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STRATEGIC MANAGEMENT OF TALENT MANAGEMENT FOR TRADE, COMMERCE AND INDUSTRIES IN WORLD.

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Abstract:

Strategic Talent Management is a process that ensures that your business has the right people in the right jobs at the right time to achieve your expected results. This discipline helps organizations understand their current state, forecast talent gaps, and take the necessary steps to close those gaps. Developing an effective talent management strategy is the first step to ensure that your organization is competitive. A talent management strategy prepares organizations for challenges like cultivating skill sets of your current workforce and retaining highly talented employees from competitors. The best talent management plan is closely aligned with the company's strategic plan and overall business needs. Goal alignment is a powerful management tool that not only clarifies job roles for individual employees, but also demonstrates ongoing value of your employees to the organization. When you engage employees in their work through goal alignment, you create greater employee ownership in your company's ultimate success; they become more committed to your company and achieve higher levels of job performance.

Full Paper

In the present era of digital age, many young people in most parts of the world take for granted the mobile phones, internet access, e-mails, and cheap travel abroad that were unavailable or very expensive a few decades ago. These products and services permeate all aspects of our lives, and they have radically changed the way organizations are managed. For example, while the international manager of yesterday spent hours on the phone talking to regional or country managers, the international manager of today enters an internet or a videophone conference room or uses e-mails and instant messaging to communicate with his or her subsidiaries at all hours and around the world. International managers are now, by using mobile phones and laptop computers, able to connect with their organization and access information on any of their subsidiaries whenever they want, wherever they are. It is fair to assume that such technological innovations will continue to flourish and to play an ever more significant role in the way organizations are managed in the future.

As they do so, the meaning of physical presence at a particular space or location will become increasingly blurred, and will never be as important as it was in the past. Make a 'local' phone call from London to inquire about your train, plane, or coach or your phone bill, and it is more likely that the person dealing with your inquiry is located in India than in the United Kingdom. We are not suggesting that location does not matter any more. But we are suggesting that geographical distance has become far less of a hindrance to managing globally.

In addition to the recent technological advancements in several industries, products, customer tastes, and managerial practices are converging across countries. A converged global market permits a standardized product across countries that minimizes complexity and the cost of adapting the product to local market peculiarities, thereby achieving higher performance. While the global convergence of markets offers multinational firms (also known as multinationals) the opportunity to standardize their products across countries, the technological revolution makes the execution of the strategy possible.

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As the opening case study illustrates, in several industries firms with effective strategy do not have to change their core strategy significantly when they move beyond their home This should not be taken to mean that nothing will ever have to be changed. IKEA's strategy in the US during the 1980s demonstrates that even the most successful formula in the home market can fail if multinationals do not respond effectively to local business realities. IKEA was Founded in 1943 by 17-year-old Ingvar Kamprad inSweden, the company is named as an acronym comprising the initials of the founder's name (**I**ngvar **K**amprad), the farm where he grew up (**E**lmtaryd), and his home parish (**A**gunnaryd, inSmåland, South Sweden). of Europe, it failed initially in the US. The company had to reconsider the perceived universal appeal of its products, and adjusted its activities to local markets without compromising the huge benefits gained from sourcing and selling standardized products. IKEA's example shows that some form of adaptation to local markets does not always require the complete and radical change of the core strategy. A key challenge for managers is to be able to determine the extent to which adaptation to local markets is achieved without compromising the core strategy. Differently put, to be successful firms must strike a balance between the benefits and costs of providing subsidiaries with the flexibility to react to local business realities they encounter, and the benefits and costs of coordinating a global strategy from the centre.

Strategic Talent Management

Strategic Talent Management is a process that ensures that your business has the right people in the right jobs at the right time to achieve your expected results. This discipline helps organizations understand their current state, forecast talent gaps, and take the necessary steps to close those gaps.

Benefits of Effective Strategic Talent Management

- Align human capital needs with business strategy
- Clarify current and future roles and responsibilities
- Focus training, development and recruitment efforts

- Ensure knowledge transfer across multigenerational workforce
- Maximize the contribution of every employee
- Minimize disruption associated with sudden departures

Talent Management Strategy

Developing an effective talent management strategy is the first step to ensure that your organization is competitive. A talent management strategy prepares organizations for challenges like cultivating skill sets of your current workforce and retaining highly talented employees from competitors.

Develop a strategic talent management plan for the entire employee cycle

- The **PROFILEXT®** measures individual talent potential and predicts job performance. Using the **PROFILEXT®** as part of your talent management strategy will help discover employee skill sets, before and during employment. Placing the right people in the right positions cultivates talent within your organization.
- The **PROFILES PERFORMANCE INDICATOR™** measures behavioral tendencies in five critical job-related competencies: productivity, quality of work, initiative, teamwork, and problem solving. Used to evaluate employee talent, **PROFILES PERFORMANCE INDICATOR™** increases employee productivity and motivation, and provides recommendations for improving employee performance.

Executives and HR management have always been focused on basic talent management—acquiring, hiring and retaining talented employees. But, to drive optimal levels of success, business leaders need engaged, high-performing employees. The key to inciting a workforce to greatness is to align your talent management with company strategy, define consistent leadership criteria across all functional areas, and identify specific competencies (analytical, technical, education, experience) to cultivate for continuing growth.

Business leaders who implement a strategic talent management process are more prepared than their competitors to compete in the global economy and capitalize quickly on new opportunities. True success is only available when companies do more than adapt to long-term trends; they must be able to anticipate and jump on new opportunities before the rest of the market. A strategic talent management plan allows you to:

- Become "proactive" versus "reactive". Fill your critical talent management needs and address company and industry changes promptly;
- Identify essential skills to be developed in all employees, and minimize training costs by focusing on key development areas; and
- Improve your recruiting process by identifying high-quality candidates using job descriptions based upon the expertise of your high performing employees holding uniquely valued company or industry competencies.

Align Individual Goals with Corporate Strategy

The best talent management plan is closely aligned with the company's strategic plan and overall business needs. Goal alignment is a powerful management tool that not only clarifies job roles for individual employees, but also demonstrates ongoing value of your employees to the organization. When you engage employees in their work through goal alignment, you create greater employee ownership in your company's ultimate success; they become more committed to your company and achieve higher levels of job performance.

To achieve "goal alignment" in your organization, you must first clearly communicate your strategic business objectives across the entire company. By allowing managers to access and view the goals of other departments, your organization can greatly reduce redundancy. Goal sharing also helps departmental heads find ways to better support each other, as well as identify areas where they may be unintentionally working at cross purposes. With everyone working together toward the same objectives, your company can execute strategy faster, with more flexibility and adaptability. Essentially, goal alignment strengthens your leadership and creates organizational agility by allowing managers to:

- Focus employees' efforts on your company's most important goals;
- Understand more clearly all responsibilities associated with specific goals; and
- Strengthen accountability by assigning measurable and clearly articulated goals that are visible company-wide.

Challenges of Global Talent Management

Global competition for skilled workers is keen; worldwide, many employers are experiencing a talent shortage. A survey of nearly 33,000 employers in 23 countries reveals that 40% are struggling to locate qualified candidates. With the liberation of trade policies, transnational companies moving production to low-cost areas and the corresponding growth of global supply chains, increased globalization has resulted in socio-economic and cultural challenges.

Further, talent now takes many forms, from migrants crossing borders (temporarily or seeking new homes), students gaining degrees and expatriates on assignment to tourists, refugees and business travelers. Consequently, the demand for skills has countries working hard to develop policies that will attract talent with human and technological skills to support economic growth, retain talent and even reverse talent migration. In a "reverse brain drain" effect, China and India, for example, encourage their educated nationals to return and fill jobs at home.

Thus, the need for talent creates movement between countries. The United States relies on foreign talent, particularly in certain fields. U.S. universities, for example, are not graduating enough U.S. students in science and engineering, and by 2010, 25% of the nation's scientists and engineers will reach retirement age. Reflecting this shift, in 2000, 22% of all U.S. science and engineering positions were held by foreign-born professionals, up from 14% in 1990.

In contrast, countries such as China and India have a wealth of talent in science, engineering and technology. Each year, China produces 350,000 graduate engineers and India 120,000, compared with 63,000 in the United States. In addition, the demand for foreign-born talent is further demonstrated by the fact that the total cap on the number of available H-1B visas under U.S. immigration policies is regularly reached months in advance of the application deadline. Clearly, the ability to attract and retain talent is increasingly important to long-term growth.

Managing global talent has challenges and significant implications for sustainability and growth. A recent study of global companies, for example, states that companies are concerned about the development of future leaders capable of navigating the global business environment. Key findings show that the most important determinant of global talent management (GTM) success is the degree of involvement by the CEO, the board of directors and the GTM leader in talent management activities. On average, for example, CEOs spend 16% of their time speaking publicly about GTM, mentoring high potentials, participating in talent reviews and approving the succession plans. Board members in 46% of companies provide input into assessment of key employees and 39% meet with high potentials during the year.

Conclusion:

Anticipated workforce changes and cost-effective ways to access talent are key to the next generation of talent management. Predictive workforce monitoring will lead to effective strategic talent decision-making. Factors such as flexible talent sourcing, customized and personalized rewards, distributed and influential leadership, and unified and compassionate workplace cultures will be important for successful talent management. Companies will increasingly utilize different types of employment relationships, and nonstandard employment models will continue to evolve. Free agency employment relationships—contracting for the best talent on an as-needed basis—will become more common. To benefit from the knowledge, skills and corporate memory of mature workers, phased retirement will become prevalent. Keeping workers engaged—particularly the next generations—may call for HR to redesign the workweek, benefits packages and reward programs. Scenario planning and talent-match databases will become essential planning tools. In closing, to sustain outstanding business results in a global economy, organizations will rethink and reinvent their approaches to talent management. Effective talent management calls for strong participatory leadership, organizational buy-in, employee engagement and workplace scorecards with talent management metrics. Companies that master talent management will be well-positioned for long-term growth in workforce performance for years to come.

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