Talent Management- A Tool for Successful Organization

By Rakhi Madnani

Abstract:

Due to the intense competition, corporates are finding it difficult to manage the talent and to retain them with the same level of satisfaction. So the current paper throws a light on this important tool for the success of the organization. It talks about the key elements and the importance of talent management. It also touches upon the seven important key to manage the available talent within the organisation.

Keywords: Talent Management, Elements of talent management

Introduction

Talent management refers to the process of developing and integrating new workers, developing and retaining current workers, and attracting highly skilled workers to work for a company. To develop a clear talent management strategy and to increase awareness of available talent and successors, all organizations should conduct regular Talent Review meetings to be prepared for a variety of business changes, such as mergers, company growth, or a decrease in talent needs. In the broadest sense, talent management has been described as "a deliberate and ongoing process that systematically identifies, assesses, develops and retains talent to meet current and future business needs and objectives."

Key Elements of Talent Management

There are some factors that help to define how talent management differs from traditional recruiting. They include:

- ❖ A focus on high impact positions: A talent management strategy requires managers and HR to determine which jobs have the largest impact on a firm's success.

- ❖ Accountability: Talent management assigns responsibility for managing the talent inventory to the chief talent officer, who is responsible for results and not for efforts.

- ❖ Rewards and metrics: Talent management builds cooperation and integration between previously independent efforts through its heavy use of common goals, metrics and rewards. As a result, the overall talent management effort is successful.

- ❖ Balanced metrics: Talent management gets managers' attention by instituting a system of measures and rewards that ensures every manager is recognized and rewarded for excellence in people management (high workforce productivity). It simultaneously measures employee engagement to ensure that managers reach their productivity goals while using the appropriate management behaviour.

- ❖ Business approach: The talent management strategy is not derived from an overhead or administration model. It is developed from other successful business process models, like supply chain management, finance, and lean manufacturing.

- ❖ Recognition of the business cycle: Talent management requires continuous internal movement of talent in and out of jobs and business units based on current business needs and where the company is in its business cycle and rewards that ensures every manager is recognized and rewarded for excellence in people management.

- ❖ Best Talent: Talent management encourages finding, retaining, and developing the best talent no matter where it is. It also stresses putting the work where the best talent is.

- ❖ Focus on service: Seamless service is the expectation of talent management. Customer satisfaction, process, speed, quality, and responsiveness are continually measured.

❖ <u>Anticipation</u>: While traditional recruiting and retention tend to be reactive, talent management is forward looking. It forecasts and alerts managers about upcoming problems and opportunities. It encourages managers to act before the need arises in talent management issues.

Need and Importance of Talent Management:

Talent management plays an important role in developing leaders within an organization. Effective talent management procedures and systems demonstrate the commitment of talent management to human resources resulting in lower rate of employee turnover with higher volume of employee commitment and engagement. Talent management is concerned with identifying the core designation arrangements which have the prospective to differentially effects on the organizational competitive advantage. Effective talent management practices for identifying key knowledge workers involve initially considering how individuals can help the organization to achieve its vision, mission and strategic goals, and highlighting what skills and talents are required. Talent management endeavors to be an effective and organizational need based on formal processes those involved several people who argued a strengthen linkage between leadership and talent.

Seven Keys to Effective Talent Management:

❖ Develop an integrated, proactive talent management strategy. View "employer of choice" status as an outcome of coherent corporate culture rather than ad-hoc programs.

❖ Balance grassroots involvement in talent attraction and retention with management accountability.

❖ Know the company's business environment and plans--the competitive climate. Know plans for growth, merger, divestiture, new products or technologies and project their impact on immediate and longer-term talent needs.

❖ Know what factors contribute to difficulties in attraction and retention. Base initiatives on the real concerns of employees. Raw numbers on turnover can show where retention problems are but not what they are.

❖ Keep various retention factors in balance, especially the mix of compensation and Non-financial motivators.

❖ Track the turnover of the organization in order to know its costs and where they are the greatest and convey them to   management to support the business case for retention.

❖ Market the company and its brand to current employees as vigorously as to the outside talent pool.

Talent Management Practices:

- Job Stretch and Mobility: In order to provide constant escalation to its employees, there must be the need of constant challenges, which enables the employees to regularly move around the organization and to frequently take on new tasks and responsibilities.

- Mentoring: It is one of the important practices of talent management, which helps in uplifting the overall progress of an employee, related to professional and personal front.

- Self-determination and inspiration: Staff must always be given immense freedom to determine when, where, how and on what they work, especially the projects initiating the personal front, which will not only affect the quality of personal development but also speed up the working standard of an employee.

- Deep Immersion: There must be the introduction of merit based recognition and indulgence process, so that the new generation with innovative ideas, products and leadership quality, must be able to come forward and contribute their fruit full innovation towards the goal of an organization.

- Multiplicity of Talents and Personalities: The value of diversity in business seems obvious to most observers, but few leaders really know how to leverage the differences that people bring to the workplace.

- <u>Horizontal Growth Paths:</u> Every organization must have introduced technical mastery programs to allow employee as an individual contributor and specialist to widen their knowledge and to be paid and recognized for it, which help in empower employees to broaden their knowledge within their disciplines and jobs.

- <u>Employing Dual-Career Couples:</u> This is the newly accepted trend in which both members follow their own career and actively support each other's career development which will help them to adhere to the organization for long term.

Difficulties / Challenges with Talent Management

1. Linking talent management practices with a company's business, vision and strategy is a top issue for managers. In a slow economy, it needs to be much more advanced.

2. In order to meet the needs of the organizations it is very tough to attract and retain sufficient employees at all levels, as so many new organizations are coming and if the talented employees are not satisfied then they will try to find new options.

3. One of the biggest threats to any organization is to develop a strong leadership pipeline. Most of the organizations are facing biggest potential threats of lack of a robust talent. In today's nature, it is very difficult to determine whether the individual have people skills, leadership capabilities and global diversity sensibilities which are required in today's competition as compared to identify and assess the experts in a particular field and technicality knowledge. Thus for developing such broader skills in individuals organizations are giving training to develop and groom its own leaders.

4. Most of the organizations are facing a threat of migration of their talented employees on whom they have invested heavily and on whom they have hoped their future leaders.

5. The challenge of standardizing talent management practices and programs to attract and engage their young entrants is critically important for all organizations and particularly so for organizations that depend on a strong flow of top talent.

6. Due to global competition, the demand for skilled workers is increasing worldwide. So Many employers are experiencing a talent shortage.

A survey reveals that 40% of the organizations are struggling to locate qualified candidates. Further, talent now takes many forms, from migrants crossing borders (temporarily or seeking new homes), students gaining degrees and on assignment to tourists, refugees and business travelers. In India, we have a wealth of talent in science, engineering and technology. Each year, India produces 120,000graduate engineers as compared with 63,000 in the United States. Clearly, the ability to attract and retain talent is increasingly important to long-term growth of the organization. Managing talent has challenges and significant implications for sustainability and growth of organization.

In sync with the trend to develop global HR policies and practices, organizations are creating global talent management processes. For example, at Intel Corporation, a global chip maker, HR utilizes a talent management program and works with management to assess workforce needs. Research shows organizations value having frameworks, specifically around a common language and structure in areas such as performance management, leadership development for high potentials and professional development. There is less agreement, however, about developing common frameworks for recruitment.

Recent Studies on Talent Management

Studies on talent management reveal a number of common themes. The focus on talent management forces companies to become aware of and asses their workforce talent and current and future talent needs. Organizations that understand the business case for talent management successfully link talent management and organizational strategy, reaping benefits in increased workplace performance. Organizations are seeking effective ways to measure talent and determine bottom line impact.

Further, 72% of organizations are concerned about the negative effect on the bottom line due to inadequate skills of incoming workers. A recent study of companies states that companies are concerned about the development of future leaders capable of navigating the business environment.

Key findings show that the most important determinant of talent management (TM) success is the degree of involvement by the CEO, the board of directors and the TM leader in talent management activities. On average, for example, CEOs spend 16% of their time speaking publicly about TM 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.

Most of the covered companies have talent specific initiative in place and they give them top priority in their organization. They also have exclusive staff member for managing talent initiatives. In most of the companies the talent is identified by competencies and the HR professional view to increase career growth opportunity. It was observed that organizational culture as a main driving force for the new talent and for the existing talent. Even rewarding plays an important role. Base pay and Job security are the two main areas for retaining talent in coming years. Besides, training plays an important role in motivating the employee. Organizations are using certification for improving the training programs. Most of the employees have a clear knowledge about the company's vision, mission and objectives. And they know how to achieve these objectives

CONCLUSION:

In summary, it can be said that all the organizations have realized the value of managing their core talent, and have initiated new human resource practices which encourage the talent management as the top priority which responds to the change or crisis arises due to enhancements in knowledge based economic society. The major focus of talent management is on the attraction, deployment, retention, development and utilization of talent and implementation of support structures like information technology systems and performance management in the organization.

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