

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

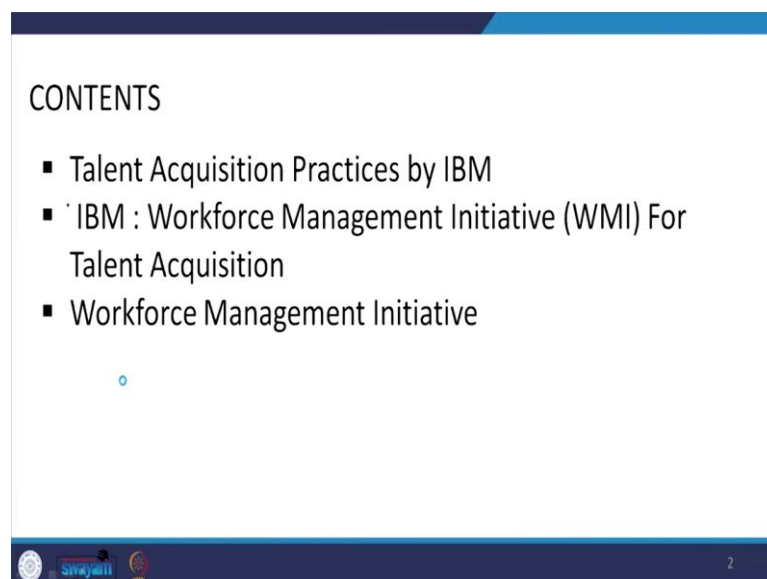
Lecture - 08
Talent Acquisition Practices – IBM

So, in the last session, we have seen about the Talent Management Practices at the Infosys, and now, we would like to see the Talent Management Practices in the IBM. And, here we will be having the, what are the exactly the practices by the IBM and the IBM Workforce Management Initiative WMI.

Now, I will talk about that in detail later on also, but it becomes very, very important that is how you encourage your employees for taking the initiative. Any organization which encourages its employees to take the initiatives by themselves is a successful organization.

So, what is the reason? The reason is that initiatives will be taken only when the employees will feel belonging to the organization. If they are having that belongingness to the organization, that is, I am a part of this organization, I am a family member of this organization and therefore, like the family members need not tell about to take the initiative. They themselves will offer their services, they themselves will take care of the families, they will be highly concerned with the family.

(Refer Slide Time: 01:56)



Similarly, the employees those who are taking the initiatives right and that is to the talented employees, then definitely in that case you will find that is these the organization has to be successful because there is the family binding, cultural binding is there, ownership is there like there is one term that is called the psychological ownership.

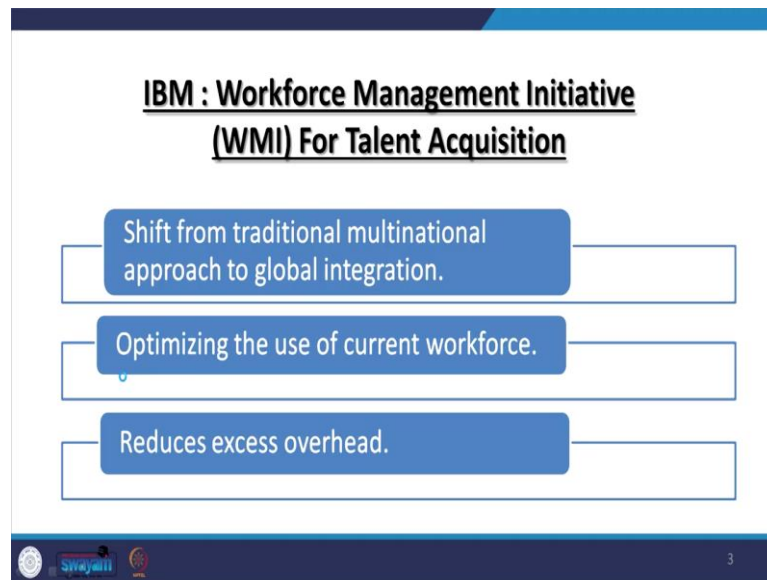
Psychological ownership means I am the owner of this particular organization, and I am the owner of this particular task or job, I am the owner of this mistake, I own this mistake. So, therefore, in that case, it is my organization and me. So, they are integrated, and whenever this type of integrator is there so, that is called the initiatives by the employees.

However, how IBM is taking these Workforce Management Initiatives for the talent acquisition that we will see further. But, I wish that is the HR experts should be able to create that work environment of this psychological ownership. And, if there is psychological ownership is there, the half job is done by the HR, because their representatives are present in the different departments in sections on different chairs.

So, it need not be the part of worry, that is the whether the job will be done or not, it will be highly concerned, that is the everybody almost of them. Everywhere everybody cannot be there, because always there are the 20 percent are stars, 70 percent some mediocre and 10 percents are the employees those who are the liabilities for the organization and that happens.

So, but this percentage is for a good organization, now if you change this permutation and combination of for your organization, then god save your organization. So, therefore, that easy talent acquisition is there, then the workforce management initiatives are there. So, all these things in the context with the help of the case study of IBM, we will be discussing.

(Refer Slide Time: 04:10)



So, that WMI Workforce Management Initiatives for talent acquisition, there is a shift from the traditional multinational approach to global integration. Now, we have to also understand that there is a difference between international business and multinational companies.

So, when you are producing your products in one country and sending that export to the different countries, then you are into international business, you have the international business. But when you produce the products at the different places in places means in different countries right, then that is a multinational company is there.

So, when we are talking about the shift from the traditional multinational approach, that is the I remember in 2008 and 2009 when there was the economic recession, then the concept of the co-optation, that is the co-operation with the competitors and that was preferred. And therefore, it was becoming that is an approach to the multinational companies with the help of the collaborating with the competitor, they were taking the decisions are there.

So, earlier the traditional approach was, that is a competition, they are competitors, right and the all the theories where there is, how do you beat your competitor that is that was. But, in the current scenario in the economic recessions, in the case of these crises, in case of the disaster, what is important is, it is a global approach not a traditional approach, and that is the global integration, working with the competitors.

That is to be also taken care of Chanakya also has said in his Chanakyaniti that is if you find that your enemies are strong, make them friends. So, there it is very important that is you are going for that the global integration part and as compared to the traditional multinational approach.

Optimizing the use of the current workforce: now, when we are talking about the L and D department Learning and Development department, that plays a very important role. You cannot keep on changing your current workforce; you have to see that whatever the current workforce which was the most suitable, highly talented, and most cultural oriented for our organization.

After some period of years right, those assets might be becoming less effective, which is natural. To avoid them converting into the assets to the liabilities, it is better that is the learning and development office, HR office; they take care, what are the knowledge, skill, attitude, and habits these employees are having with the period of change. So, they want to make the changes in their skills, and providing the training is there, and that is the optimizing the use of the current workforce.

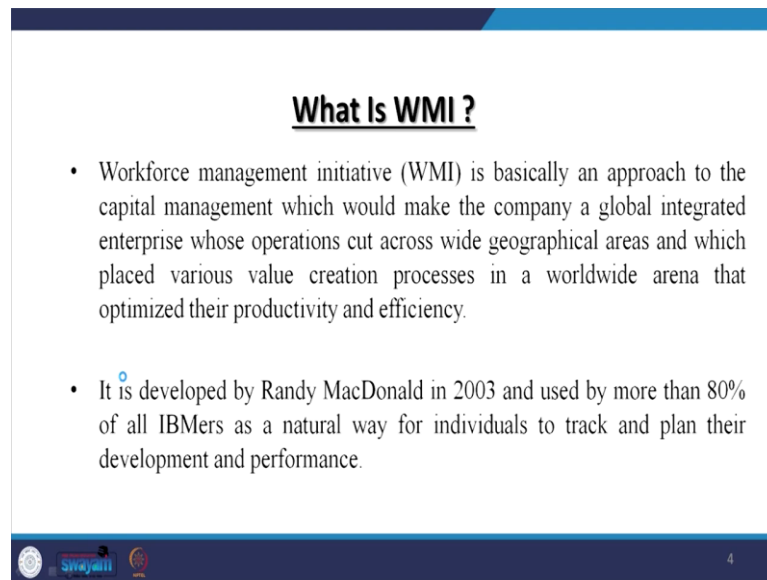
Even some companies, when they find that is they are not able to use certain employees. So, they have started giving them the training. However, there was also one concept that is a Bench Management HR. So, Bench Management was there is that is the when their expertise cannot be used.

So, then the employees have been asked to wait, let the project comes; when the project comes again, your services will be taken, but they will not be retrenched; that is the spirit. So, therefore, in that case, making optimizing the use of the current workforce has become a very important aspect.

The third aspect is a Reduces the Excess Overhead, and this is totally depending upon the organization's practices, that is the how they are able to reduce that overhead expenses are there. So, we will see this the workforce management initiatives WMI that is how it is working in IBM is there.

So, how has it been defined first? We should be very clear with the concept that what is the concept is there.

(Refer Slide Time: 09:01)



What Is WMI ?

- Workforce management initiative (WMI) is basically an approach to the capital management which would make the company a global integrated enterprise whose operations cut across wide geographical areas and which placed various value creation processes in a worldwide arena that optimized their productivity and efficiency.
- It is developed by Randy MacDonald in 2003 and used by more than 80% of all IBMers as a natural way for individuals to track and plan their development and performance.

It is an approach to capital management that would make the company a globally integrated enterprise.

So, we have to be very clear that is what is that? It is capital management, right; which capital? It is not only the monetary capital, but it is the human capital management also because they are your assets and when you are integrating at the global level, then definitely this type of the manpower that will be used, whose operations cut across wide geographical areas and which place various value creation processes.

This is a very important point, dear friends, that is your old employees, senior employees, they are generating and creating a value system in the organization. So, when we are talking about the value system, so, it is positive, but I know many of you will be having an apprehension, that is this sometimes in some organizations, there are the employees, senior employees, they spoil the work culture.

And therefore, when the young generation joins, they find helpless. The young generation wants to do a lot of things. They are highly motivated, highly energetic, but because that is this senior lot has created such a value system, which they cannot break. Because once the culture is built, like in a family, if once the culture is built, then it is very difficult to change that particular culture.

And, therefore, these the which placed various value creation processes and that is true at the different worldwide arena and optimize their productivity and efficiency. So, why are we going for the workforce management initiative? Because we make the company organization at the global level integrated. We want to cut across the wide geographical areas, and we want to create such a value creation process so that we can achieve maximum productivity and efficiency.

So, Lamont has given this concept, that is the about managerial effectiveness, then we talk about managerial effectiveness is with the productivity, flexibility, and adaptability, which equal to sustainability nowadays, you can add that, it is equal to sustainability. So, therefore, that flexibility and adaptability by the employees will create a solution to the problem.

It is developed by randy McDonald in 2003 and used by more than 80 percent of all IBMers as a natural way for individuals to track and plan their development and performance; a model has been developed. And, according to that model that every employee, in a natural way, has to track and plan their development and performance.

In fact, it is a rigorous exercise. This type of exercise is rigorous where we ask for the employees that are the identify your strength, weakness, opportunities and threats, explore and then suggest how would you like to overcome your weaknesses and threats. So, that is you are able to track and plan that development and performance.

(Refer Slide Time: 13:09)

- Managers use it to estimate talent requirements and availability.
- It is used by IBM's strategic planners to gather data from this "living market" to estimate future opportunities and challenges.
- The WMI processes needed to be simple, intuitive, easily learned and applied, and the organizational model had to be integrated in a way that enabled such implementation.

Managers use it to estimate talent requirements and availability. So, whenever we want to know that is how much manpower is required, what will be the requirement power planning, how the job description, job specifications, and job enrichment has to be redesigned in the organization.

So, that is the estimate the talent requirements are there and naturally that we want to make the availability of these managers. If they are able to contribute towards the organization, with all this development process of global integration, then definitely the organization will lead in this its own core competency.

It is used by IBM's strategic planners to gather data from this living market, and there are talented employees to estimate future opportunities and challenges. Threat means challenges. So, therefore, you go by that particular exercise in which the people are focusing the key areas are the KRA's key research areas, where they will be they will be developing themselves with the most powerful competency, as a result of which their esteem is increased. So, this living market that process that has to be followed.

The WMI (Workforce Management Initiative) processes needed to be simple. The first thing is very important like you see when corporate introduces any strategic policy and by the time it reaches to the last employee, it looks so complex, and many questions are unanswered because when we talk about the unit HR, unit HR says that it has come from the corporate. So, there, therefore, he does not have answers to many questions.

And, then people start criticizing corporate that is the here the conditions are different, here the requirements are different, here the work culture is different, there is a gap between the unit culture and the corporate office culture, and the people are viewing from the top. They are not able to understand the bottom-up approach.

So, all these criticisms can be stopped when you are having that is your process is very simple. And, that is why it is suggested that it is needed to be that is the workforce management initiatives that needed to be very simple. It has to be very simple.

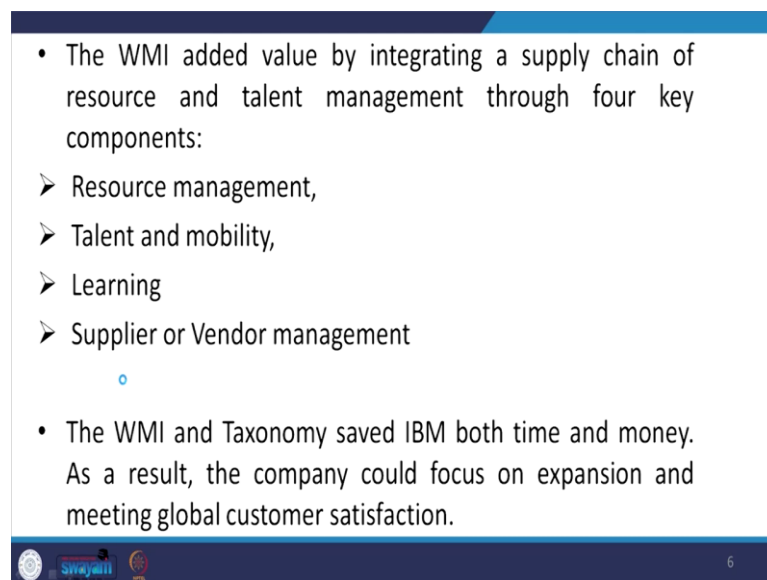
Then intuitive, it should encourage the employees to perform, and that is why it is the intuitive is there. Easily learned and applied, that this was that was my point, and it should not be complex. I remember in my industry work experience that is they were some corporate HR heads.

So, they were giving the different matrices that fill this matrix, fill that matrix, and then we were doing a lot of exercise on that. And, by the time we were sent to the corporate that HR head is changing. So, the new HR head says, what you have wasted your time and all these exercises, right. So, therefore, it has to be easily learned and applied so that it can be fast and before that corporate HR leaves, at least he gets particular information and whatever he wanted to implement that he implements.

And, the organizational model, every organization is having its own model of the working – for the private sector it is different, for PSU's it is different, had to be in again then in the private sector. Different private sectors have different cultures, in PSU's, even that is they have the different cultures.

Even the one PSU corporate will be having different units, and in every unit, the practices are different, so that model had to be integrated in a way that enables such implementation. So, it has to be simple, intuitive, easily learned, and applied so that you can make it applicable integrated. So, that if it is possible, you can implement this particular process.

(Refer Slide Time: 17:41)



- The WMI added value by integrating a supply chain of resource and talent management through four key components:
 - Resource management,
 - Talent and mobility,
 - Learning
 - Supplier or Vendor management
- The WMI and Taxonomy saved IBM both time and money. As a result, the company could focus on expansion and meeting global customer satisfaction.

The WMI added value by integrating a supply chain of the resource and talent management through four key components are there, how IBM has done they have incorporated four components are there. Resource Management: I always mention there is six M's– Man, Machine, Material, Money, Method, and Minutes.

So, therefore, all these six resources that management has to be understood and defined. Actually, in the business, the backbone is the optimization, optimization of resources, and if your organization is able to go for the optimization of resources, then that is a wonderful organization. That is, resource management is there.

In many organizations because, of the lack of coordination, the organizations are not able to manage their resources, and as a result of which the organizations are not progressive. It is not that they are not sustainable; they are sustainable, but not progressive.

And, if they are not a certain progressive period of time this business demand, naturally that will have to go out of the market and then the new type of the demands will come, like the energy sector we take, power sector. So, when you talk about the thermal, then you are talking about the hydro, then you are talking about the air, then you are talking about the solar.

So, that the equipments manufacturing, of these different types of the power sector businesses, that has to be changed. If any organization is highly focused on thermal and is not timely shifting from thermal to solar, that organization, whatever the huge organization is there right, but that organization sustainability will be questioned in one day, right.

So, therefore, please manage the resources and management resource your main these of the man, machine, material, money, method and minutes to be managed very very properly.

Then the Talent and Mobility: so, many organizations talk about the job rotation, right and when you do the job rotation, sometimes it is surprising the employee who was working for 10 years in a particular department and when in the job rotation he goes to the new department and there he is performing much better as compared to earlier department. Why? Personality job fit, Holland's model.

He was rejecting to go into another job. He did not know because he was never exposed to that, and as a result was he was rejected to say that is what is their job requirements are there. And, when he approaches the job requirements and try to do the job, and then he finds he feels that last 10 years I was unnecessary wasting in that departmental

section, with all those the highly respected people, my colleagues, right, and then here I find that it is more interesting and better performing.

So, therefore, it is the mobility of the talent very very important, because you never know, that is what problem will be identified by the talent and will provide the solution first thing and second is what is the most suitable for this particular type of talent, this particular job.

The third is the Learning: So, learning environment, learning culture, learning organization, learning, and development, all these things because what is happening is that is technologies keep on changing, the value systems are changing, the procedure and process in the organization are changing, the organization structure is changing. So, the employee has to learn, and that is through change management.

So, he has to unfreeze his past experience, his past functioning, and then he has to refreeze, change and refreeze, that is Levin's model. So, therefore, that learning environment is incorporated with the change management, according to me, because when you learn something, you are bringing the change. What is learning? A permanent change in behavior is learning. So, therefore, in that case, there is a change management model that will work here.

Supplier or Vendor Management: this is also a very important. Now, many institutes are offering a course on this that is vendor management. So, it is not wonder management, it is a vendor management. So, therefore, there is most of the issues related to the supplier or vendor, and how efficiently you are able to manage that particular issue in one organization, it is wonderful.

So, that workforce management initiatives and taxonomy saved IBM both time and money, by doing these initiatives resource management, talent and mobility, learning, and the supplies or vendor management, you are doing these four key components you are focusing on, then definitely you will find them; as a result, the company could focus on expansion because they now there is not internal customer problems.

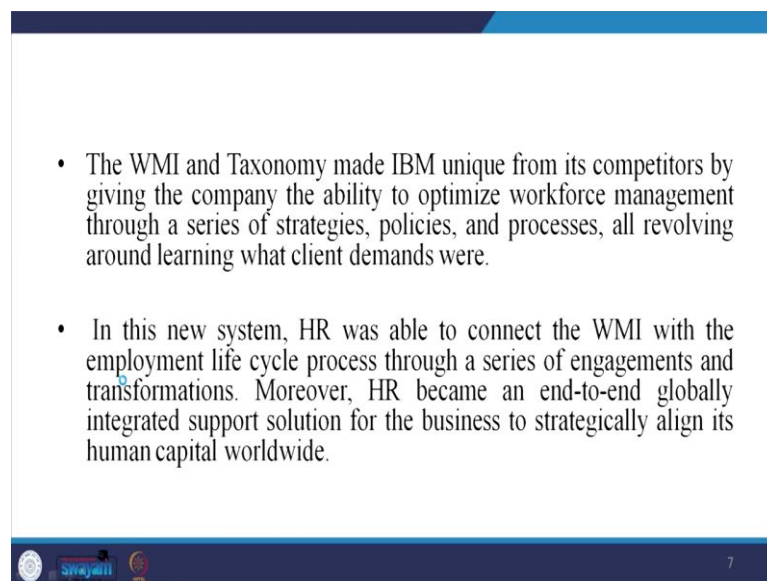
Internal customer problems are handled by these four components. So, therefore, the top management looks towards expansion and meeting global customer satisfaction. And, it is the how because we are talking about the global expansion.

If you remember in the starting I have talked about, that is the global business global expansion, and when you are using all these WMI the four components, then you are able to focus on the expansion and becoming the global custom creating the global customer satisfaction.

The company, the ability to optimize workforce management through a series of strategies. Now, it is not a one-day game; it requires totally optimizing, defining, developing, and designing the strategies; strategies are to be developed. If you are able to develop those strategies and policies and processes and the whole organization is working in that direction, there is a co-operation from the employees and, therefore, every department and section.

I am talking about the big organizations, where thousands of employees are working. If thousands of employees are working, then definitely in that case, those processes and policies, there everything is designed.

(Refer Slide Time: 24:54)



- The WMI and Taxonomy made IBM unique from its competitors by giving the company the ability to optimize workforce management through a series of strategies, policies, and processes, all revolving around learning what client demands were.
- In this new system, HR was able to connect the WMI with the employment life cycle process through a series of engagements and transformations. Moreover, HR became an end-to-end globally integrated support solution for the business to strategically align its human capital worldwide.

And those strategies, policies, processes all revolving around learning. Everybody wants to do something new; that commitment is there, the enthusiasm is there, and then the dream is there where this learning can be applied and what the client demands where.

So, accordingly, if somebody is facing the problem about the work line demands are there, then he will also understand with the help of the strategies, policies, and

procedures. In this new system, after this, resource management and learning is there, and time management is there.

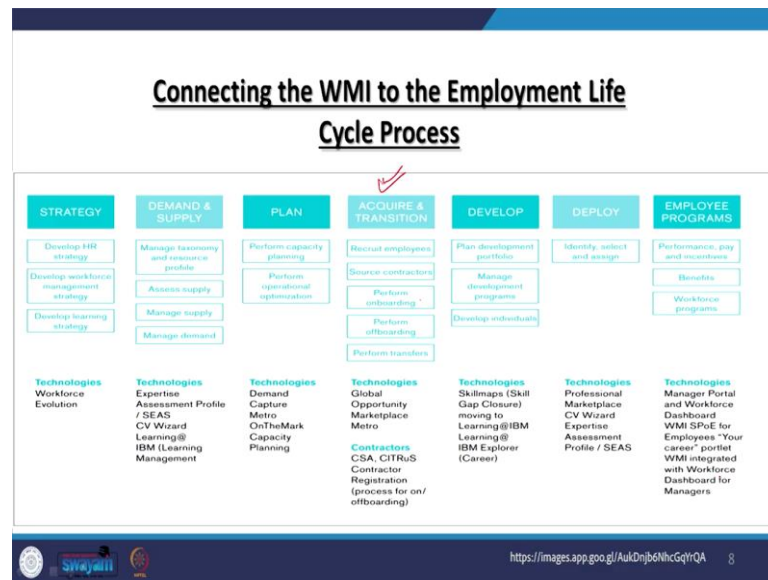
So, then, after all these four components, the HR was able to connect the WMI with the employment lifecycle process. It is a big impact. It is a big impact on the employees, that is a particular job, that is the how he is able to do their job, employment life cycle processes, long term its impact is there.

A series of engagements and transformations; so, because you are talking about those learning, you are talking about the development of the resources. So, as a result of which totally transforming, you are unknowing, you are transforming yourself and your organization.

So, these engagements and transformation, because they because of those learning process and all, you are engaged and when you are engaged you deliver, when you deliver, there is a transformation. So, moreover, HR becomes an end-to-end globally integrated support solution; wherever there is a problem, HR is available, and HR is ready to do the work for you.

For the business to strategically align, it is human capital worldwide. I told you in the beginning itself the capital means here is the human capital. So, that is the strategically aligning its human capital worldwide. So, this connecting the workforce management initiatives to the employment life cycle process how it is done.

(Refer Slide Time: 27:11)



So, there will be strategies. The strategy will be developing HR strategies, develop workforce management strategies and develop learning strategies. So, when you are developing this type of the strategies, then you are creating the demand and supply; you are managing the taxonomy and resource profile, assess the supply, manage the supply and manage the demand.

So, you are developing the strategy, and according to strategy, you are fulfilling the demand and supply. When you fulfill the demand and supply, you plan. Your plan is the perform capacity planning and perform operational optimization and, therefore, as a result of which from the strategy to demand and supply to the plan and you are able to develop those particular technologies.

Once, these pre-work of the acquisition and transition of the talent, on the basis of that is the what type of the evolutions you have to do in the demand and supply and capture and mark and capacity planning and all is there. So, then you go for the recruiting the employees' acquisition and transition, here. If you are going for that acquisition and transition by recruiting the employees, you are able to create these sources, and source contractors are there.

And, the source contractors will screen the right person at the right job and they that performing onboarding will be there. So, whenever required they will be performing, whenever there is not required, then that is a performing or of boarding is also there. By

doing this exercise, the employees in the organizations they perform the transfers, and therefore, you will find that it is a continuous process.

Now, we also know as a HR person that the development is there. So, the development is the plan development portfolio and those plan development portfolio that will be creating, that that is a managing the development programs. It is how you are able to manage that development programs are there.

And, as a result of which you develop the individuals, the individuals are developed. So, the acquisition is there, pre-acquisition work, then there is an acquisition, and this acquisition is making the development, and development as per the development results, then you are going for the deploy, identify, select and assign.

When you have the identifier, select, and assign, you will find that there is an employee program are there. These employee programs are creating performance, pay, and incentives. Please ensure that these employee programs that that is making how the incentives are at are appropriately distributed.

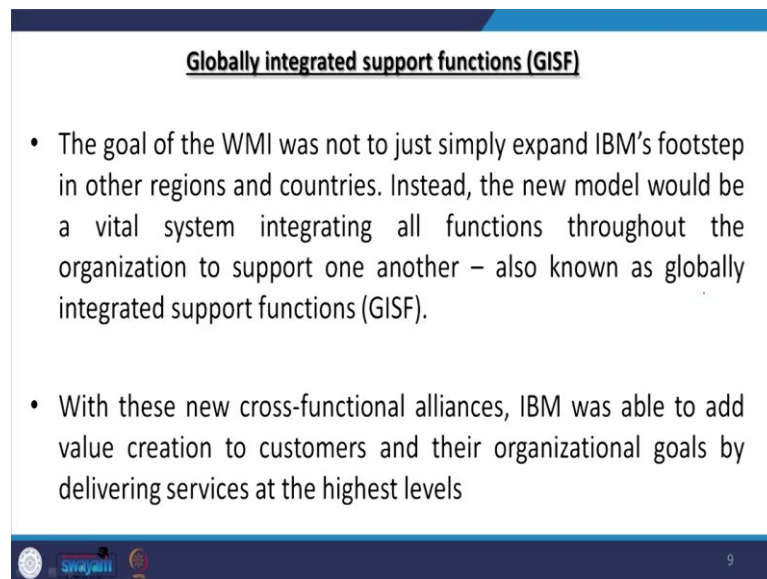
Naturally, this will help to give benefits to the employees, and when the employees are benefited through these different work workforce programs, their output is there. So, what do you learn from the acquisition of this talent management? You know employment and then how do you are able to convert that is the employment life cycle process.

So, here is a wonderful diagram which is which talks about that is how practically it is done by IBM. Here are the examples are given. For example technologies, workforce, and evolution. Technologies – expertise assessment portfolio, SEAS, then CV wizard, then learning at IBM learning management.

Technologies – demand, capture, metro, on the mark, capacity, and planning is there. Global, opportunity and marketplace, metros are there. Contractors are CCA's address contractors, the registration process for on and offboarding. Technologies are the skill maps, skill gap closure, moving to learn at IBM, learning at IBM explorer, that is a thorough carrier is there. The technologies are the professional, marketplace, CV wizard and expertise, assessment and profile, and SEAS.

And, finally, the technologies are managers portal and workforce dashboard, WMI's for the employees, your career, that is the where are your future and employees know in advance that yes, this organization takes care of me and therefore, in the future, I will be working with this organization. Then the portal WM integrated with the workforce dashboard for the managers.

(Refer Slide Time: 32:25)



Globally integrated support functions (GISF)

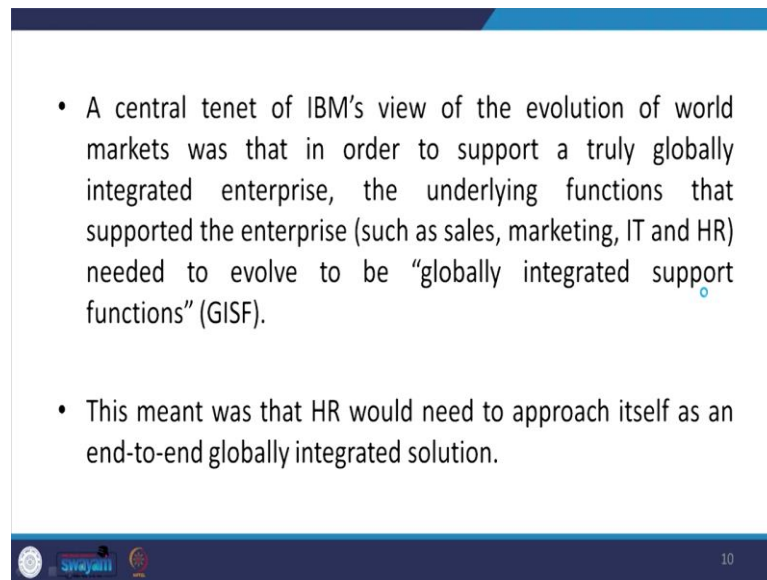
- The goal of the WMI was not to just simply expand IBM's footprint in other regions and countries. Instead, the new model would be a vital system integrating all functions throughout the organization to support one another – also known as globally integrated support functions (GISF).
- With these new cross-functional alliances, IBM was able to add value creation to customers and their organizational goals by delivering services at the highest levels

9

Now, we will talk about the globally integrated support functions, that is, the GISF, how it works. The goal of the WMI was not to just simply expand IBM's footsteps in other regions and countries. Instead, the new model would be a vital system integrating all functions throughout the organizations to support one another, also known as the global integrated support functions are there, GISF is there.

Naturally, when you are making such a lot of changes and then all these changes, they are required to be connecting with each other. With these new cross-functional alliances, IBM was able to add value creation to the customers, right, that is, ultimately what is the important customer should be delighted, you know the customer is important and their organizational goals by delivering these services at the highest level.

(Refer Slide Time: 33:09)



- A central tenet of IBM's view of the evolution of world markets was that in order to support a truly globally integrated enterprise, the underlying functions that supported the enterprise (such as sales, marketing, IT and HR) needed to evolve to be "globally integrated support functions" (GISF).
- This meant was that HR would need to approach itself as an end-to-end globally integrated solution.

And as a result of which, you will find a central tenet of IBM's view of the evolution of the world market, was it in order to support a truly globally integrated enterprise. In the first slide, I have talked about that is what is the purpose? Integrating the organizations, the underlying functions that supported the enterprise such as sales, marketing, IT and HR needed to evolve to be globally integrated system. So, your all functions, functional areas they are globally integrated.

This meant was that HR would need to approach itself as an end-to-end globally integrated solution. So, that is how these globally integrated solutions with this process of the GISF in support of the WMI, and that is resulting in this success.

(Refer Slide Time: 34:03)



So, finally, what can we say? Customer fulfillment and procurement of the global logistics with the help of the global support functions consolidated re-engineering; re-engineering means that is the whatever jobs were there and when you have to manage the resources in the resource management you ask them to do this certain different jobs developing them.

And then they are doing through the learning and development, that is called the re-engineering and eliminates some of the jobs which are not important and automate with the help of the technology. So, what are the areas? Areas are sales operations, IT, marketing processes, communication, C and N, finance, human resources, legal and real estate is there.

So, this is all about the IBM's, DWMI and GISF by which they are making the integrated global organization and developing the talent at the global level. So, these are the practices of the talent acquisition by IBM.

Thank you.