

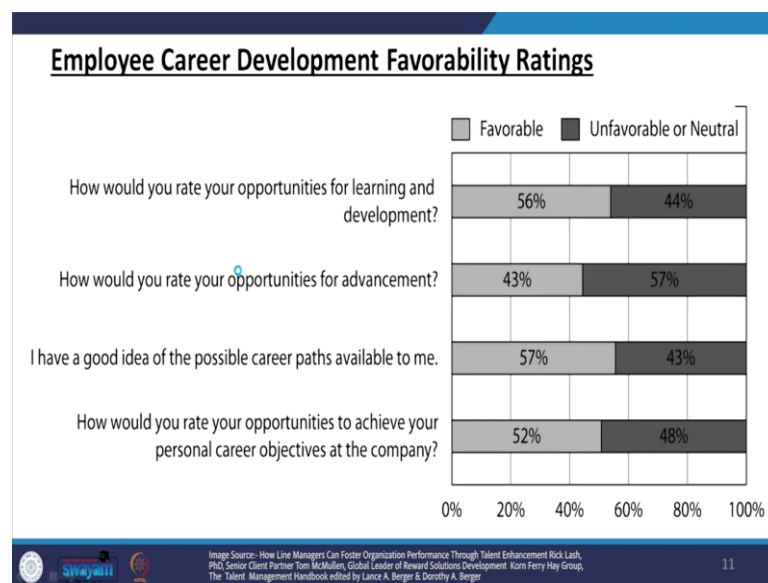
So, I have to work accordingly, maybe the technical skills, maybe the social skills, maybe the economic skills, may the political skills even, or legal skills. Developing the right people's capabilities to drive success now is the role of the assessment. Because when you talk about the right people, it is a million-dollar question that is who are the right people.

The right people are those who can achieve the goal with the optimization of resources. So, therefore, they drive people's capabilities. Otherwise, what will happen? You will make a lot of investment, and maybe the emotional may be the financial, maybe the civil, may be the career. So, those investments you sure to that that gives the ROI – Return on investment. And that is why the right people capabilities to drive success.

They have improved succession planning by ensuring that high potentials are provided with the right development opportunities to reach future destination roles. This is always important because organizations are growing, but some of them then are going for another assignment.

So, who will do their jobs? So, that will be ensuring the high potentials are provided their input is high potential with the right development opportunities for the growth of the organization so, that the organization can reach to a destination of their roles.

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So, employee career development favorability ratings are. How would you rate your opportunities for learning and development right? But this is 44 percent, but this is also very high. So, maybe this is the 56 percent is the higher side, but I wish that is the opportunities for learning and development this should cross the seven figures 70 percent right 75 percent and like this.

How would you rate your opportunities for advancement? Again the job dissatisfaction will be there unfavorable, and neutral is the 57. And the opportunity for advancement is 43 percent only. So, that has to be carefully noted. I have a good idea of the possible career path available to me, 57 percent, and not much difference is there. Anyways there is a difference, but no difference is there and is a favorable percentage is higher side.


While in case of the how would you rate your opportunities for advancement? The favorable is less, and the unfavorable is more. In case of the opportunity for learning in development? Favorable is more; learning is less. How would you rate your opportunities to achieve your personal career objectives at the company? Fifty-two percent, which is required to be higher side.

So, unless and until there are no opportunities for the career right, then they will continue how they will perform, how they will lead. So, for the leading and achieving their personal career, it becomes very important that is they, they should have the focus on the objectives and then the achievements of the objectives.

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Reviewing performance and providing feedback are integral parts of coaching. Performance ratings often focus on past performance while performance coaching focuses on current and future performance.

Monitoring also includes a formal performance period review—typically quarterly, semiannually or annually



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So, finally, what I would like to say reviewing performance and providing feedback are integral parts of the coaching. Performance ratings often focused on past performance. At the same time, performance coaching focuses on current and future performance. This is very, very important.

So, therefore, whatever the performance ratings are there right, focus on the current and future based on the past. Please understand what is important is that it is a past we cannot change, but we can learn. We have to learn from the past that what is happened. But what happens?

That is the emotional maturity is not there, those parameters which I have talked with you that are the if emotional maturity is not there, still we are into the past, past has gone, the equation has changed. You are competent; you are also the creature of a god. So, go ahead, go fast, go forward. Monitoring also includes a former performance period review right.

As I mentioned that is the earlier was one year, but now with three months is there, it is typically quarterly, then semiannually or annually. But, however, I will prefer to be quarterly. In the competitive era today, it is too late to go for the by annually, semiannually, or annually, annually is out of the question by that time, you will miss a lot of the opportunities.

So, therefore, in that case, it is important that is you have the quarterly. You will not believe in some organizations it is weekly there is a weekly measurement parameter are there right, but however at least the quarterly is a must. So, so far, I have discussed with you how you can make the talent enhancement by coaching in development to develop for their betterment performance to achieve the organizational goals.

Thank you.