



Talent Management: A Strategy for Competitive Advantage

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ABSTRACT

The Purpose of this paper is to develop the strategies for earning Competitive advantage by the use of Human Capital. Human capital is one of the most valuable Assets of the organization. Now a Day it may possible that all of the competing organization have the same kind of resources but the one thing which differentiate the one organization from others is its talent. Talent Management is a set of integrated organizational HR processes designed to attract, develop, motivate, and retain productive, engaged employees. Talent represents the best people for the job in an organization and who would contribute to most to the achievement of its strategic goals and helps to earn Competitive advantage. Organizations know that they must have the best talent in order to succeed in the hypercompetitive and increasingly complex global economy. Companies that can identify and match an applicant's inherent talents with their jobs and culture will enjoy a competitive advantage by building a much more solid foundation for tomorrow.

KEYWORDS

Human Capital, Talent Management, Competitive Advantage

INTRODUCTION :

" Stop losing out on lucrative business opportunities because you don't have the talent to develop them." Ready, Douglas A., Conger, Jay A. (2007).

Since a group of McKinsey consultants coined the phrase the War for Talent in 1997, the topic of talent management has received a remarkable degree of practitioner and academic interest. This relatively recent emphasis on talent management represents a paradigm shift from more traditional human resource related sources of competitive advantage.

Organizations can gain a powerful competitive advantage by tapping into their talent and learning how to effectively organize and lead it. Although many organizations acknowledge the importance of people, most do little or nothing to make them a source of competitive advantage.

The management of talent seems to be one of the key functions that HRM is playing strategically in organizations.(Bhatnagar,2004).

Talent management is associated with a set of typical HRM/HRD practices or functions, such as recruitment, training, and development (Heinen and O'Neill, 2004). Managers should develop their strategy for talent Engagement, motivation, and retention according to talent's external/internal factors. The pressure to attract and retain key talent has led organizations to expend increased energy and resources on talent-related initiatives over the past half-decade (Human Capital Institute, 2008).

Having talented individuals on the payroll is one thing; leveraging their capabilities to secure competitive advantage is another (Lawler, 2009).Talent management talks about HR best practices, precisely it talks about optimizing the competitive advantage through people (Agrawal, 2006).

According to N.S. Rajan, an Ernst and Young partner and Europe, Middle East, India and Africa leader for people and organization, "Despite there being a labor surplus, there is a talent deficit. In response, the last decade has seen organizations in India embracing more formal talent management practices." "While Indians possess strong intellect, we haven't historically focused on developing leadership skills as much as some Western countries," said P.V. Ramana Murthy, senior vice president HR, India and Bangladesh for Hindustan Co-cola. "That's now changing very quickly."

OBJECTIVES OF THE PAPER :

To present basic understanding of the term talent Management & its importance.

To develop the talent management strategies.

To Find Out the Challenges & Key for Effective Implementation Strategy.

RESEARCH METHODOLOGY :

This paper made an attempt to study based on secondary data which includes journals, books, articles, newspapers, websites etc.

TALENT MANAGEMENT :

Talent may be defined as the inherent ability of an individual to do a particular task in a particular way. Talent management incorporates attracting, retaining and developing the talent pool available to an organization in association with the other functions of management. Competence, capability and talents are human assets of organizations. Talent management is a systematic process of identifying, assessing, developing and retaining people with critical knowledge, skills and competencies.

"The process of managing the supply and capabilities of the workforce to meet the demand for talent throughout the organization to achieve optimal business performance and in direct alignment with organizational goals."

The goal of talent management is to create a high-performance, Competitive advantage, sustainable organization that meets its strategic and operational goals and objectives. Talent management is the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs.

Talent = Competence x Commitment x Contribution

C = COMPETENCE - ABLE TO DO THE WORK MEANS THE KNOWLEDGE, SKILLS, AND VALUES THAT INDIVIDUALS REQUIRE FOR TODAY'S AND TOMORROW'S JOBS.

C= COMMITMENT- MEANS THE LEVEL OF EMPLOYEE ENGAGEMENT IS WHEN EMPLOYEES WORK ON TIME, WORK

HARD AND DO WHAT IS EXPECTED OF THEM.

C = CONTRIBUTION- FINDING MEANING & PURPOSE IN WORK.

TALENT MANAGEMENT STRATEGY :

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.



The talent management Strategy can be divided in to four main functions :

Acquire : Integrated with the business plan, It includes to find out the sources, communicating to source, selection & its placement.

Develop : This is one of the most important function, its includes establishment of performance standard to measure and manage employee's Performance, learning & development programmed for all organizational level. Succession planning, a very important function, enables managers and individuals to identify the right candidates for a position.

Align: Here organizations try to tie the compensation plan directly to performance management so that compensation, incentives, and benefits align with business goals and business execution. In this organization try to align individual goals with the goals of unit.

Assess : This is a process we identify as an important, often overlooked function in many industries and organizations. While often done on a project basis, it can be "business-critical." It includes to find out the gap between desire level of talent pool and actual level of talent pool. Carry out the workforce planning for managing talent management tactics.

Implement a Talent Management Strategy :

Talent Management is a natural evolution of HR. It is a series of business processes -- not a "product" or "solution" you can buy. Additionally, Talent Management is a "forward-looking" function. Not only should talent management improve your organization's flexibility and performance, it should give you the information and tools to plan for growth, change, acquisitions, and critical new product and service initiatives.

Importance of talent management :

Right talent is the greatest asset for any enterprise. In fact, one of the most important roles of HR is to make sure employees with the right skills stick with the company for long enough. How can this goal be achieved? Well, there's really no magic trick for this, but using a talent management tool can simplify the process for you and help focus on things that really matter. That's why there's a steady rise in the adoption of human capital management, and more specifically, talent management. Following are some reasons for which the use of talent management application is considered to be crucial :

- **Developing Leaders through Talent Management.**
- **Diversity in the Workplace.**
- **Growth and Innovation Agenda.**
- **Talent Management and Skills Development.**
- **Productivity and Management Practices.**
- **Limited flexibility of organizations to train from scratch, which encourages a search in the labour market for experienced staff.**
- **Management Practices Tied to Several Measures of Corporate Success.**
- **Improving employee engagement.**
- **Organizational excellence through talent management.**

Challenges :

- **Attracting and retaining enough employees at all levels to meet the needs of organic and inorganic growth.**
- **Creating a value proposition that appeals to multiple generations. Most companies are struggling to create an employee experience that appeals to individuals with diverse needs, preferences and assumptions.**
- **Developing a robust leadership pipeline.**
- **Creating a workplace that is open to Boomers in their "second careers."**
- **Gender diversity also represents a talent barrier.**

Keys for Effective Talent Management :

- Every employer needs to understand the importance of talent management and should develop a strategy to attract and retain the talent that the organization needs to succeed.
- Organizations can gain a competitive advantage by actively engaging the core components of talent management—performance, compensation, and learning management; succession planning; and active collaboration with your social networking resources.
- Like every other strategy that requires an investment of time, money, and other resources, you should measure the success of your talent management strategy with metrics that are strategically relevant to your business.
- Organizations should use talent management technologies to view and set talent management roadmaps, but not rely on them to make talent management decisions.
- Tools that automate and integrate the administrative aspects of the talent management help to streamline processes and engage Corporate-Level decision-makers.

Conclusion :

Organizations work towards the achievement of their mission and strategic objectives. This requires a thorough understanding of the resources required for achieving the same. Now a day's most of the companies realizes that if they can attract ,hire and retained top talent , they will have a competitive advantage. Talent management is an ongoing process, pressure from competitors and rapid change in the business environment make success tuff. In recent years, talent management has become a priority for organizations worldwide due to a shortage in skilled staff, particularly managers. Talent management strategies allow the development of both individuals and organizations by identifying employees with talent and ensuring that they receive the support they require. Talent management strategies are typically aligned with the organizations overall business strategy and are designed to ensure the organization maintains its competitive advantage over the long-term. The current economic climate has resulted in a shift from generic talent management programmes to targeted programmes focusing on key roles and succession planning. Organizations are increasingly focusing on selecting sub-groups to be talent managed such as graduates, high potential individuals and those people in occupations that require technical skills (e.g. sales or engineering) to maintain their competitive advantage over rival businesses.

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