Talent Management

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Let us Ponder what are their roles……

- ## Therapist

  - A Therapist will explore what is stopping you driving your car.

- ## Counsellor

  - A Counsellor will listen to your anxieties about the car.

- ## Consultant

  - A Consultant will advise you on how to drive the car.

- ## Coach

  - A Coach will encourage and support you in driving the car.

- ## Mentor

  - A Mentor will share tips from his or her own experience of driving cars.

Thoughts on Talent Management

- It is human beings that make or break organisations

- We do not always need the best person, we want the right person.

- If we cannot afford stars, we have to grow stars.

- The Talent should be in tune with the Organizational Culture and Value system for long term, mutually rewarding engagement.

- The strategy is by recruiting Winners or giving them the mindset of Winners.

- Just getting the right Talent is not enough.

- We need effective on-boarding processes, Talent Development endeavours, 'Mentoring' and 'Coaching' interventions.

How to recruit Winners?

- Hunt for Talent in Seminars, Conferences, Net working, socialising occasions.

- Understand - What interests them, excites them, drives them?

- Salary alone is not the only reason – it is Organization brand, Leadership, Values, Culture that drive individuals!

- The best talent is almost always occupied therefore we need to cultivate them over time.

- Do not trust CVs – these are long on accomplishments and qualifications, and short on purpose and passion.

- The CV does not exhibit Integrity and Moral Fibre, People Skills, Charisma, Ambition, Positive Attitude & Leadership Ability etc.

Talent Acquisition – Role Clarity

- In any organisation, every individual performs two roles:

  - <u>Strategic</u> Role & <u>Operational</u> Role.

- At top level the component of 'Strategy' is high and at bottom levels the component of 'Operations' is high.

- Thus we have two broad areas to explore:

1. Functional/Technical Competency

2. Leadership/Managerial Competency

Talent Acquisition – Role Clarity

- **Functional/Technical**

  - Functional competence covers: Knowledge, Skills, Execution Skills, Strategies, Innovation capabilities, Thought leadership and Global awareness.
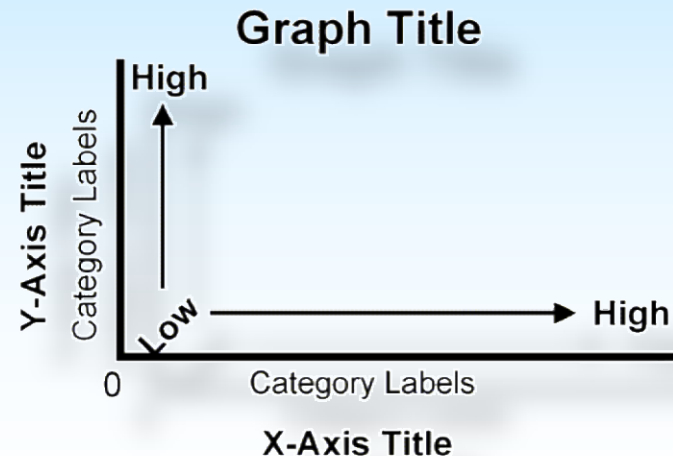
- **Leadership/Managerial**

  - Leaders, in addition to high IQ have to be high on EQ (Emotional Quotient) – Balance, Stability & Maturity.

  - We need a person bestowed with the skills of leadership:
    - Who can carry teams
    - Is a Problem solver
    - Effective Communication skills
    - Conflict management & Crisis management
    - Stakeholder management – both Internal & External
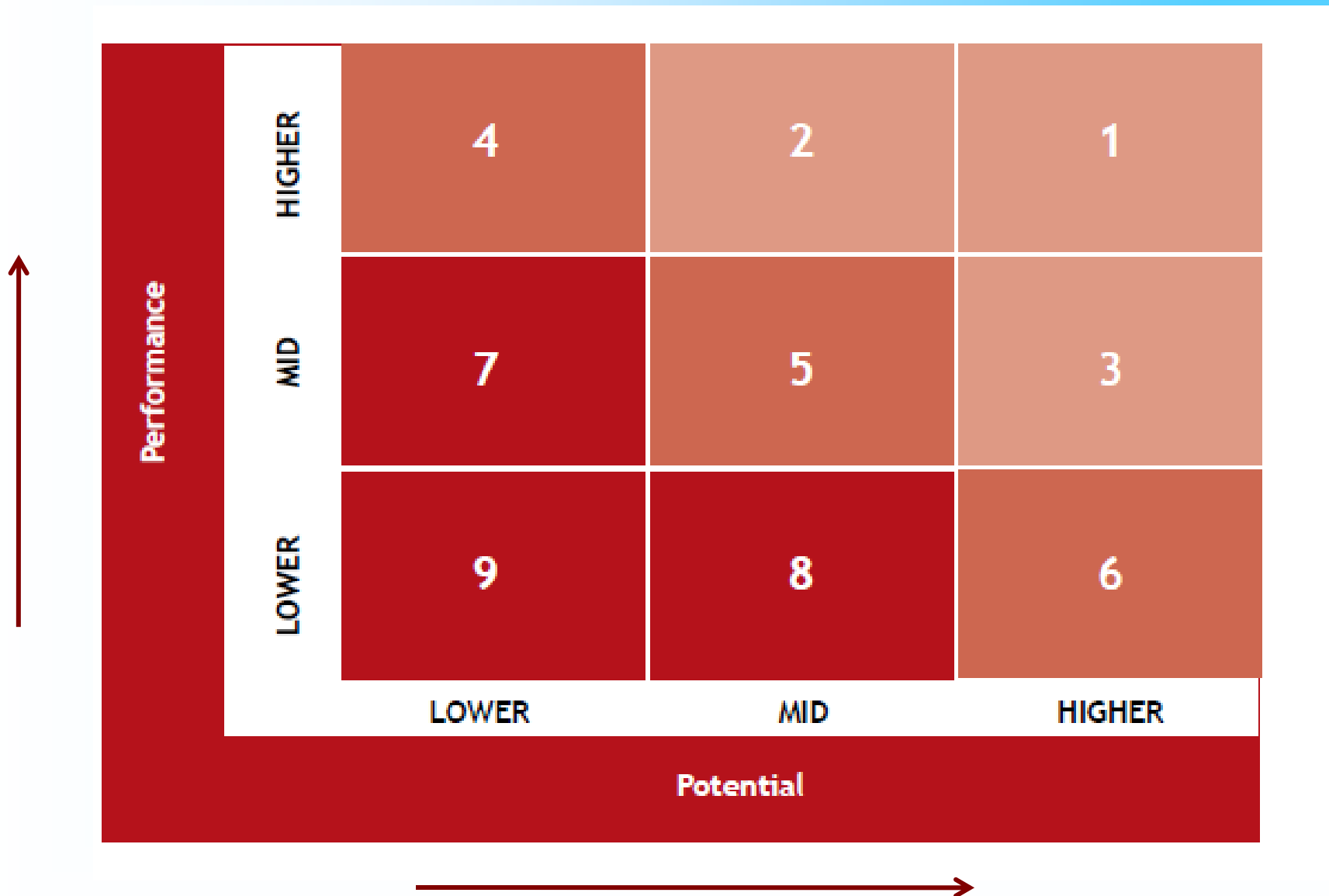
What is Talent Management ?

- **Talent Management means**

  - an organization's ability to continuously <u>attract</u>, <u>develop</u> and <u>retain</u> capable & committed people.

  - design and implementation of the strategies needed for talent sustainability—<u>talent</u> needed for <u>current</u> and <u>future</u> organizational success.

- **People want a relationship with those who lead them.**

  - When they feel that their leaders and the organization care about their individual development, growth and career success – they are more satisfied, they remain committed and engaged.

- **Individual leaders significantly influence & nurture the organizational talent**

  - The leaders mentor others to get into leadership roles.
  - They can not delegate this task of sharing and articulating the Organization's Vision.

Talent Assessment

- We assess Employees on two parameters:
  - **Performance** (Current)
  - **Potential** (Ability to deliver in future)

- The Talent Assessment Grid (9 Box)
  - **Performance**: Y – Axis
  - **Potential**: X – Axis

Graph Title

Y-Axis Title / Category Labels — High / Low

High

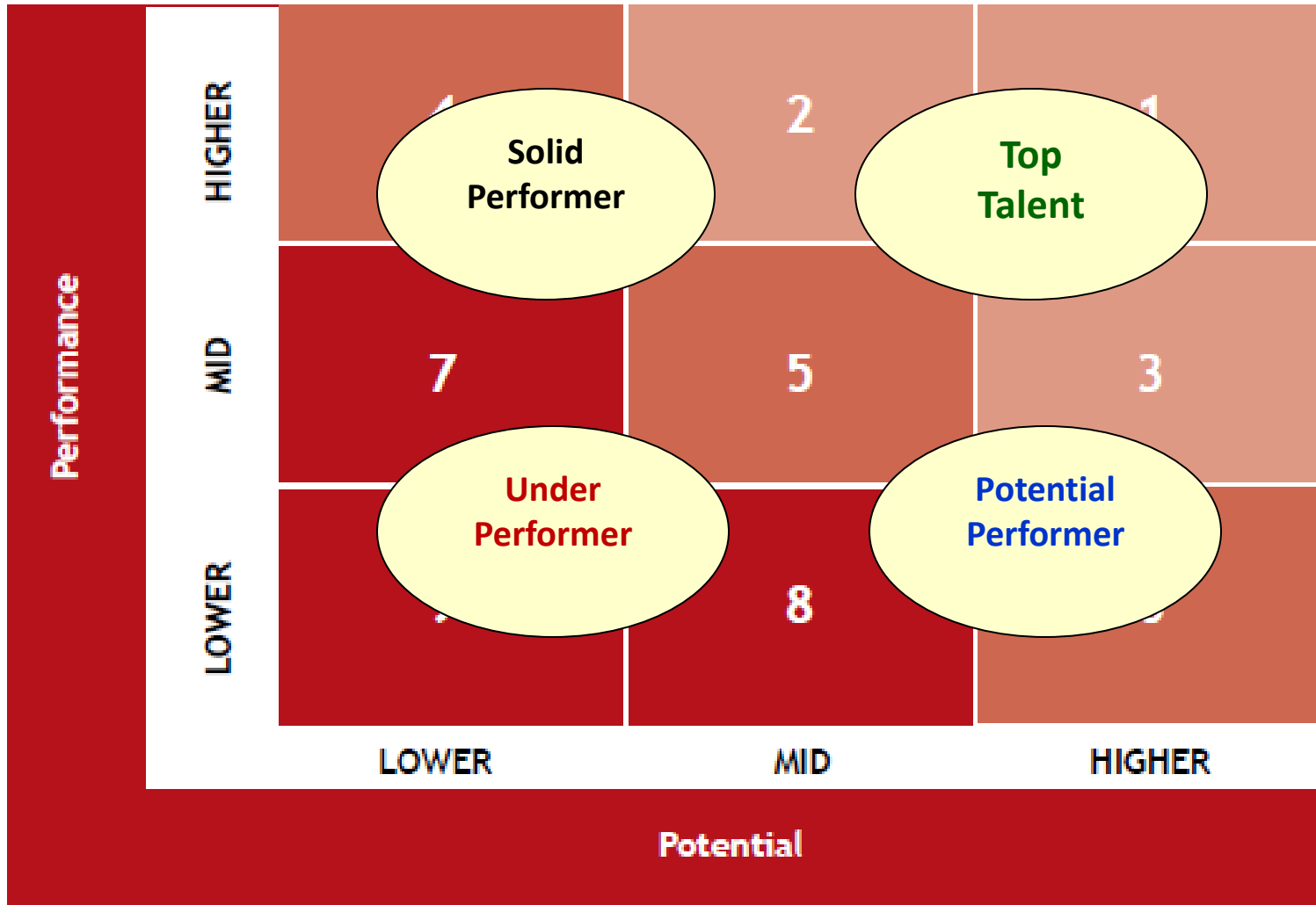0   Category Labels

X-Axis Title

The Talent Assessment Grid – Nine Boxes

Talent – Four Types

1. **Top Talent** – Race Horse

2. **Solid Performer** – Work Horse

3. **Potential Performer** – Dark Horse

4. **Under Performer** – Dead Horse

Talent – Four Types

The Top Talent (Race Horse)

Who are they?

- Exceed performance expectations and deliver superior results.

- Demonstrate exceptional managerial and leadership skills and are ready for more responsibility.

How do we deal with them?

- Recognize the person's high performance & potential levels

- Discuss what motivates the individual and what are her future aspirations.

- Enable her for higher responsibilities.

- What should be done to ensure that she stays with the organization.

The Solid Performers (Work Horse)

Who are they?

- Meet performance expectations and have demonstrated professional skills.

- Are seen as individual contributors and may show some managerial or leadership potential.

How do we deal with them?

- Recognize the person's solid performance level and accomplishments

- Generate ambition that he has potential to grow in his career

- How can he gradually take up leadership roles

- Focus on how to best engage and retain this individual

The Potential Performers (Dark Horse)

Who are they?

- Are new to the organization (under one year) - not enough time to show significant results.

- Show indications of managerial and leadership potential.

- Need to demonstrate results in their current role before they are ready for additional responsibility.

How do we deal with them?

- Recognize that he has high leadership potential.

- Facilitate performance and steps needed to ensure a successful transition.

- Put a transition plan in place with incremental responsibilities.

The Underperformers (Dead Horse)

Who are they?

- Do not meet performance expectations.

- They need to focus on their current job deliverance and improve.

- Should not be given any additional tasks or responsibilities.

- Do not demonstrate the managerial or leadership potential.

**How do we deal with them?**

- Focus primarily on performance issues before addressing concerns about leadership potential

- Identify concerns about performance and move the individual from poor to satisfactory performance.

- Concentrate on the actionable steps required to make him successful over the next three to six months.

- Should all efforts fail – Part !

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Talent Deployment

Plot on Talent Assessment Grid (9 x 9)		
Potential (0-100)	**Performance (0-100)**	**Project Size (Rs. Lakhs)**
90	90	250
70	70	200
50	50	150
35	40	100
15	30	75

Talent Deployment

Performnace (y-axis)

Potential (x-axis)

Data points:
- 90, 90, 250
- 70, 70, 200
- 50, 50, 150
- 35, 40, 100
- 15, 30, 75
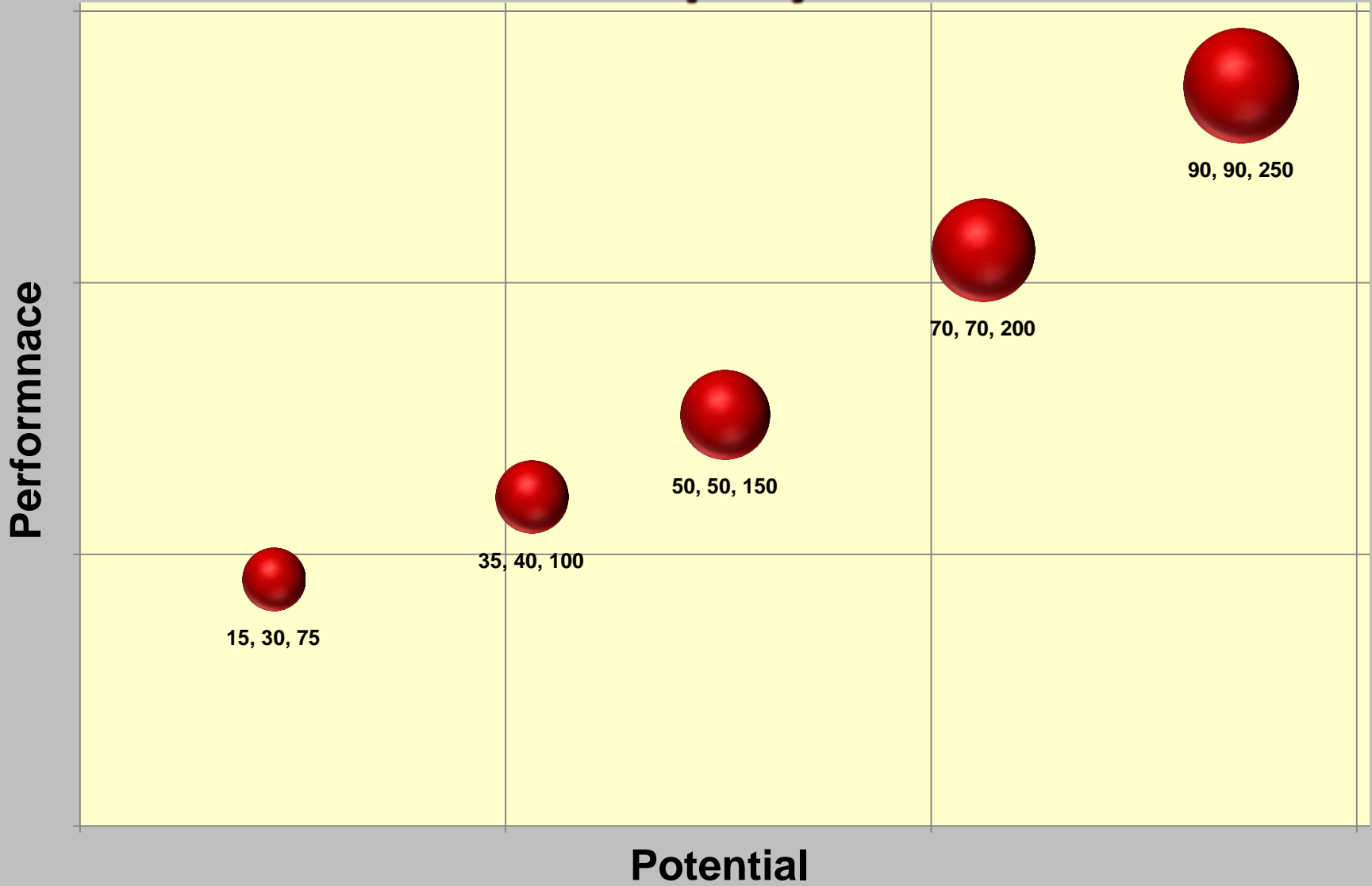
Talent Pool – Four Generations

- **Traditionalists** (Born before 1945)
  - Also called the 'Greatest Generation'

- **Baby Boomers** (1946 – 1960)

- **Generation -X** (1961 – 1980)

- **Millennials** (1981 – 1997)

Talent Pool –Generation Gap

Talent Pool – Generation Gap

| Characteristics	Traditionalists (Born before 1945)	Baby Boomers (1946 – 1960)	Generation X (1961 – 1980)	Millennials (1981 – 1997)
Traits	Conservative	Idealistic	Pragmatic	Confident
Communication	Face to face	Telephone	Cell phone	IM Text messaging
Work Ethics	Dedicated	Driven	Balanced	Determined
Work is	Inevitable	Exciting adventure	Difficult challenge	To make a difference
Employment Goals	Retirement for some	Second career	Work/life balance	Unrealistic

Know our Millennials (1981 – 1997)

- They do not believe in hierarchy.

- They ask 'Why should I join you ?'.

- They crave for EVP (Employee Value Preposition) - what does Organisation offer for his growth & development.

- They are fast, innovative, multi-tasking and want to make a quick impact.

- They are vocal & expressive.

- They are tolerant, socially & politically conscious.

- They want clearly defined goals and strong leadership.

- Millennials want to create change and be inspired.

"If I have any merit, it is getting along with individuals, according to their ways and characteristics...
At times it involves suppressing yourself. It is painful but necessary... to be a leader you have got to lead human beings with affection."

J.R.D. TATA
(July 29, 1904 — November 29, 1993)

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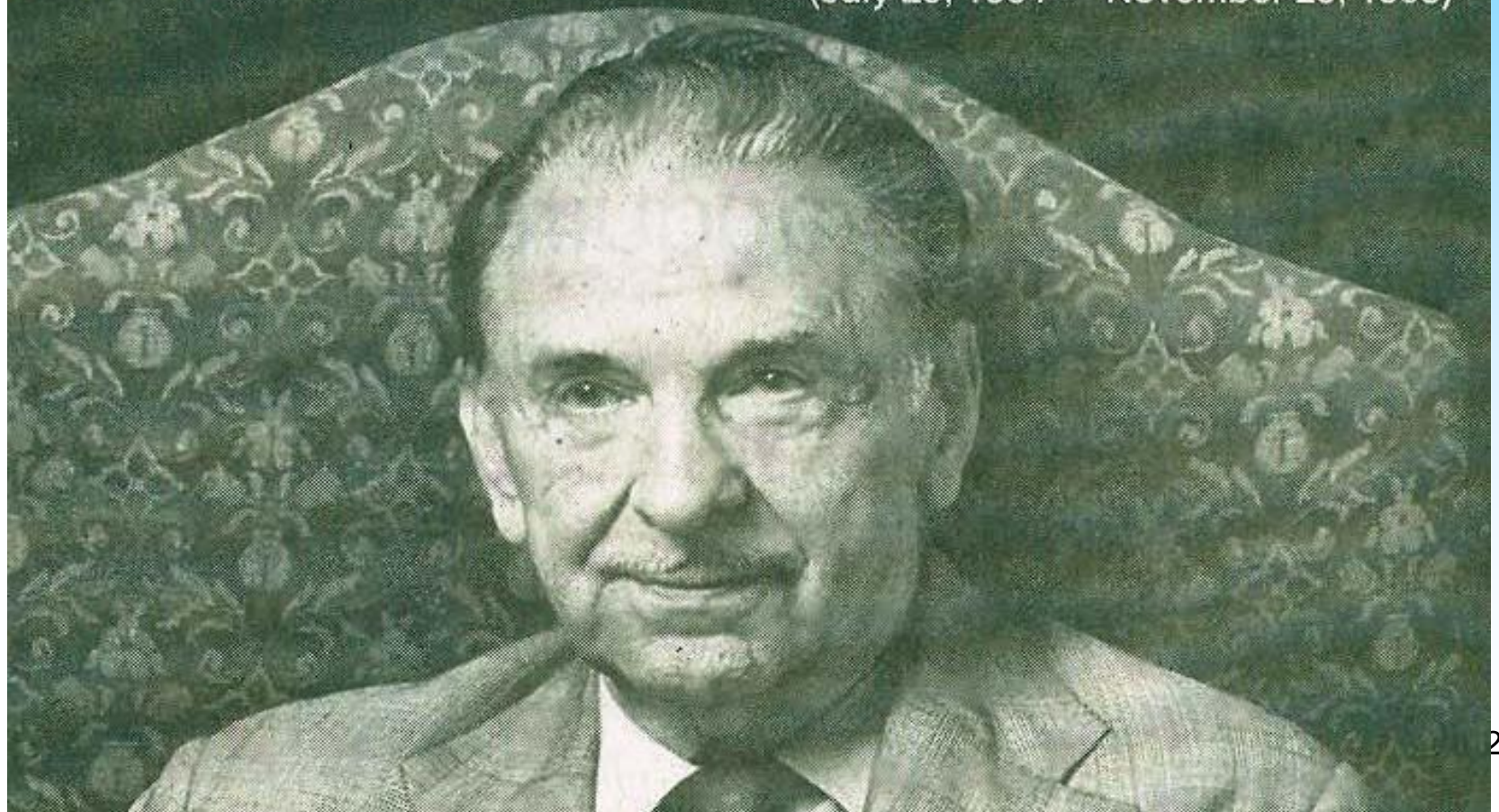
We want

Culture !

Cheers !

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Thanks for your attention