

TALENT MANAGEMENT–A SUPPORTING TOOL TO HRM

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ABSTRACT

Managing talent in the organizations has become challenging with the fast integration of economies as well as societies through globalization driving both collaboration and competition in businesses. Talent Management decisions are often driven by a set of core competencies as well as position specific competencies. The competency set may include knowledge, skills, experience and personal traits. Ever increasing global competition today has placed much greater challenges in not merely recruiting talents but subsequently nurturing and retaining them. The river of talents flows perennially. It is only those extraordinary skills from the selected few HR professionals the world over that eventually spell magic. This paper attempts to discuss the activities which are fundamental to successful talent management, its focus areas, stages of evaluation and also the strategies for managing the talent as a tool of HRM in the organizations.

Introduction

Talent is the new age means of production and is very important for organization to nurture and protect internal talent for their continued existence. Successful companies seek to determine the actual or potential of each employee's capability for adding value to the organization. This enables them to maximize their contribution through appropriate investment in training and development. Poor allocation of compensation and training resources can result in unwanted turnover, morale and performance problems. The key to accurate capability evaluation and appropriate investment allocation lies in the determination and assessment of identified competencies and talents. More companies come to realize that their employee's talent and skills drive their business success. It is right people, besides right strategies, that matter for organizations. Talent Management is a splendored vibrancy. Talent Management is a professional term that gained popularity in the late 1990's when the competition for talent started. It refers to the process of developing and fostering new workers through on boarding, developing and keeping current workers and attracting highly skilled workers to work for your company. It refers to the skills of attracting highly skilled workers, of integrating new workers, and developing and retaining current workers to meet current and future business objectives. The industries in service sectors, engaged in talent management (Human Capital Management) are strategic and deliberate in how the source, train, develop, promote and move employees through the organization. The term Talent Management means to some as the management of high individuals or "the talented" whilst to others it is about how talent is managed generally i.e. on the assumption that all people have talent which should be identified and liberated. It is essentially a key business process which converts a set of inputs into desired outputs. It is aimed to develop team capabilities through nurturing individual capacities.

According to Oliver Serrat, "Talent Management refers to the additional processes and opportunities that an organization makes available strategically to a pool of people who are deemed to have talent". It is a systematic identifying, assessing, and developing talent for future critical roles to ensure continuity and effective organizational performance. Talent Management refers to the process of developing and integrating new workers, developing and keeping current workers and attracting highly skilled workers to work for the company.

Objectives of the Paper:

Managing talent in the organizations has become challenging with the fast integration of economies as well as societies through globalization driving both collaboration and competition in businesses. Talent Management decisions are often driven by a set of core competencies as well as position specific competencies. The competency set may include knowledge, skills, experience and personal traits. Ever increasing global competition today has placed much greater challenges in not merely recruiting talents but subsequently nurturing and retaining them. The river of talents flows perennially. It is only those extraordinary skills from the selected few HR professionals the world over that eventually spell magic. This paper attempts to discuss the

activities which are fundamental to successful talent management, its focus areas, stages of evaluation and also the strategies for managing the talent as a tool of HRM in the organizations.

Segmentation:

The division of the workforce into parts that are treated differently, is fundamental to Talent management. Without segmentation, managers treat all employees as equally valuable-regardless of performance, competence, potential on other characteristics that distinguish our employee from another. Segmentation is a practical version of labor economies that recognizes that organizational resources are scarce and need to be allocated most heavily in places that will have the greatest pay off. The two major segments of workforce are :-

- **Super keepers**– the individuals who have greatly demonstrated superior accomplishment, who have inspired others to attain superior accomplishment and embody core competencies and values of the organization – are a segment of the workforce that should receive the proportionately higher dollar allotment. Their competency levels and performance greatly exceed expectations.
- **Keepers** -the employees whose competency levels and performance exceed expectations.

Talent management model:

The Talent Management model illustrates key talent management processes that have been designed and developed to ensure that the company attract, retain, and engage talented faculty and staff. It is a set of integrated organizational HR processes designed to attract, develop, motivate, and retain productive, engaged employees and its goal is to create a high-performance, sustainable organization that meets its strategic and operational goals and objectives. **The Office of Talent Management and Organization Development (TMOD) of Johns Hopkins community** has created an integrated framework (see model below) to help members with the interrelationships between various HR processes supported by the office.

Key talent management processes include:

Workforce planning– The intentional and strategic projection and planning of access to talent (either internal or external) with the skills, knowledge, and behaviors essential for



the achievement of the strategic objectives and/or demands.

Recruiting – The ability to successfully attract and hire key talent for current and future organizational needs through competency-based advertising and interviewing efforts.

Onboarding – The process of acclimating new hires and ensuring that they quickly feel welcomed, and valued by the organization. This process enables new employees to become productive members of the organization, who understand expectations for their job roles. Onboarding goes beyond traditional "orientation" programs which focus mainly on managing policies, forms, and procedures.

Strategic plan/goal alignment – The process of developing and implementing plans to reach an organization's long-term goals and objectives. It is the roadmap to lead an organization from where it is now to where it would like to be in 3-5 years.

Performance management – An ongoing, continuous process of communicating and clarifying job responsibilities, priorities, performance expectations, and development planning that optimize an individual's performance and aligns with organizational strategic goals.

360° assessments – 360-degree feedback is an assessment tool that provides faculty and staff leaders with feedback about their performance. Supervisors, peers, and direct reports answer questions based on their perceptions and observations of the leader's skills and attributes.

Executive coaching – A helping relationship between a client and a consultant, who uses a wide variety of behavioral techniques and methods, to assist the client to achieve mutually identified goals to improve professional performance and personal satisfaction in an effort to improve the effectiveness of the client's organization.

Leadership development – Intentional goal-driven activities that enhance the quality of leadership abilities or attitudes within an individual or organization.

Professional development – Process of establishing training goals and plans that link to individual goal attainment, career planning, and possible succession planning.

Career pathing/Career development – How the organization structures the career progress of their members, and the individual's process for identifying job opportunities within an organization's structure, and the sequential steps in education, skills, and experience-building needed to attain specific career goals.

Recognition programs – A method of acknowledging, honoring, encouraging, and supporting individuals and teams who contribute, through behaviors and actions, to the success of the organization.

Compensation – A way to reward individuals for important work accomplishments, contributions to the goals of the university, and increased skills and competencies in their jobs.

Succession management – Succession management is a process for identifying and developing internal personnel with the potential to fill key or critical organizational positions. Succession management ensures the availability of experienced and capable employees that are prepared to assume these roles as they become available.

Diversity/Inclusion – Diversity represents a group comprised of individuals with similar and different experiences and backgrounds. Some of these differences include race, color, religion, gender, national origin, sexual orientation, age, disability, veteran status, and ethnicity, but there are many other dimensions of diversity. “Diversity” does not address how people with different backgrounds and experiences function or work together. “Inclusion” is a sense of belonging: feeling respected, valued for who you are; feeling a level of supportive energy and commitment from others so that you can do your best work.” Miller, Frederick A. and Katz, Judith H. 2002. *The Inclusion Breakthrough: Unleashing the Real Power of Diversity*. San Francisco: Berrett-Koehler Publishers.

Engagement – The extent to which employees are committed to their organization’s goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being.

Competencies – Those measurable behaviors, characteristics, abilities and personality traits that identify successful employees against defined roles within an organization.

Retention – A systematic effort focused not only on retaining an organization’s talented performers but also to create and foster a welcoming work environment and high-retention culture. The end result is an organization that operates more effectively and efficiently, while becoming a great place to work.

A rightly managed talent turns out to be a Gold Mine which is inexhaustible and priceless. It will keep supplying wealth and value to the organization. In turn, it is necessary to realize its worth, extract it, and utilize it to the fullest extent. Talent is wealth and therefore, it should not be hoarded, but should be spent lavishly. Talent Management decisions are often driven by a set of organizational core competencies as well as position – specific competencies. The competency set may include Knowledge, skills, experience and personal traits which are demonstrated through defined behaviors.

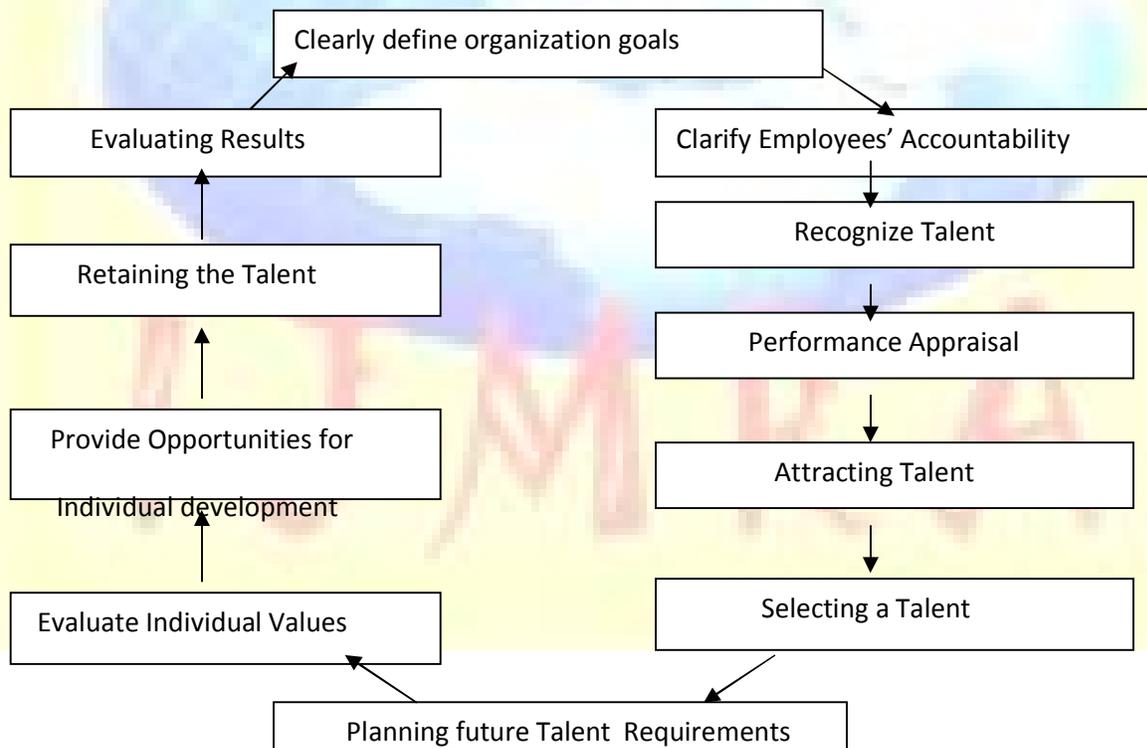
Basic Steps to Collect a Talent Management System:

1. Develop a list of organizations core competencies and Assessment Tools for measuring them.

- ❖ Action Orientation
- ❖ Communication
- ❖ Creativity / Innovation
- ❖ Critical Judgment
- ❖ Customer Orientation
- ❖ Interpersonal skill
- ❖ Leadership
- ❖ Teamwork
- ❖ Technical /Functional Expertise.

2. **Develop Training and Development solutions that support the organs core competencies.**
 - ❖ Assertive Communication skills for professionals
 - ❖ Better business writing
 - ❖ Communicating Non-Defensively
 - ❖ Giving and receiving feedback.
3. **Assess each employees core competencies and “Potential Forecast”.**
4. **Prepare Action Plans**
 - ❖ The cultivation of “Super keepers”, Backups for key positions (which are critical to organizational current and future success)
 - ❖ Allocation of resources based on employee contribution (performance and potential).

Steps for Effective Talent Management



All the best practices and steps to Talent Management share a common element; they are guided by a strategic model that helps practitioners integrate and communicate to stakeholders, how all the individual efforts fit together systematically. Talent Management is beneficial to both the Organization and Employees. **The organization benefits from:** Increased productivity and

capability: a better linkages between individual efforts and the business goals. Commitment of valued employees; reduced turn over; increased bench strength and a better fit between people's jobs and skills. **Employees benefit from:** Higher motivation and commitment; career development; increased knowledge about and contribution to company goals; sustained motivation and job satisfaction.

Benefits of Talent Management:

➤ **Organizational Benefits**

1. Increase productivity and capability.
2. A batter linkage between individual's efforts organizational goals.
3. Commitment of valued employees.
4. Reduced turnover.
5. Increased bench strength and a better fit between people's jobs and skills.

➤ **Employee Benefits**

1. High motivation and commitment
2. Career development.
3. Increasing knowledge about and contribution company goals.
4. Sustained motivation and job satisfaction.

Talent Management : Stages of Evaluation

The stages include:

- ❖ **Stage I** : All the employees, irrespective of their potential are treated at par. Recognition of talent is insignificant. Hence, no separate strategy for the development of talent is necessary.
- ❖ **Stage II** : This stage initiates isolated and ad hoc mode of talent management rather than comprehensively developing the strategy.
- ❖ **Stage III** : A particular segment of an organization is targeted at this stage for an integrated and comprehensive approach.
- ❖ **Stage IV** : An assimilation of talent management strategies along with HR and corporate strategies are designed at this stage aiming at horizontally linking talent management initiatives with HR management initiatives and vertically linking it with corporate strategies.

❖ **Stage V** : At this stage, talent management strategies design corporate strategies and corporate strategies design talent management strategies.

Talent Management -Focus Areas:

Rise of globalization, competition, major emphasis on customer care and paradigm shifts in IT and IT-enabled services necessitated to immensely focus on developing the human capacities through the management of knowledge workers, skilled and talented employees. The capacity enhancement for such employees may take the route of the following:-

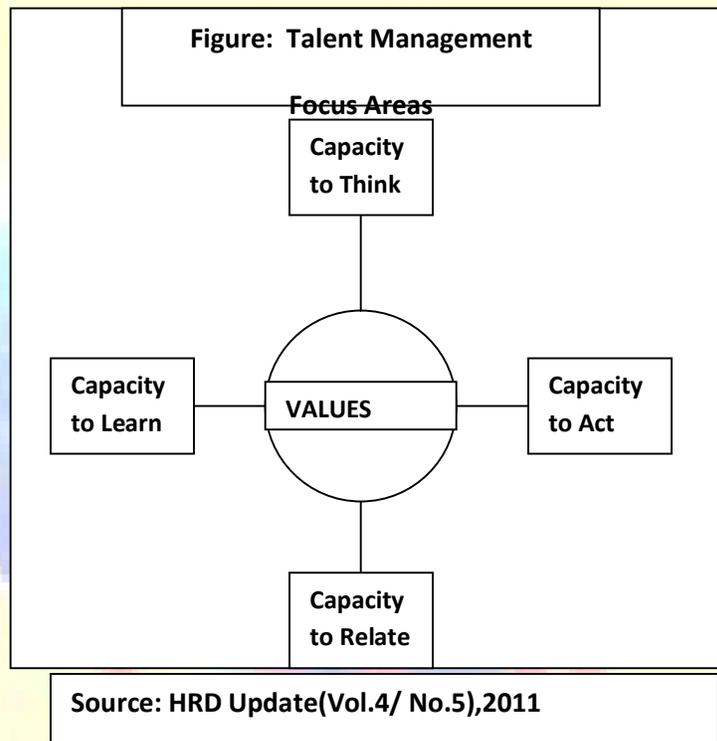
- **Capacity to Learn i.e., Learning Quotient:** Learning improves an individual's capacity and awareness and helps to explore new vistas of unexplored horizons and also suggests the need for good mentoring.
- **Capacity to Think i.e., Conceptual Quotient:-** Learning leads to thinking , creating images in mind which in turn leads to creativity. Thinking capacity provides credentials to analysis and creativity.
- **Capacity to Relate i.e., Relationship Quotient:-**It means an individual's ability to relate his knowledge learnt and thoughts. It consists of empathizing(understand another person's view) and listening(ability to hear with full understanding).These lead to having mutual trust and openness.
- **Capacity to Act i.e., Action Quotient:-** This is the capacity to organize and implement; while organizing is the ability to manage the time and resources so that intentions are converted into reality, implementing means putting into action to focus on the right processes. These enable an individual to work under pressure and constraints.

Strategies for Managing Talent:

Designing organizational strategies is very important as it forms a solid foundation to monitor necessary talent management initiatives, which are:

- ❖ **Relationship Management** :Friendship relations, human relations and family-oriented relations should form the base to promote/build a congenial relationship with talented employeesbeyond mere employer-employee and employment relationship.
- ❖ **Job Title** :Jobs of talented employees need to be titled as 'partner'.

- ❖ **Bondage** : Talented employees, in addition to the ‘partner’ title, need to be bonded with the adhesive like offerings viz. profit sharing, employee stock option, productivity sharing etc. enabling them to be part of the success as well as failure.
- ❖ **Empowerment and Participation** :Talented employees must be allowed to take part in top-level decision making, strategy making and have access to all critical information besides being empowered to decide about his or her job.



- ❖ **Representing the Company** : Companies should allow their talented employees to take part in various committees, celebrations, conferences, negotiations, etc. happening outside its periphery, as its official representatives.
- ❖ **Compensations and Benefits** :To retain and get the best out of them, company should pay special and discriminatory salary, merit incentives, perks and other benefits to talented employees.
- ❖ **Career and Succession Planning** :Special ground for challenging and competitive career need to be devised to plan for the talented employees. Despite of all, some may

prefer to leave the company, and in such cases, companies should have proper succession planning as an alternative.

- ❖ **Recognition** :The contribution from the talented employees should be recognized appropriately.
- ❖ **Nature of Work** :In order to tap their creative skills and potentialities, talented employees should be offered challenging, competitive, innovating and creative work schedules.
- ❖ **Learning and Development** :Companies should design the curriculum for continuous learning and development programs for the talented employees for regular updating and also prevention of possible obsolescence in their talents.
- ❖ **Freedom** :Regarding nature of work, working hours, rules and regulations, workplace, working methods and styles ,the employees must be offered freedom in order to help them flourish in their spheres.
- ❖ **Work Environment** :Talented employees should be provided with duly conducive work environment including physical, social, and psychological in order to help blossom their talents.
- ❖ **Change and Creativity** : In order to enhance organizational efficiency, talented employees must be provided with liberty for change, challenge and creativity at the workplace.

Besides ensuring the use of talents in appropriate channels, these strategies would enable the organization to retain, develop and properly utilize their talents in a more constructive manner.

The Changing Role of HR Professional:

HR department will become increasingly more concerned with “**the whole employee**”. Their mandate will be extending to providing all kinds of employee services from training, coaching and counseling to implementing innovative work-life programs in order to attract and retain key employees. The primary responsibility for futures HR professionals will become Talent Management. In addition to staffing concerns, this area may also incorporate specific functions like compensation, benefits, work-life programs, addressing performance issues and providing continuous training. This holistic approach may create a competitive advantage through the establishment of “**employee-friendly**” corporate cultures. The focus of HR practitioners will be on creating a work culture that nurtures talent by offering customized employment package

providing the empowerment and freedom and instilling a cohesive, supportive culture into diverse workforce.

Developing Talent over Time:

Any recruitment program should not be viewed as a stand-alone activity, limited to a single job at a single point of time, Decision about talent, regardless of whether they pertain to recruitment, transferring, promoting, developing or deploying people, it needs to be considered as an integral part of long-term priorities of the business and the employees leading to a comprehensive approach to career management. Organizations need to consider the progression of employees through a detailed long-term career path. It is obviously a dynamic process that should integrate individual employee needs with those of the organization. It is, essentially, the responsibility of the individual employee to identify his/her own Knowledge, Skills, Abilities (KSAs) as well as values and to seek out information about career options. Increased competition for talent means recruiting has acquired new dimensions. Today, many jobs require higher skill level, and HR recruiters can no longer rely solely on unsolicited applications to fill those positions. They have to broaden their talent pool – the numbers and kinds of people able to the success of the organization, and the variety of ways in which they recruit and retain them. However, unlike physical assets (lands, buildings, materials, money and the like), human assets (employees) can decide to leave an organization of their own accord as well as join it. And, in this war of talent, rival firms are likely to lure valued employees away. Employees often fell for the opportunities available across firms rather than within their own, especially in a flatter organizational structure, where scope for promotions are fewer. Today's labor market, for both employer and employees, has become more of 'free agent' oriented.

Conclusion:

Talents have become scarce because of skill gaps due to rapid development of technologies on one side and retirement of older generation people on the other. Companies are chronically short of leadership talent and also research says that failure rates are high when executive talent is hired from outside. Companies have recognized that better talent within differentiates high performance organizations from the rest. Organizations that want to stay competitive must address Talent Management issues. Ultimately organizations must confront diversity issues, work–life considerations, demographic statistics and other issues that impact on the composition and needs of the work force. A comprehensive Talent Management Plan benefits organization right from predictability of performance, higher customer satisfaction, lower employee turnover, increased profits and employee engagement to a stable management team not only for the present jobs but also for the future. Talent on demand gives one the ideas and tools the organization will need to match the supply of talent to its demand for it –today and tomorrow.

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