

UNIT-1

Talent management (TM) refers to the anticipation of required human capital for an organization and the planning to meet those needs. The field has been growing in significance and gaining interest among practitioners as well as in the scholarly debate over the past 10 years, particularly after McKinsey's 1997 research and the 2001 book on The War for Talent. Talent management in this context does not refer to the management of entertainers.

Talent management is the science of using strategic human resource planning to improve business value and to make it possible for companies and organizations to reach their goals. Everything done to recruit, retain, develop, reward and make people perform forms a part of talent management as well as strategic workforce planning. A talent-management strategy should link to business strategy and to local context to function more appropriately.

Components:

Attract, develop, motivate and retain: This is not a comprehensive list. Talent management touches on all key HR areas, from hiring to employee onboarding and from performance management to retention.

The full scope of HR processes: Talent management is about a set of HR processes that integrate with each other. This means that talent management activities are larger than the sum of the individual parts. This also means that a talent management strategy is required to capitalize on its full potential. More about this later.

High-performing employees: The purpose of talent management is to increase performance. It aims to motivate, engage, and retain employees to make them perform better. This is why the importance of talent management is so significant. When it's done right, companies can build a sustainable competitive advantage and outperform their competition through an integrated system of talent management practices that are hard to copy and/or imitate.

Focus:

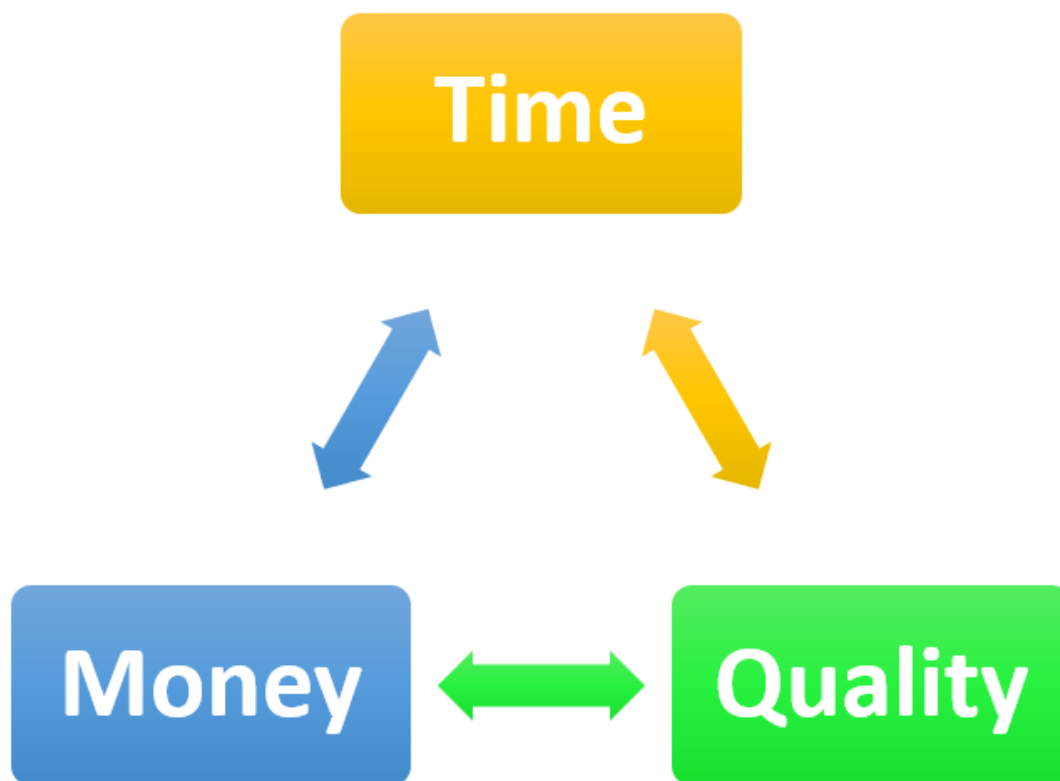
- **Employer reputation:** Reputation is related to employee branding. However, reputation is more affected by external media the company has less control over. An example of reputation gone wrong is the banking sector in recent years, especially after the 2008 financial crisis.
- **Employer branding:** Having a strong brand attracts even the best candidates.
- **Candidate experience:** The experience of the candidate influences the employer brand.
- **Referrals:** Talent knows talent. Referral programs are effective as they help to pick up candidates that onboard quicker and perform better. We listed 7 employee referral programs examples you can take a look at to get inspired.
- **Onboarding:** Getting people up to speed as quickly as possible helps to make them more productive and increases employee retention.
- **Selection:** Spotting and selecting the best is a critical part of talent management.
- **Inboarding:** Yes, you read it right. When people are promoted internally, they also need support to achieve maximum productivity. This is called inboarding.
- **Engagement:** Engaged employees are motivated, perform well, and are more likely to stay.
- **Retention:** Retention strategies help to keep the best people on board. An example is succession planning.
- **Succession planning:** You want to be able to fill crucial top positions whenever they become vacant. Having a talent pipeline that ensures succession planning is a key element in this.
- **Learning and Development:** This is not only a common talent management practice, it's also a Human Resource best practice. Educating employees helps increase performance and retention. After all, once you've recruited the best people, you want to make sure they remain the frontrunners in the field, right?
- **Performance management:** An essential part of managing talent is tracking and improving their performance.
- **HR analytics:** As we've said before, by leveraging data you can ensure that you're hitting the right KPIs that have an impact on business outcomes.

History

The precursor to “Talent management” seen extensively in firms during the latter part of the 20th century was centered around internal talent development. An overemphasis was placed on the training and evaluation of managerial positions creating an excess supply of middle-management talent. Poor business forecasting

of economic downturn in the 1970s combined with no-layoff policies for white-collar workers resulted in corporate bloat. Recession throughout the 1980s saw large increases in unemployment as firms restructured, placing less importance on internal development. As a result the hiring of outside talent largely replaced the internal development schemes seen in businesses earlier in the century and by the late 1990s had reached its limit. Firms found they were both attracting and losing experienced employees at the same rate and needed to explore new ways of retaining and nurturing incumbent employees.

The term was coined by McKinsey & Company following a 1997 study. The following year in 1998 “Talent management” was entered in a paper. Written by Elizabeth G. Chambers, Mark Foulon, Helen Handfield-Jones, Steven M. Hankin, and Eduard G. Michaels III. However, the connection between human resource development and organizational effectiveness has been established since the 1970s.



The profession that supports talent management became increasingly formalized in the early 2000s. While some authors defined the field as including nearly everything associated with human resources, the NTMN defined the boundaries of the field through surveys of those in corporate talent management departments in 2009–2011. Those surveys indicated that activities within talent management included

succession planning, assessment, development, and high potential management. Activities such as performance management and talent acquisition (recruiting) were less frequently included in the remit of corporate talent management practitioners. Compensation was not a function associated with talent management. Lastly, the strategy of using talent management help organizations with workforce during WWII.

Scope:

India is one of the rapidly emerging markets in South East Asia. Recently companies in India have started to focus on their talent management programs. There are two classes of labour in India; skilled and unskilled, and it pays a lot to be skilled in India. Minimum wage of an unskilled labour lies somewhere in between US\$1,400 to \$1,500 per annum, which is very low by international standards. But if you are equipped with tertiary skills you can easily make a good living. This difference in the wages can be comprehended with the help of a simple economics' concept of supply in demand. High skilled workers are a scarce resource everywhere and therefore they are valued more, which explains the higher wages.

Even with the higher wages, a job-hopping attitude is clearly visible in the Indian workforce, especially the millennial. A survey found out that 54% of the Indians consider leaving their current job because of the lack of growth opportunities. This percentage rises even more when the sample is taken from age-bracket of 16–24-year-olds. The talented and ambitious youth of the country, greatly values the skill development opportunities provided by their employers.

Talent Acquisition:

All organizations today want the sun and the moon and the stars but often land up only reaching the tree tops. Business firms are looking for employees who have excellent functional skills, social skills and strategic skills but, it is almost impossible to find one candidate who has best of all skills. Hence organizations make do with what they get. Identifying and acquiring talented workforce is one of the most important stages of talent management as they say, “Well begun is half well completed.”

Talent Development:

Once you have hired the right set of employees into the organization, it is imperative to develop them in the areas that are important to the organization. Some competencies are stable whereas some are dynamic competencies. The stable

competencies include the enduring characteristics of individuals which remain more or less the same over time and the dynamic competencies include knowledge and skills that are continuously changing.

Talent development primarily aims to develop the dynamic competencies of individuals through interventions such as formal training programmes, coaching and mentoring by senior leaders of the organization, job rotations, on the job learning, special assignments, action learning, committee work, stretch assignments, developmental assignments, job shadowing, etc.

Talent Engagement:

Hiring and developing talent does not ensure that we have engaged employees. Having employees who go out of their way to help others, having employees who do not restrict their work tasks to their job descriptions and having employees who are more willing to work on holidays or extra time is a blessing in today's competitive environment. These things will happen only and only if the employees are truly engaged with the organization.

Having engaged employees is truly an asset to the company and a success story towards talent management. With organizational citizenship, behaviour is often used as a parameter to gauge employee engagement, what is often overlooked as a factor has increased engagement in mentoring the employees. Mentoring is when senior and more experienced individuals in the organization take keen interest in the personal and professional development of junior and less experienced individuals in the same organization.

Talent Retention:

Hiring the right talent, investing in further developing them and engaging them is a futile effort if it does not lead to talent retention. All the hard work and efforts of the HR team go in vain when employees want to exit early from the organization. Not all exits are bad but when employees want a separation without having contributed enough, is where the problem lies. Some companies especially in the Information

Technology sector are trying to remedy this situation by asking employees to sign a bond. A bond that is a contract between the employer and the employee that makes them agree to terms and conditions stating that they will not leave the organization for a minimum period of xyz years as decided by the company. In case they violate this clause of the Memorandum of Understanding, there is a huge monetary fine associated with the same.

Need

No process or organization is any good without the right talent managing it. The right people can create the right design, the right processes and adopt the right technology to propel any organization in the desired direction. Talent management is all about having the right person at the right place at the right time for the optimum time and at the right price. Organizations have now realized that people could be that crucial differentiating edge for them in the increasingly competitive marketplace.

There are various reasons for which a company would need talent management as summarized below:

1. To align the workforce with the business needs:

Talent management is about identifying the right talent for the right role. It implies fitment of right set of skills to the right set of job requirements. This alignment of skills to job tasks ensures synergy between the staffing process and the business demands.

2. To engage the workforce for establishing and sustaining highest level of productivity:

An engaged workforce leads to a productive workforce. Establishing and sustaining highest level of productivity implies a lot of things including creating and maintaining a talent culture. This culture creates an enabling environment for employees to learn, grow and excel at their work. We propose an EVOSKILLS model to create and sustain a talent culture in an organization that will enable highest level of productivity.

3. Effective talent management helps in increasing the employee satisfaction:

Employee satisfaction can be understood as cognitive, emotive and social comfort that is achieved by working in an organization which has fair policies that respect employee sentiment. Developing fair transparent and just employee related policies and ensuring their smooth execution is very much an integral part of talent management.

All the great places to work that have achieved the Great Place to Work title by employee votes are places that guarantee employee satisfaction through effective talent management processes.

4. To effectively develop leaders in the organization who can use their expertise to help in the growth of the company:

Talent management includes talent development. Developing talent does not only mean developing technical skills and functional skills of employees, it also includes developing behavioural skills of employees including those of the leaders. Many organizations have tie-ups with leading B-schools of the world to help the organizational leaders develop the right set of competencies through different educational programmes. In turn, these leaders are expected to serve the company for a minimum specified period of time, especially if the educational programme is sponsored by the organization, partly or fully.

5. To effectively balance diversity in workforce enabling highest possible employee engagement:

Workforce diversity is a challenging theme. Organizations are today spending on diversity training among other things on a high priority basis. If not dealt with elegance and dignity, it can backfire big time. People want to know how much you can before they care how much you know. Employees belonging to different age groups, gender, race, community, linguistic groups and religions, all expect and rightly so to be treated fairly to say the least. Beyond the fairness paradigm is the legitimacy and access paradigm that claims to use diverse backgrounds of employees for business gain.

What is Talent Management?

Talent management is defined as the methodically organized, strategic process of getting the right talent onboard and helping them grow to their optimal capabilities keeping organizational objectives in mind.

The process thus involves identifying talent gaps and vacant positions, sourcing for and onboarding the suitable candidates, growing them within the system and developing needed skills, training for expertise with a future-focus and effectively engaging, retaining and motivating them to achieve long-term business goals. The definition brings to light the overarching nature of talent management – how it permeates all aspects pertaining to the human resources at work while ensuring that the organization attains its objectives. It is thus the process of getting the right people onboard and enabling them to enable the business at large.

Under the umbrella of talent management, there are a string of elements and sub-processes that need to work in unison to ensure the success of the organization. For

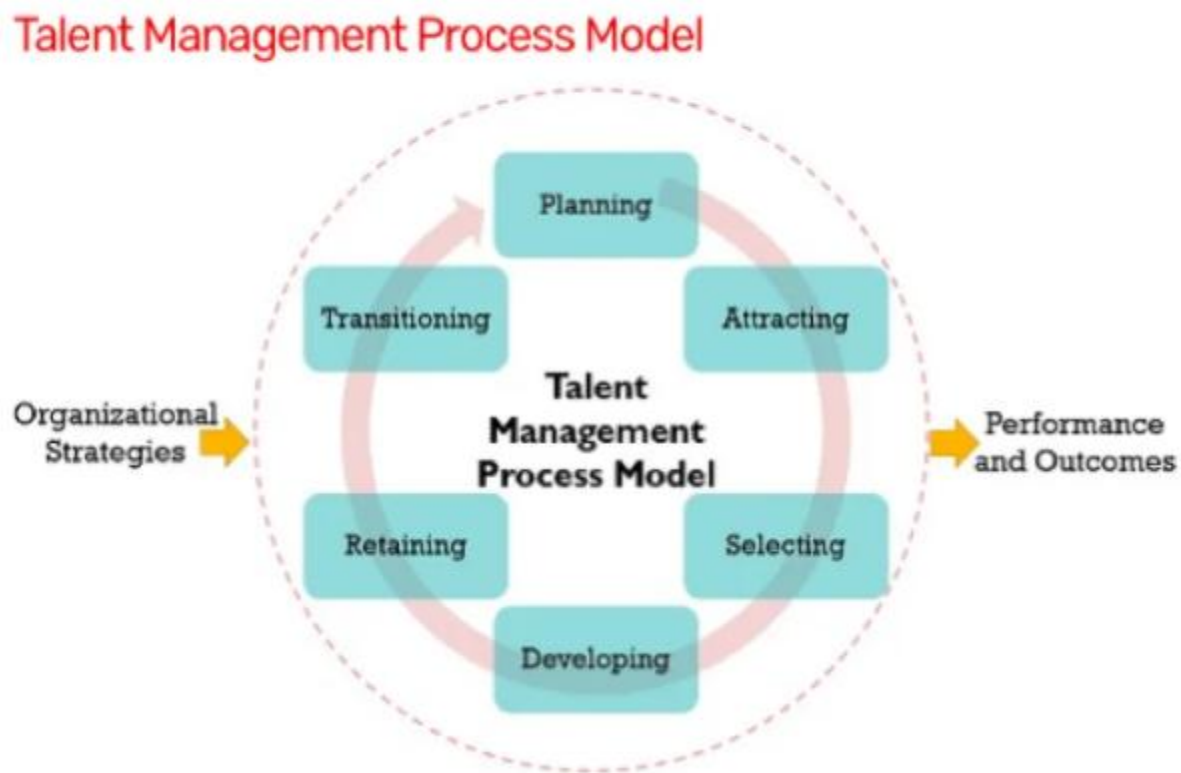
example, analyzing the right talent gaps for the present and the future, identifying the right talent pools and best-fit candidates, getting them to join and then optimizing their existing skills and strengths while helping them grow are touch-points that are all equally important. They support each other and the whole structure would crumble even if one sub-process fell out of sync.

Learn more: What Is Talent Acquisition? Definition, Process, Strategies, and Best Practices

Talent Management Process

While often cyclical rather than a generic linear progression of events, the process of talent management could be considered, to begin with acknowledging the need for talent and leads to filling that gap and ultimately growing and optimizing the skills, traits, and expertise of employees, new and old.

The following image depicts the key points of the talent management process:



1. Planning: Like in any process with a set outcome, planning is the first step in the process of talent management. It involves the following identifying where the gaps

lie – the human capital requirement, formulating job descriptions for the necessary key roles to help guide sourcing and selection and developing a workforce plan for recruitment initiatives.

2. Attracting: Based on the plan, the natural next step is to decide whether the talent requirements should be filled in from within the organization or from external sources. Either way, the process would involve attracting a healthy flow of applicants. The usual external sources include job portals, social network, and referrals. The talent pools that need to be tapped into must be identified in advance to keep the process as smooth and efficient as possible. This is where the kind of employer brand that the organization has built for itself, comes into play because that decides the quality of applications that come in.

3. Selecting: This involves using a string of tests and checks to find the right match for the job – the ideal person-organization fit. Written tests, interviews, group discussions and psychometric testing along with an in-depth analysis of all available information on the candidate on public access platforms help in gauging an all-rounded picture of the person. Today there are software and AI-enabled solutions that recruiters can use to skim through a vast population of CVs to focus on the most suitable options and to find the ideal match.

4. Developing: Quite a few organizations today operate on the idea of hiring for attitude and training for skills. This makes sense because while you would want a predisposition to certain skill-sets, it is the person that you are hiring and not the CV. Developing employees to help them grow with the organization and training them for the expertise needed to contribute to business success also builds loyalty and improves employee engagement. This begins with an effective onboarding program to help the employee settle into the new role, followed by providing ample opportunities for enhancing the skills, aptitude and proficiency while also enabling growth through counseling, coaching, mentoring and job-rotation schemes.

5. Retaining: For any organization to be truly successful, sustainably, talent needs to be retained effectively. Most organizations try to retain their best talent through promotions and increments, offering opportunities for growth, encouraging involvement in special projects and decision-making, training for more evolved roles and rewards and recognition programs.

6. Transitioning: Effective talent management focuses on a collective transformation and evolution of the organization through the growth of individual employees. This involves making each employee feel that they are a part of a bigger

whole. Providing retirement benefits, conducting exit interviews and effective succession planning might seem like unrelated career points but they are all transition tools that enable the shared journey.

Talent Management Strategy

Talent management is not a mere checklist of requirements that need to be sufficed – it is a strategy that needs careful implementation, regular checks, and continual improvement. The following are the six primary talent management strategies that serve as the pillars of people functions.

1. Detailed job descriptions

A well-informed, detailed job description helps the sourcer, the sourcing software, and the candidate understand the job-role better. Generic job descriptions only serve to confuse all parties involved in the talent acquisition process and lead to a wave of irrelevant applications. Information that must be a part of the job description includes the following:

- Job title and location
- Overall duties
- Skills required
- Reporting lines
- Tools and equipment used
- Salary and benefits

With these, candidates can make an informed decision on whether to apply or not and sourcers get CVs that fit the bill better.

2. Person-organization fit

An employee that does not fit into the organizational culture can neither be the happiest employee nor the most sustainably productive one. While the culture can be difficult to define in words, it is prevalent in actions and quite easy to understand whether a candidate would be a good fit or not. Personal and organizational values need to have a certain degree of overlap for any employee to feel at home within the organization. Without a comfortable person-organization fit, the most amount of time, effort and energy would go into attempts at adjustment. Hiring candidate with the right P-O fit (or PE fit) thus greatly improves the chances of better employee engagement, higher employee satisfaction, and usually better performance.

3. Collaborate-coach-evolve

An important strategy to make talent management more effective involves creating a culture of coaching, mentoring (even reverse mentoring) and collaboration. Constructive feedback goes a long way when it comes to helping employees evolve and develop their skills and expertise. Managing talent is thus also about preparing them for the future of the organization – to be ready for changes down the path and to be able to rely on each other.

4. Reward and recognize right

The process of rewards and recognition forms an important part of the strategy to motivate, engage and manage employees better. This goes beyond financial rewards and bonus packages. Studies point towards the fact that employees often want R&R schemes that motivate them with “prizes” that are most relevant to them as individuals. This is a great opportunity for organizations to show their employees how much they care for them as persons and as integral aspects of the organizational machinery.

5. Opportunities for continuous improvement

Managing talent needs to be put in the context of the future that the organization has envisioned for itself. Thus, employees need to be equipped with the right tools to be able to maximize their own potential. For the continuous improvement of the organization, there needs to be the scope and opportunities for the continuous development of its employees. Moreover, this ensures that the cumulative skills within the organization is updated, upgraded and upscaled.

Talent management involves strategically planning career paths that make sense for every employee. We all tend to work better we know where we are headed and what the next stop is for our careers. This does not entail making empty promises of promotions but rather creating a career map in discussion with the employee, making sure that they relate to it and feel that it is realistic while also providing them with all the necessary tools to make the map a reality. Having a map to follow also improves retention scores since employees then know what they have to look forward to and work towards and can then collaborate effectively to achieve it.

Talent

A talent is often defined as a natural aptitude that someone is born with (e.g., singing, painting or drawing, athletic abilities). People often have to work to refine their talents, but they're generally innate and genetic rather than acquired.

The difference between talents and skills is that skills can be learned from scratch and improved upon over time. The majority of workplace duties and responsibilities require learned skills, not instinctive talent although talent can certainly make an employee or candidate stand out.

When talent is used in the plural by HR departments and recruiters, however, it usually refers to job seekers, candidates or a population of employees.

Overall, talent has a few different definitions in the workplace, but it's generally a way to describe certain individuals with naturally above-average skills that help them perform better than the rest, or to describe a population of high-performing, high-quality employees and potential candidates.

Talent identification:

Self-motivated: A self-motivated person takes pride in their work. They don't need to be micromanaged, take personal ownership for their work and will often go above and beyond in their duties.

Team player: Team players possess great communication and interpersonal skills. While they may bring a high level of skill in their profession to projects, they're often sought after because they know how to motivate others and help teammates collaborate.

Results-oriented: Talented people meet and exceed goals and objectives. They are results-oriented and serve as a great example to other employees.

Natural leader: A natural leader inspires and empowers others by creating a trusting and encouraging environment in the workplace.

Creative thinker: Creative thinkers are solution-oriented and often offer a different perspective on how to approach challenges. They maintain a positive attitude and use their intelligence and creativity to seek out ways to overcome obstacles and work more efficiently and effectively.

Knowledge

Knowledge management is activities designed to identify, create and distribute knowledge among the employees of an organization. It also refers to the process of embedding this knowledge into procedural practices and operations to spread it through various ways.

Knowledge can be defined as awareness of facts or as practical skills, and may also refer to familiarity with objects or situations. Knowledge of facts, also called propositional knowledge, is often defined as true belief that is distinct from opinion or guesswork by virtue of justification. While there is wide agreement among philosophers that propositional knowledge is a form of true belief, many controversies in philosophy focus on justification: whether it is needed at all, how to understand it, and whether something else besides it is needed. These controversies intensified due to a series of thought experiments by Edmund Gettier and have provoked various alternative definitions. Some of them deny that justification is necessary and replace it, for example, with reliability or the manifestation of cognitive virtues. Others contend that justification is needed but formulate additional requirements, for example, that no defeaters of the belief are present or that the person would not have the belief if it was false.

Knowledge can be produced in many different ways. The most important source of empirical knowledge is perception, which refers to the usage of the senses. Many theorists also include introspection as a source of knowledge, not of external physical objects, but of one's own mental states. Other sources often discussed include memory, rational intuition, inference, and testimony. According to foundationalism, some of these sources are basic in the sense that they can justify beliefs without depending on other mental states. This claim is rejected by coherentists, who contend that a sufficient degree of coherence among all the mental states of the believer is necessary for knowledge.

Types:

Explicit Knowledge

This type of knowledge is formalized and codified, and is sometimes referred to as know-what. It is therefore fairly easy to identify, store, and retrieve. This is the type of knowledge most easily handled by KMS, which are very effective at facilitating the storage, retrieval, and modification of documents and texts.

From a managerial perspective, the greatest challenge with explicit knowledge is similar to information. It involves ensuring that people have access to what they need; that important knowledge is stored; and that the knowledge is reviewed, updated, or discarded.

Propositional knowledge

Propositional knowledge, also referred to as descriptive knowledge, is the paradigmatic type of knowledge in analytic philosophy, and various classifications are used to distinguish between its different subtypes. The distinctions between the major types are usually drawn based on the linguistic formulations used to express them. Propositional knowledge is propositional in the sense that it involves a relation to a proposition.

Tacit Knowledge

This type of knowledge was originally defined by Polanyi in 1966. It is sometimes referred to as know-how and refers to intuitive, hard to define knowledge that is largely experience based. Because of this, tacit knowledge is often context dependent and personal in nature. It is hard to communicate and deeply rooted in action, commitment, and involvement.

Tacit knowledge is also regarded as being the most valuable source of knowledge, and the most likely to lead to breakthroughs in the organization. The lack of focus on tacit knowledge directly to the reduced capability for innovation and sustained competitiveness.

KMS have a very hard time handling this type of knowledge. An IT system relies on codification, which is something that is difficult / impossible for the tacit knowledge holder.

Embedded Knowledge

Embedded knowledge refers to the knowledge that is locked in processes, products, culture, routines, artifacts, or structures. Knowledge is embedded either formally, such as through a management initiative to formalize a certain beneficial routine, or informally as the organization uses and applies the other two knowledge types.

The challenges in managing embedded knowledge vary considerably and will often differ from embodied tacit knowledge. Culture and routines can be both difficult to understand and hard to change. Formalized routines on the other hand may be easier

to implement and management can actively try to embed the fruits of lessons learned directly into procedures, routines, and product.

	Talent	Knowledge
Meaning	Talent is a natural ability of a person to perform any particular task efficiently based on work.	Knowledge is the expertise to do a particular task efficiently based on learning possessed.
Possessed from	Natural	It is something you develop from learning
Possessed by	Few people only.	Anyone can possess it through learning.
Requires	Self-Recognition	Development from learning and Study
Guidance from	Coaching	Training

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Source of Talent Management

Talent sourcing refers to the process of identifying, researching, generating, and networking with potential job candidates in order to convert individuals into job applicants. The broader task of talent sourcing is to generate a consistent flow of highly-skilled applicants.

How Talent Pools Work

If a talent pool becomes a standard part of your HR arsenal, you can benefit several times over. That's because:

- The recruitment process does not have to start from scratch every time.
- Your pool of talent optimizes preselection through existing information.
- Second-choice applicants from other selection processes can be quickly obtained if they are available and interested.
- Specialist departments can preselect using the available pool.
- The HR department's job is made easier.
- The risk of selecting the wrong candidate drops.

- Recruitment costs are significantly reduced.

The Talent Sourcing Process

Each organization should develop their own sourcing process to suit their own needs. With that in mind, there are four basic steps to the sourcing process. As you will see, the talent sourcing process combines elements unique to talent sourcing with those that overlap with recruitment.

- **Source:** once a sourcing plan is in place, the next step is to identify, reach out to, and cultivate relationships with potential candidates. Be sure to read the “Talent Sourcing Tips section below for guidance on how to source most effectively.
- **Plan:** talent sourcing begins with establishing a clear plan designed to direct your search towards areas where you are most likely to find a high-density of desirable candidates.
- **Assess:** Once you’ve generated a pool of qualified applicants, it’s time to assess the pool. This involves identifying the candidates best suited to perform the position in question and those most aligned with your organization’s culture and values.
- **Onboarding:** the final stage of the talent sourcing process entails the onboarding of new employees.
- **Hire:** after a thorough interview process, you will offer the position to the top candidate, negotiate the particulars of the employment contract, and ultimately hire them.

There are different stages/processes that are involved in the Talent Acquisition cycle including getting the brief; creating a job description; circulation; search; application, screening et al.

There are 3–4 primary sources that most players go to for acquiring the right talent. These can shuffle between:

- Internal Referrals
- Recruitment/ Executive Search Agency
- Word of Mouth
- Social Media
- Job Aggregator Websites

Consequences of Failure in Managing Talent

Causes for Talent attrition:

Talent management is one of the cursing factors threatening organization. The causes of poor talent management are discussed as follows:

Long working hours: Long working hours and the intensity of work have consistently emerged as two top most concerns of workers (Duxbury and Higgins, 2003). Employees feel tired and bored because of long working hours. The duration of work, number of working hours and timings play a significant role in retaining of an employee.

Unsupportive Management: Work place support i.e., the support received from supervisors and co-workers are the key elements in talent management. Organizations have to understand the nature and problems of the employees and create congenial work atmosphere, because support and co-ordination from top level management and co-workers helps an employee to motivate and engage himself in work.

Lack of co-ordination and communication: Co-ordination between different levels of management is needed to set organizational objectives. Communication helps to share the creative ideas and information among employees. But due to lack of proper co-ordination and communication between employees quit the organization.

Higher personal aspirations: In the modern world, the life style of an individual is one of the main reasons for poor talent management. Ever-increasing ambitions, changing fashions, etc., can cause envy and a feeling of discontentment (Sarma V.S. 2009). Most of the employees have higher aspirations towards their career and personal development. An environment with poor facilities for growth and development may not create an opportunity for employees to achieve personal aspirations.

Unsatisfactory monetary and non-monetary rewards: Monetary and non-monetary benefits play an important in retaining of an employee. An employee whose monetary benefits are less than the cost of living may undergo may leave the organization and try for some other source of work. Hence organizations have to offer attractive benefits to retain employees.

Consequences of Talent Attrition:

The consequences of talent attrition affect the organization effectiveness. The following are some of the consequences of talent attrition.

Declined productivity: These days firms focus on getting more output from less input. Productivity is very important for organizations from which they attain profits. But due to poor working hours employees fail to produce maximum output leading to decreased productivity.

Increased turnover: Turnover means employees leaving the organizations. Turnover of employees is a big qualitative and quantitative damage for employers. Turnover affects organizational culture and productivity. Turnover leads to windup of many entities. Work intensification has led to health problems and attrition of professional and managerial employees (Fang Lee Cooke and Xingyao Jing, 2009). Unsupportive management and co-workers lead to employee turnover.

Poor industrial relations: Employees who fail to co-ordinate with one another may conflict with each other. Organizational conflicts affect the reputation, productivity and industrial relations. Hence healthy industrial relations enable talent management.

Inability to accept change: People resist change and ignore to learn the updated things. Employees with poor monetary and non-monetary benefits may not accept the changes in the organization structure, policies, goals and objectives. Even employees may resist the projects and plans. Hence change management helps employees to concentrate on their personal career and profession.

Remedial Measures for Talent Management:

Creating opportunities for growth: Organizations have to create an assurance for employee's growth. Organizations gain profits from the efforts of employees, hence the organizations have to provide training and development programs for employees. These programs not only contribute to organizational success but also make individual's successful. Hence organizations have to create opportunities for growth and development for employees.

Relate the recruitment policy with organizational needs: Many time organizations invest more on recruitment without proper forecast on future needs. While recruiting people organizations promise many monetary and non-monetary

benefits. But later on they fail to look after the basic needs of employees. Hence there should be matching between recruitment policy and organizational needs.

Employee counselling: The organizations have to conduct Periodical counselling programs by experts where people can minimise their stress. Misra says, “Transformation is all about breaking habits”. “Organizations develop holy cows which are created and perpetuated. Somebody needs to challenge that; change is incremental. We need to create ‘discomfort’ in people about the status quo”. Change management’s goal is to maximize an organization’s benefits and minimize the impact of change on workers. The employee friendly policies like change management, stress management, adequate training and development programs, refreshing courses, etc have to be organized by organizations to retain employees.

Tools for Managing Talent

Managing talent is a critical aspect of organizational success. Effective talent management involves attracting, developing, and retaining top performers, and creating a workplace culture that supports employee engagement, productivity, and growth. Failure in managing talent can have significant consequences for an organization, including loss of top talent, low employee engagement, inability to meet business goals, increased recruitment costs, damage to reputation, increased risk of legal action, and lack of diversity and inclusion.

Managing talent involves various processes and strategies that help organizations attract, retain, and develop their top talent. Tools commonly used by organizations to manage talent:

1. **Performance management systems:** These systems help organizations track employee performance, set goals, and provide feedback and coaching to help employees develop their skills and reach their potential.
2. **Succession planning:** Succession planning involves identifying high-potential employees and preparing them for future leadership roles within the organization. This helps ensure that the organization has a pipeline of talent ready to step into key roles as needed.
3. **Career development programs:** Career development programs provide employees with opportunities to develop their skills and knowledge, and to explore different career paths within the organization. These programs can include training, mentorship, job shadowing, and other development opportunities.

4. **Talent acquisition tools:** These tools help organizations attract top talent by promoting their employer brand, identifying and engaging with potential candidates, and streamlining the hiring process.
5. **Employee engagement surveys:** Employee engagement surveys help organizations understand how engaged and satisfied their employees are with their work, and identify areas for improvement. This can help organizations create a more positive work environment and improve retention of top talent.
6. **Learning management systems:** Learning management systems provide employees with access to training and development resources, such as online courses, webinars, and other learning materials. These systems can also help organizations track employee progress and measure the effectiveness of training programs.
7. **Talent analytics tools:** Talent analytics tools help organizations analyze data related to employee performance, engagement, and retention. This can help organizations make data-driven decisions about talent management and identify areas for improvement.

Here are Some key characteristics of tools for managing talent:

- **Customizable:** Effective tools for managing talent are customizable to meet the specific needs of the organization. Organizations should be able to tailor the tools to their unique culture, business objectives, and talent management goals.
- **User-friendly:** Talent management tools should be user-friendly and intuitive, making them easy for employees and managers to use. This can help ensure that the tools are adopted and used effectively across the organization.
- **Data-driven:** Talent management tools should be data-driven, providing organizations with insights and analytics that can help them make informed decisions about talent management. This can include data related to employee performance, engagement, retention, and development.
- **Comprehensive:** Effective talent management tools should be comprehensive, covering a range of talent management processes and strategies. This can include performance management, succession planning, career development, and talent acquisition.
- **Integrated:** Talent management tools should be integrated with other systems and tools used by the organization, such as HR information systems, learning management systems, and payroll systems. This can help ensure that data is accurate and up-to-date, and that talent management processes are streamlined and efficient.

- **Agile:** Effective talent management tools should be agile, able to adapt to changing business needs and talent management trends. This can help ensure that the organization remains competitive and is able to attract and retain top talent.

Effective talent management is critical for the success of any organization. Here are some benefits of using tools for managing talent:

- **Improved retention:** Effective talent management tools can help organizations identify and retain top performers, reducing turnover and the associated costs of hiring and training new employees.
- **Increased productivity:** Talent management tools can help organizations optimize employee performance by providing feedback, coaching, and development opportunities that help employees reach their full potential.
- **Enhanced agility:** Talent management tools can help organizations quickly adapt to changing business needs by ensuring they have the right talent in the right roles at the right time.
- **Improved decision-making:** Talent management tools provide organizations with data and insights that can help them make informed decisions about talent management, such as identifying high-potential employees and developing succession plans.
- **Strengthened employer brand:** Effective talent management tools can help organizations promote their employer brand by showcasing their commitment to employee development and career growth.
- **Increased employee engagement:** Talent management tools can help employees feel more engaged and invested in their work by providing them with development opportunities and a clear path for career advancement.
- **Improved diversity and inclusion:** Talent management tools can help organizations identify and develop diverse talent, promoting a more inclusive and equitable workplace.

Talent Management Initiative

Talent Management Initiatives



The managers and the higher authorities need to take the initiative to pave the way for the personal development and long-term association with the organisation. Some of the ways in which a manager can motivate and retain employees are as follows:

- **Recognition:** Recognising employees' contribution and their work on individual grounds, boost up self-confidence in them.
- **Remuneration and Reward:** Increasing pay and remuneration of the employees as a reward for their better performance.
- **Providing Opportunities:** Giving the charge of challenging projects to the employees along with the authority and responsibility of the same, makes them more confident.
- **Role Design:** The role of employees in the organisation must be designed to keep them occupied and committed, it must be flexible enough to inculcate and adapt to the employee's talent and knowledge.
- **Job Rotation:** Employees lack enthusiasm if they perform the same kind of work daily. Thus, job rotation or temporary shifting of employees from one job to another within the organisation is essential to keep them engaged and motivated.
- **Training and Development:** On the job training, e-learning programmes, work-related tutorials, educational courses, internship, etc. are essential to enhance the competencies, skills and knowledge of the employees.
- **Succession Planning:** Internal promotions helps identify and develop an individual who can be the successor to senior positions in the organisation.
- **Flexibility:** Providing a flexible work environment to the employees makes them more adaptable to the organisation and brings out their creativity.

- **Relationship Management:** Maintaining a positive workplace where employees are free to express their ideas, take part in the decision-making process, encourage employees to achieve goals and are rewarded for better performance leads to employee retention.
- **Self-motivation:** Nothing can be effective if the employee is not self-determined and motivated to work.

Benefits of Talent Management

Benefits of talent management for the organisation

- Strategic talent management results in the accomplishment of organisational vision.
- Filtration of talented employees and retaining of the finest ones is possible.
- Talent management strengthens the organisational structure by building strong human capital.
- It helps the organisation to succeed over its competitors and establish a strong presence in the market.
- It builds up a good reputation of the company among the job seekers.
- It leads to improved participative decision making by the management.
- It directs continuous improvement in organisational performance making it more efficient and effective.

Benefits of talent management for employees

- Talent management initiates a positive environment in the organisation where employees experience job satisfaction.
- Employees get a chance of learning and improving themselves which motivates them to perform better.
- The training and development programmes help the employees to learn something new, enhancing their personal skills and knowledge.
- The organisation focuses on an individual's growth and betterment hence employees develop a feeling of being cared for and belongingness for the organisation.
- The employees remain associated with the organisation for a long-term period.
- Recognition and rewards lift up the employee's confidence level.
- The rigorous learning, adds on to the experience of the employees.

In today's global scenario, the human resource has been a very effective tool for the company's growth and success. Thus to make the best possible utilisation of the employee's talent and skills, talent management is essential.

Steps to effective talent planning

1. Align with your organization's business goals

The first step to effective talent planning is knowing exactly what your company's goals are.

It's crucial to get a realistic idea of your company's expansion plans and market opportunities so you can outline the organization's business goals for today and the future. Now, don't get this step confused with your annual budgeting process that looks at employee turnover and retention rates. This goes beyond that. You need to outline where you see your company in 5 years, what you want your product or service to look like, what talent and skills you'll need to make that happen.

Do you need to hire more software engineers? Do some of your senior executives need training on how to adapt to a more modern, flexible working environment?

Take a look at your in house talent as well as the talent you hope to attract from the outside. Only then can you get deeper insights into what your company needs to achieve its goals.

2. Implement and use talent analytics

Next, lean on your data to help you plan for your current and future talent needs.

Considering the importance of talent analytics, it's surprising how little they're used right now to track talent. A Deloitte report found that only 4% of companies have predictive talent analytics capabilities to help them manage talent, and just 14% of companies have a talent analytics program in place.

Implementing and using talent analytics can help you to analyze the talent and skills your company already has. However, it also allows you to conduct a thorough skills gap analysis and uncover shortages in your business. Skills that were in high demand in 2010s may not match what you'll need in five years.

For example, talent analytics can highlight which of your employees are more productive than others, which have more modern skillsets than others, and even which staff are more engaged in their roles. Such talent intelligence also helps you analyze expected salaries and benefits for current and future job openings in your company so you can create better offers and retain top-performing employees.

Pro-tip: *If you want to learn more about how to use talent analytics, here's an article explaining its benefits and how to use it. .*

3. Determine critical hiring needs and create a hiring plan

Understanding your business goals goes hand in hand with identifying your company's critical hiring needs.

Start by having conversations with hiring managers from different departments about their plans and strategies. Determine how many people in key positions like managers and executives they predict will be retiring or leaving their positions soon so you can prioritize. Then, look at what hires you'll need to make to ensure future goals become a reality.

Once this is done, you can create a hiring plan. Break down the numbers of new hires you'll need to make to fill current and future skills gaps, as well as a budget and recruiters you'll need to make it happen. Then, you can start analyzing these roles and requirements individually, and come up with a recruitment process to attract the right talent for each of them.

Stop guessing, Start data-driven hiring.

Learn how you implement a modern candidate selection process, that is: streamlined, experience-driven and backed by data.

4. Identify high-potential employees

Beside creating a hiring plan to fill skills gaps, take a look at the talent you already have in your company.

Analyze the top talent in the lower ranks of your organization and try and identify if any of them have leadership potential. Look at their skill sets, determination, and culture fit and then assess them to see if they have what it takes to be a future leader at your organization. Hiring and filling positions internally makes a lot of sense as employees with high potential are 91% more valuable to organizations than non-high potential workers.

A convenient way to assess whether or not an employee has leadership potential is to use an assessment, like Hogan's High Potential Model. The model uses personality assessments allowing companies to build high-potential programs. Hogan's managing partner, Ryan Ross, says measuring candidates objectively allows you to focus on their characteristics without having decisions impacted by "politics, relationships, or context."

The model measures leadership potential using three components:

- **Foundations:** How an employee manages their career, if they're rewarding to deal with, and are organized
- **Emergence:** How well an employee stands out from their peers, builds strategic business relationships, uses their influence, and is viewed as a leader
- **Effectiveness:** How well a person can build and maintain high-performing teams that drive organizational success

Measuring employees this way gives businesses a birds-eye view of their work habits, leadership potential, and ideal job aspirations. Once you have a firm handle on these aspects, it's easier to find internal employees to promote and fill leadership positions down the line.

identifying, developing, and promoting your high potential employees will lead to better leadership at your organization.

5. Develop your employees

Although we've just highlighted the importance of finding employees with future leadership potential, you still need to focus on *every* employee.

Talent planning requires creating a strategy that looks after the development of every single staff member on your team. Your talent planning strategy should provide employees with learning opportunities, as well as internal mentoring from managers and senior leaders.

Why? Well, all members of your team should be able to envision a career pathway at your company.

Having an internal mobility program makes it easier for your company to reskill current employees and fill department gaps without having to look externally. Even better, an internal mobility program helps you to recognize cross-collaboration opportunities so employees can use different skill sets to get projects done quicker.

Finally, track your employees' upskilling or retraining efforts. If they're completing additional training, touch base with them when they're close to the finish line so you can talk to them about what comes next. The sooner you reach out to an employee who is working on keeping their skills sharp, the more chance you'll have of keeping them at your company instead of losing them to a competitor.

6. Establish retention strategies

It isn't enough to have a good recruitment strategy in place—you also need to look for ways to keep your employees on board.

Make sure you keep a close eye on what packages you're offering to current and future staff.

Are your benefits packages good enough? Are there any pay gaps? Do you offer your talent enough opportunities to develop new skills and move around to other departments?

Retaining staff can also come down to listening to what they want and showing them you care. Employee surveys are an easy and cost-effective way to see how satisfied your employees are and, more importantly, identify issues before they start affecting your retention numbers.

Another way of diagnosing potential problems with retention is conducting exit interviews and taking a close look at the results, so make it a fixed part of your offboarding process.

Employee wellness is much more than subsidizing yoga classes. Think about other health, environmental, and financial wellness initiatives you could implement that your employees would find beneficial.

7. Build a long-term employer branding strategy

Finally—be in it for the long haul.

Effective talent planning doesn't happen overnight. It requires long-term thinking about how you want your organization to be perceived in the future and what narrative you want to tell your staff.

A big part of this is creating an effective employer branding strategy. This strategy is critical in attracting, hiring, and retaining new employees. In fact, 94% of candidates will apply for an open job position if that company actively manages its employer brand, and more powerful branding leads to 50% more qualified applicants.

Parts of building a strong employer brand like clear company goals overlap with talent planning. However, other aspects like creating a stand-out career page and utilizing interactive online candidate assessments can make your branding pop. Such assessments allow potential candidates to get a taste of the culture and expectations at your company during the hiring process.