

Talent Management- A Conceptual Study

Savita Saini

(Assistant Professor, GGSCW-26, Chandigarh)

E-Mail- Savita.saini05@gmail.com

Abstract

Globalisation means removing trade barriers among the nations. It means integrating country's economy to the world's economy. Globalisation has come up with many opportunities and challenges. With globalisation in the recent years number of companies have increased but the number of outstanding managers who are required to manage these companies have not. Therefore the demand for good managers and leaders exceed the supply. It can be said there is need to recruit and retain the best employees for an organisation. In addition, today in the world of competition all around, good employees are likely to change their jobs, have certainly become more demanding and have greater aspirations of their careers than previous generations. Recruiting and retaining the best of the employees is therefore assumed to be a difficult job than in the past. It is no longer sufficient to offer the best employees higher salaries, they require additional incentives and better development opportunities than previous generations of managers and leaders. Talent management is a concept which involves a conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs. The study is descriptive in nature. The objective of the study is to know about the concept of talent management, how it evolved, its importance in the current scenario and to know how it works and the problems that are encountered during management of talent. It will help in providing a base to the future researchers in the area. Additionally, it will aid managers engaged in the issue with regard to talent management. The study is basically based on secondary data.

Introduction

It takes Talent to spot Talent. Talent is doing easily what others find difficult. In 1998 staff of McKinsey consulting group published a paper in The McKinsey Quarterly entitled 'The War for Talent'. They had carried out research in 77 large US companies and found that Companies are about to be engaged in a war for senior executive talent. This is where talent management was born. After that talent management had started receiving the interests of the practitioners. There is a general understanding that globalisation, has led to a shortage of managerial talent. The numbers of excellent managers and leaders has not increased while the numbers of companies seeking them has increased. Therefore the demand for the best employees and leaders exceeds the supply. This means there is great competition to recruit and retain the best employees. In addition, today's generation of managers are believed to be more mobile, more demanding and to have greater expectations of their careers than previous generations. Recruiting and, perhaps more importantly, retaining the best of this generation is therefore assumed to be trickier than in the past. It is no longer sufficient to offer the best managers high salaries – they require additional incentives and better development opportunities than previous generations of managers and leaders.

Objectives

The following are the objectives of the study

- (I) To understand about the concept of talent management.
- (II) To know how talent management evolved.
- (III) To analyse its importance.

Research Methodology

For the fulfillment of the above objectives, data is collected basically on secondary basis. The secondary data for the study was collected from different sources such as trade journals, articles, internet, books. The study is basically descriptive in nature. The period and data of the study is selected on convenience basis in order to fulfill the objectives of the study.

Evolution of The Concept

Talent management has evolved from being largely about recruitment to embrace the idea that the best way of overcoming labour shortages, especially the global shortage of leaders, is to grow your own and retain them longer. Retention is the new recruitment and this, more than anything, has made talent management such a hot issue. Talent Management, otherwise known as Succession Planning, emerged in the 1990s as more and more companies came to realize that employee talents and skills drove business success. In 1998 staff of McKinsey consulting group published a paper in The McKinsey Quarterly entitled 'The War for Talent'. They had carried out research in 77 large US companies and found that Companies are about to be engaged in a war for senior executive talent. The process which started receiving the attention then, is now known as Talent Management. It evolved as a systematic way of developing employees skills to their potential, increasing employee retention, and attracting highly skilled workers to the organization. Companies engaged in talent management are strategic and deliberate in how they attract, develop, and retain their employees. In today's lean organisations everyone matters. Doing an acceptable job is not enough. Organisations must identify pivotal talent at all levels. It might be because they are future leaders, have scarce skills or because their specialist role is critical, or even because the long-term strategy will need the skills they can develop. Talent initiatives can then be focussed on different pools of talent and made relevant to each, including those who may not be pivotal but who still need to go the extra mile if the organisation is to achieve competitive advantage.

What is Talent Management?

In an organization, there is nothing more crucial than fitting the right employee in the right position. When people do jobs that just don't suit their liking, inclination or temperament, the results, or rather the lack of them, will be disastrously obvious. Low productivity, dissatisfaction, low morale, absenteeism and other negative behaviour will become typical till the employee is shown the door. Or perhaps, there is another option - Talent Management. Talent Management : A conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs. Talent management involves individual and organizational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people oriented organization culture. Talent management implies recognizing a person's

inherent skills, traits, personality and offering him a matching job. Every person has a unique talent that suits a particular job profile and any other position will cause discomfort. It is the job of the Management, particularly the HR Department, to place candidates with prudence and caution. A wrong fit will result in further hiring, re-training and other wasteful activities. No matter how inspiring the Leaders are, they are only as effective as their team. A team's output is healthy only if the members are in sync. To achieve such harmony, the key ingredient is "putting the right people in the right jobs". While there is no magic formula to manage talent, the trick is to locate it and encourage it. Talent Management is beneficial to both the organization and the employees. The organization benefits from: Increased productivity and capability; a better linkage between individuals' efforts and business goals; commitment of valued employees; reduced turnover; increased bench strength and a better fit between people's jobs and skills. Employees benefit from: Higher motivation and commitment; career development; increased knowledge about and contribution to company goals; sustained motivation and job satisfaction.

Significance Of Talent Management

Different organizations utilize talent management for their benefits. This is as per the size of the organization and their belief in the practice.

The benefits of Talent Management are:-

Right Person in the right Job: The skill or competency mapping allows you to take stock of skill inventories lying with the organization. This is especially important both from the perspective of the organization as well as the employee because the right person is deployed in the right position and employee productivity is increased. Also since there is a better alignment between an individual's interests and his job profile the job satisfaction is increased.

Talent retention: Despite changes in the global economy, attrition remains a major concern of organizations. Retaining top talent is important to leadership and growth in the marketplace. Organisations that fail to retain their top talent are at the risk of losing out to competitors. The focus is now on charting employee retention programs and strategies to recruit, develop, retain and engage quality people.

Better Selection of Employees: The quality of an organization is the quality of workforce it possesses. The best way to have talent at the top is have talent at the bottom. No wonder then talent management programs and trainings, hiring assessments have become an integral aspect of HR processes nowadays.

Better understanding of subordinates: Employee assessments give deep insights to the management about their employees. Their development needs, career aspirations, strengths and weaknesses, abilities, likes and dislikes. It is easier therefore to determine what motivates whom and this helps a lot Job enrichment process.

Maneerial development decission When an organization gets to know who its high potential is, it becomes easier to invest in their professional development. Since development calls for investment decisions towards learning, training and development of the individual either for growth, succession planning, performance management etc, an organization remains bothered where to make this investment and talent management just make this easier for them.

Apart from this having a strong talent management culture also determines how organization rate their organizations as work places. In addition if employees are positive about the talent management practices of the organization, they are more likely to have confidence in the future of their organization. The

resultant is a workforce that is more committed and engaged determined to outperform their competitors and ensure a leadership position in the market for their organization.

Model Of Strategic Talent Management

A brief description of the four steps for an effective talent management process:

Step#1: Recruitment of best skills

The first step to managing talents refers to the identification of the key leverage skill sets required for the company's employees to move forward. One needs to indicate the skills sets and also make a description of the core competence. This information will be used later when planning for recruitment. To take this step one must address the following issues:

- Develop very detailed and written job descriptions that include the specific competencies and skills required.
- Write a plan of behaviour-based interviewing to organize a meeting with candidates and select the best ones.
- Make an employee orientation plan that specifies how you would orientate new workers into the company's culture, working environment, and specific job conditions.
- Be ready to assist new workers with the transition into the company.
- Set up evaluation criteria that determine efficiency and performance of new employees within the first three months of tenure.
- Make a report that shows result on employee recruitment and orientation.

Step#2: Retaining the best talent

Once new talented workers have been employed, now the company has to retain them. This task is best done through providing sufficient remuneration. At this step of effective talent management one needs to make sure:

- Employees fit into the corporate culture.
- Employees are commitment to the company.
- There is Close communication between managers and subordinates.
- Employees are involved in decision-making.

Step#3: Development and growth of employees

This step for managing talents requires the business to provide growth & development opportunities to the employees. Development of employees will benefit both to the business and the employees.

Thus effective talent management requires making of a development program that includes options for:

- Assessing competency profiles of employees.
- Focusing on keeping strengths at the cutting edge.

- Arranging development opportunities such as training, mentoring, teamwork, job rotation
- Ensuring that all the development opportunities are linked to the expectations of the company.

Step#4: Measuring Performance

Identifying potential through measuring performance is one of the critical components of effective talent management. Measuring performance allows getting a big picture view of the current situation with available talents that help employees do their jobs.

Steps involved in measuring performance:

- Set up employee roles and responsibilities along with the company in order to ensure alignment of current performance with the strategy and across functions.
- Involve employees in tracking their performance through a system of performance monitoring and control.
- Set up accountability for the results actually produced by employees.
- Gather employee feedback.

Provide awards and positive reinforcement for employees who have show better performance.

Problems of Talent Management

Lack of understanding : It is difficult to know what motivates employees. Different employees have different aspirations.

Fitting talent management into the organisation: There is uncertainty about how to link talent management to strategy, and concern about how equal opportunities and diversity policies are damaged by talent management programmes.

Time consuming: talent management involves negotiation, dialogue, support and accommodation of needs and preferences, so can be time-consuming;

Unexpected outcomes: a talent management programme raises expectations. A misfit between numbers developed and available posts may result in over-qualified people having to work in positions that require competence rather than exceptional abilities. The focus on the individual may have a negative impact on teamwork, and may make those not included feel less able, value-less and expendable.

Credibility: many of the claims related to talent management are based on partial or self-reported data as opposed to rigorous research evidence or systematic evaluation.

Difficulties in identifying talented people . There is no full-proof way of identifying talent, so talented people may be overlooked, or those chosen may not have the potential they originally seemed to possess.

Lower morale of not chosen

People not included in the list of those described as talented may suffer a loss of morale, become demotivated, less efficient, and may leave the organisation.

Conclusion

Its an era of globalisation. To move in pace with this era an organisation has to be the fittest. As its always been said there will be survival of the fittest only. To survive in this global environment several strategical changes are required. Talent management is one among the strategies. An organization is known by the people it has. And to keep the best of the employees talent management is must for every organization now. Because it's the management team only who can drive the business on a right track.

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