

A Study on talent Management Practices at MNC's

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Abstract:

Talent Management, as the name itself suggests is managing the ability, competency and power of employees within an organization. The concept is not restricted to recruiting the right candidate at the right time but it extends to exploring the hidden and unusual qualities of your employees and developing and nurturing them to get the desired results. Hiring the best talent from the industry may be a big concern for the organizations today but retaining them and most importantly, transitioning them according to the culture of the organization and getting the best out of them is a much bigger concern. This paper The purpose of this paper is to discuss talent management practices at MNC's , Issues and challenges in talent management practice and its relationship to levels of employee engagement using a mixed method research design and findings of this study is that talent of the employees can be achieved by Developing employees. , Redeploying employees, retaining the best talent.

Key words: Talent management, performance outcomes, achievements.

Introduction:

Organizations know that they must have the best talent in order to succeed in the hyper competitive and increasingly complex global economy. Along with the understanding of the need hire, develop, and retain talented people, organizations are aware that they must manage talent as a critical resource to achieve the best possible results.

During the current economic downturn we may experience short ceasefire in the war for talent, but we're all seeing new pressures put on the talent running our organizations. Are today's leaders able to more with less? The A- Players can and there should be a strategic emphasis on keeping those leaders and developing their successors. Many organizations are reducing their workforces. But let's be careful not to cut so deep that talent is scarce when the economy rebounds. CEOs need a powerful understanding of the role talent plays in their companies and the way it combines with the business processes to expand or shrink shareholder value. This paper describes the role of HR, their strategies importance of talent management in MNC and how talent is seen as bridge between the work place and the market place and has become central to the MNC's ability to win in global competition.

Introduction to Talent Management:

Talent management is the process of developing and integrating new workers, developing and retaining current workers, and attracting highly skilled workers to work for a company. The term "Talent Management" was defined by David Watkins.

Chartered Institute of Personnel and Development define "Talent Management" as "The systematic attraction, identification, development, engagement/retention and deployment of those individuals with high potential who are of particular value to an organization".

MNCs that adopt Talent Management, will focus on co-ordinating and integrating the following HR activities,

- Recruitment – attracting high skilled workers
- Training and Development – Providing continuous learning
- Job alignment – aligning employee skills with job requirement, which again should align with the business objective.
- Retention – developing and implementing practices that reward and support employees.

- Leadership development – special development programs for high potential employees and future leaders.
- Culture – develop a positive, progressive and high performance working culture.
- Workforce planning – Planning for future business needs.

Thus Talent management is nothing but, recognizing a person's internet skills, traits, personality and offering him a matching job. Every person has a unique talent that suits a particular job profile and other positions will cause discomfort. So, it is the job of the Management, HR to place the candidates at the right job.

Talent Management is beneficial to both the organization and the employees. The organization benefits from - increased employee productivity, between alignment between individual's goal and business goals, commitment of valued employees and a better fit between and jobs and skills. Employees benefit from – higher motivation and commitment, career development, increased knowledge, job satisfaction and contribution to company goals.

Need for Talent Management

In this highly competitive world, it is important for an organization to develop the human resource, because they provide competitive edge to their business. Following factors has made organizations to follow Talent Management Practice.

Globalization – Talents are scattered around the world and are free to move from country to country. This has made organizations to hire talents from across the world.

Increased Competition – With increased competition in the market place, MNC's are in constant look out for talents. This has made MNC's to hire and retain the best talent.

Increasing Knowledge – In this knowledge era. It is important for companies to retain talent and encourage employees in earning new technologies and acquiring new skills.

Challenges in Talent Management

Organization face following talent management challenges.

1. **Not having the right talent** – As the war for talent continues, the old skills and competencies may not work. So companies are looking for highly productive, multi skilled, self managed and self motivated and creative/innovative and out of box thinkers.

Here are some example a. Companies are now looking a for salesman who not only can sell products, but also solutions.

Product managers no longer control the operations, but they are expected to be innovative and improve productivity.

Quality managers are expected to study competitor product and help the engineering team build better products and solutions.

2. **Changing Business needs:** Business needs are changing based on the market requirements. To be competitive in the changing business need, HR should have resources with the new skill to meet the ever changing business need. It also becomes important for the HR to take care of the resources whose skills become obsolete.

3. **Retaining talent:** With changing technology and shortage of talent, all the companies are in constant look out for talents. So it is important for a company to retain the talent.

4. **Shortage of talent:** Due to rapid growth in developing countries, these countries faces shortage of talent across all sectors. In developed countries, because of aged population, there is shortage of young talent.

5. **More difficult economic environment:** With changing technology, regulations, increased customer expectations and globalization, the talents to be recruited and retained globally becomes a challenge for the HR.

Role of HR in Talent Management:

The function of HR was important and thus evolved the strategic HR. The main role of HR was recruiting right people, training the people, help business design job roles and organization structure, develop compensation package which include benefits, employee stock options and bonuses, and serve as a central point of communication for employee health and happiness.

With the effect of globalization development in technology, the function of HR is evolving towards Talent Management. The main role of Talent Management is competence based recruiting, creating sustainable leadership pipeline, identify competency gaps and deliver training, e-learning and other development programs to fill the gaps, performance based pay identify key performers and successors to key position. Talent Management practices with the business management process, Thus HR function is becoming integrated with the business in real – time.

Talent management practices followed by MNC's

This section describes the talent management practices followed by the following 2MNC's

- a. Accenture
- b. Infosys Pvt Ltd.

a. Accenture:

Accenture is one of the leading consulting and outsourcing firm in the world. According to Accenture, Talent Management is the capability to create and continuously optimize the talent resources needed to execute business strategy – attracting and developing them, guiding their performance towards optimal productivity in light of strategic goals and finding new sources of value in their performance through innovation and continuous improvement.

For organizations to truly compete on talent, Accenture calls those organizations as “Talent Powered Organization”. Talent powered organization should not just fill the gaps by adding people, but should be talent by combining skills, knowledge and organizational processes thereby increasing the contribution of individuals are trained to increase adaptability, learning, flexibility, innovation and performance and thus create extraordinary value through people.

By multiplying talent, Talent Powered Organization can create sustainable long term competitive advantage. Aligning people with business strategy will improve employee engagement and productivity.

Accenture perform the following process for Talent Management:

- Talent Strategy: Articulating strategic goals and define talent needs.
- Talent Resourcing: discovering and deploying talents.
- Learning and Collaboration: defining new ways of working and learning in a technology savvy, geographically dispersed ever changing world.
- Performance and Rewards: Measuring and Managing performance, aligning rewards with results
- Workforce Solutions: Identifying organizations critical workforces and defining the capabilities required to increase engagement.

b. Infosys Pvt Limited

Infosys Pvt Ltd. Is one of the India's leading company. Infosys believes that HR is much more than a support function job and HR needs to be used as springboard to drive business. Fast changing business environment has opened up window of opportunities like – global talent sourcing and de-risking through global task distribution, achieving global operation excellence

through a proper mix talent, solving the talent gap is not an impossible task, but it requires an integrated and strategic approach to talent management practices not only help organization overcome talent shortage, but also deliver financial results that will win the approval from stake holders.

As a knowledge driven organization, Infosys recognizes the key role of its human asserts in sustaining and increasing its competitiveness. To ensure that the talent is optimally harnessed to stay ahead of curve, innovation is a continuous process at Infosys. One initiative is Infosys Leadership Institute, with its vision to make leadership and managerial development process as integral process to business. The objectives for ILI is to enhance managerial capabilities for increase customer satisfaction, to develop leaders to take the organization vision forward and partner with customers to build high performing multicultural teams. HR functions at Infosys include creating a cool and fun place to wirl, sustain and leverage culture, successfully enhance performance and utilize talent; improve employee health and wellness; ensure scalability of HR processes and technology; enhance effectiveness of HR programs.

With changing employee demographics in the flat world, the entire recruitment and development process has changed at Infosys. It is essential to source talent where it is most cost effective and deploy in a place where it maximizes the value. To achieve this, Infosys has developed an innovative workforce management strategy-Global Talent Program. This is the largest sustained effort by any company to recruit from campuses outside4 India and deploy the skills of global workforce through training assignments in India. Post training these resources are deployed in their home country.

Infosys Technologies perform the following process for Talent Management,

- Leverage Talent as the strategic differentiator-align people strategy with business strategy to drive business results; measure HR contribution to business growth by collecting right metrics.
- Acquire and deploy talent globally – establish right value proposition required to attract global talent by becoming an ‘Employer of Choice’.
- Scale up to serve increased demands of talent – continuously augment workforce competency by imparting new skills and revitalizing existing skills.
- Acheve global operation excellence – align HR strategy to people and business strategy and leverage it for optimal business results.

Future Trends in Talent Management

The future of Talent Management will be Integrated Talent Management, in which HR shall perform these functions-influencing in shaping the global workforce through performance based culture centered on metrics based business outcome; creating on-demand model for customers and suppliers; creating service and support excellence for internal and external customers; creating knowledge management practices; developing mentoring intense organization; managing job stretch and mobility; developing horizontal growth paths as the organizations are becoming flat.

Conclusion

The management should be innovative and proactive to win the war of talent. Using information Technology Systems, next generation talent management can be transferred from reactive function to a proactive function, capable of forecasting the future talent demand. Talents are investors in the business, who will help the organization to win in global competition.