

INTRODUCTION

This new age economy, with its attendant paradigm shifts in relation to the human capital, in terms of its acquisition, utilization, development and retention, has placed a heavy demand on today's HR professionals. Today HR is expected to identify potential talent and also comprehend, conceptualize and implement relevant strategies to contribute effectively to achieve organizational objectives. Hence a serious concern of every HR manager in order to survive this 'War for Talent', is to fight against a limited and diminishing pool of qualified available candidates to replace valuable employees when they leave, dramatically underscoring the difficulty to attract, motivate and retain the best employees in an organization. To analyze the reasons, we first need to understand what "TALENT" means. People have different views and definitions. According to Leigh Branham, vice president, consulting service at Right Management Consultants and author of the book, "Keeping People Who Keep You in Business", a talent is not rare and precious. Everyone has talent – too many to possibly name all. Talent is behavior; things we do more easily than the next person. We speak of "natural born talent" but those with a gift, knack, ability or flair for something can refine and develop that talent through experience. Talent, however, cannot be taught. As someone once said, "you can teach a turkey to climb a tree, but it is easier to hire a squirrel".

Vice President, HR of Seagram, Mr. GopiNambiar, says talent can be best described as a combination of abilities and attitudes. The real trick is to match the right motivated talents to the right role, individually and collectively, harnessing and harmonizing this crucial attribute to achieve the objectives of your company.

Today, companies have become fiercely competitive when it comes to attracting and retaining talent. According to Branham, 75 per cent of the senior executives admit that employee retention is a major concern today, the obvious reason being the 'increasing rate of turnover'. This dynamically changing and volatile demand-supply equation with such erratic attrition trends and cut throat competition has led organizations to focus on

mechanisms pertaining to attracting and retaining talent. It is an accepted truth that turnover will happen and companies need to devise a strategy to curb unprecedented turnover from affecting organizational success.

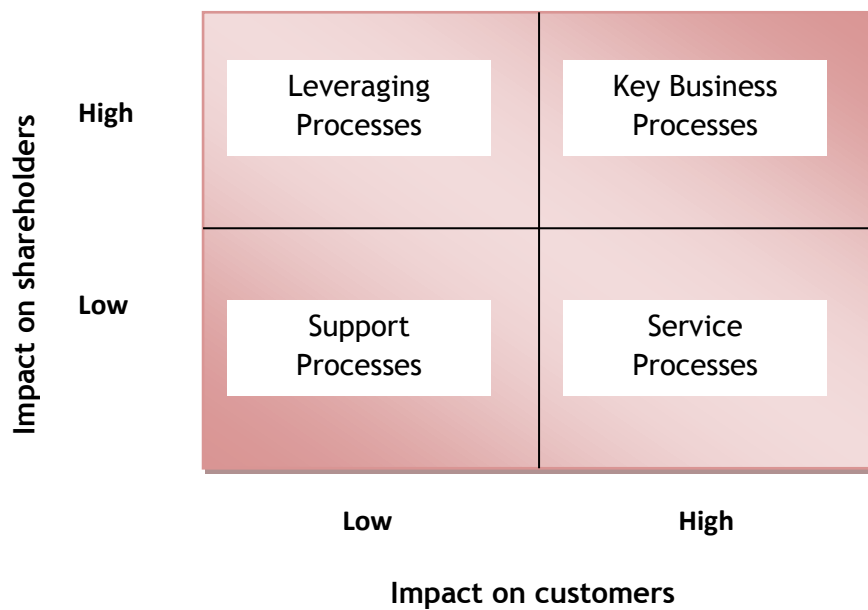
As the Director, HR (Asia) of Bausch & Lomb, Mr. P.G. George declares, achieving zero percent turnover is neither realistic nor desirable. People tend to seek change for a variety of reasons—more money, better benefits, the appearance of a greener pasture—and this has been a practice from the very beginning. Then, what is it that has really changed?

Despite intense competition being the key to market development and success, organizations have failed to identify some of the major reasons which highlight why ‘good performers’ leave. In his study, Branham clearly states that one major reason why people leave their organization is because of the organization’s failure to bring about a correlation between pay and performance. Human Resource experts in the industry believe matching the right blend of talent with the right job profile can lead to superior performance.

The present scenario with abundant opportunities has triggered a wave of employees, perpetually “on the move”, forever seeking better opportunities whenever, wherever and however they can. What is behind the restlessness of these hard to keep employees? By focusing on productivity, organizations are realizing that it is imperative to hire employees who can do the job and be successful at it. The organization no longer wants to just hire to hire, in fact they are striving to find the right people, bring them into the organization and retain their services. One of the critical functions of HR is a sound Human Resource Planning through which they are able to project the demand for human resource and thereafter formulate strategies for acquiring them. As the leading HR heads of the country point out, the solution is not just about finding the correct retention mechanisms, but it starts from the very beginning by devising ways to acquire the right people for the right jobs.

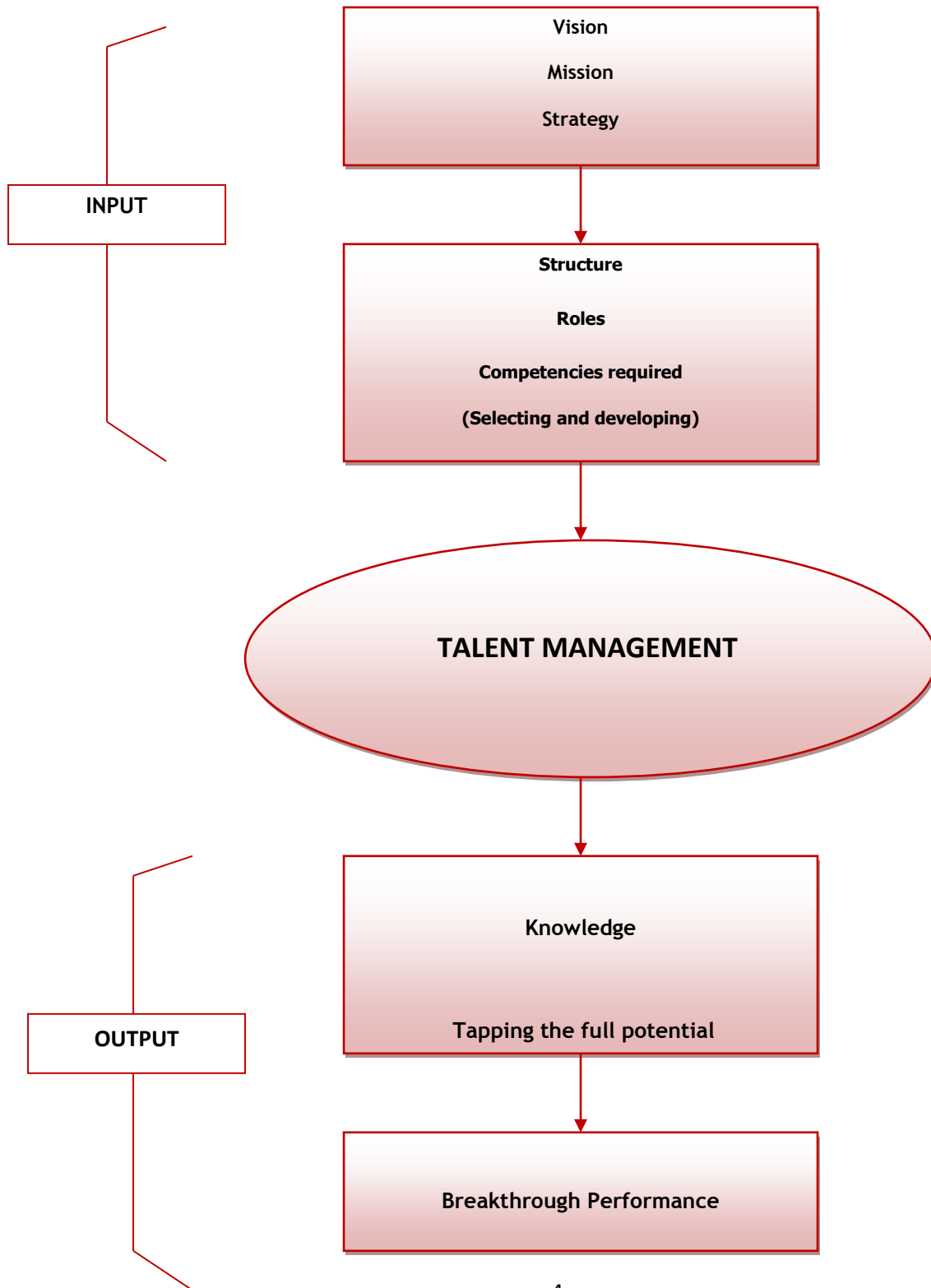
Key Business Processes

The following matrix appropriately defines key business processes for an organization:



Talent management is a key business process and like any business process takes inputs and generates output.

The process of talent management



Talent Management v/s Traditional HR Approach

Traditional HR systems approach people development from the perspective of developing competencies in the organization. This can actually be a risk-prone approach, especially for companies operating in fast evolving industries, since competencies become redundant with time and new competencies need to be developed. Thus, over time, the entire approach to development of people might be rendered obsolete calling for rethinking the entire development initiative.

Talent management on the other hand focuses on enhancing the potential of people by developing capacities. Capacities are the basic DNA of an organization and also of individual potential. In fact, the following appropriately describes the role of talent management:

D

N

A

Point of Departure	Navigation	Point of Arrival
Translating organizational vision into goals and mapping the required level of capacities and competencies to achieve goals	Aligning individual values and vision with organizational values and vision	Clear understanding of the varied roles within the organization and appreciation of the value-addition from self and others leading to building a culture of trust, sharing and team orientation
Assessment of talent to profile the level of capacities and set of	Enhancing capacities to learn, think relate and	Individual growth to meet and accept varied,

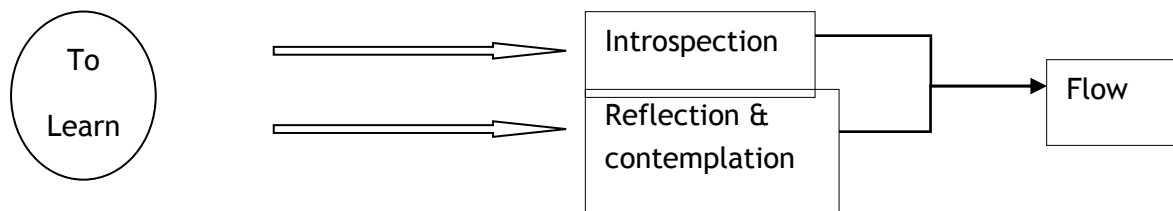
competencies possessed within the organization	act through development initiatives	incremental and transformational roles in an overall scenario of acknowledged need for change
Gap analysis and identification of development path	Helping individuals realize their full potential through learning and development	Developed individuals enabling breakthrough performance

The focus of talent management

At the heart of talent management is developing the following intrinsic human capacities:

1. Capacity to learn (measured as learning quotient LQ)

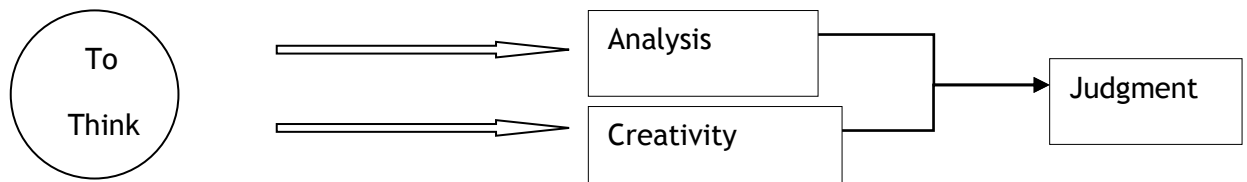
Enhancing an individual’s capacity to learn improves the person’s awareness. It adds to the person’s quest to know more and delve into newer areas. This capacity is developed by holistic education that teaches how to learn, an enabling environment and good mentoring. Capacity to learn comprises of the following:



- Introspection is the individual's willingness to look back and learn ability to learn from mistakes and identifying areas of improvement.
- Reflection and contemplation is the individual's ability to observe his own thoughts, actions and emotions/feelings and using the awareness to improve further and perform better.
- Getting into the flow is the individual's ability to get into a new experience and flow with the experience. It is the person's child-like ability to derive joy out of learning.

2. Capacity to think (measured as conceptual quotient CQ)

An individual's quest to know more leads his mind to create images. Enhancing an individual's capacity to think helps the people not only take learning to a higher level of intellect but also improves creativity. Capacity to think comprises of the following:

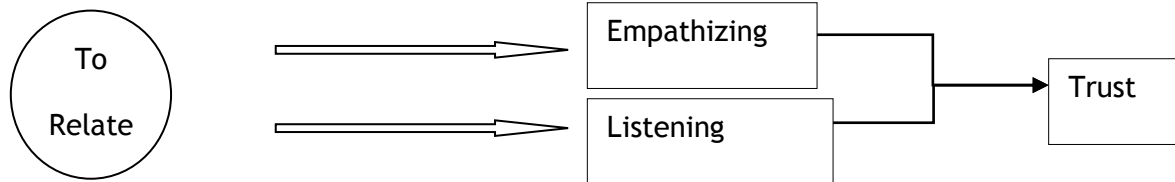


- Analysis is about asking the right questions and breaking complex things into simpler elements.
- Creativity is about generating new thoughts and breaking the existing patterns of thought.
- Judgment requires both. This is what helps an individual take quality decisions.

3. Capacity to relate (measured as relationship quotient RQ)

It is important for an individual to be able to relate to his learning and thoughts. This leads the person to be able to relate to other individuals and the environment around him. The outcome is indeed a sense of belongingness and an environment of trust at the

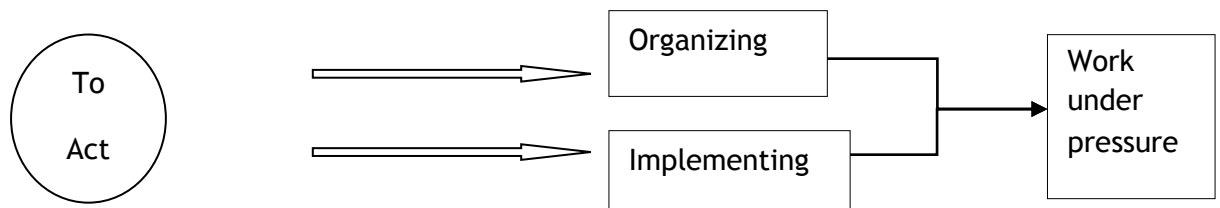
organizational level and team spirit at the individual level. Capacity to relate comprises of the following:



- Listening is the individual's ability to listen with warmth and respect. Active listening is free of biases, evaluation and pre-conceived notions.
- Empathizing is the ability to put self in someone else's shoes and getting out of one's own shoes.
- Trust requires a combination of both empathizing and listening. It is about authenticity, openness and genuineness.

4. Capacity to act (measured as action quotient AQ)

Action is how the above three capacities of an individual are manifested. It is the individual's ability to enact his intentions. Following are components of capacity to act:



- Organizing refers to the individual's ability to organize his time and resources so as to enable him to convert intentions into reality.
- Implementing means delegating, attention to detail, and focus on the right process.
- Perform under pressure means the ability to work under pressure and time constraints and handle multiple tasks without negative stress.

The individual's values help in discriminating amongst alternatives and act as the bedrock for decisions. They act as multipliers in enhancing the individual's capacities, a sigma of which reflects the individual's true talent.

Thus:

(LQ + CQ + RQ + AQ) X Values = Talent

Organizations provide individuals the opportunity and space for physically manifesting their talent into performance for achieving individual and organizational vision. Talent manifests into performance as follows:

Talent

+

Vision/Mission/Strategy

+

Skills & Competencies

+

Role & structure

+

Opportunity

+

Encouragement & Recognition

+

Training & Development

+

Coaching

+

Action Plan & Goals

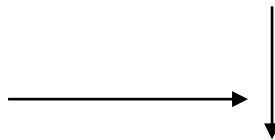
+

Resources

Performance

Management

System



Performance

Thus the domain of talent management focuses not only on development of individual's intrinsic capacities, but also on culture building and change management to provide the other elements listed above for manifestation of talent into performance.

The service and consulting areas of talent management that thus emerge are:

- Talent appreciation
- Potential enhancement
- Acquisition of talent
- Knowledge management

Grow Talent offers services in all the above areas. Grow Talent's offerings are based on the models discussed above and follow a unique methodology.

Talent appreciation (TAP™)

TAP™ services from Grow Talent are focused on assessing the way individuals learn, think, relate to others, and act. Tap is used to evaluate the capacities, competencies and values of individuals for assessment of potential for career development and succession planning.

This is intricately linked to helping organizations map their capacity and competency requirements and then assessing talent to draw up individual development plans. The talent profiling thus done for organizations helps them identify critical competencies to be developed and capacities to be enhanced in order to meet future business requirements and achieve plans.

Potential enhancement (PEP™)

The focus of PEP™ is to create learning experiences and solutions for individuals that will help convert their talent into competence. It also involves designing learning events and processes that enhance the potential of individuals.

Two intrinsic components of Grow Talent PEP™ are:

- Capacity building modules - which focus on enhancing the four capacities of individuals
- Competence building modules – which focus on specific areas like consulting skills, problem solving, service quality, strategic selling, process designing, interviewing skills, etc.

Acquisition of talent (ACT™)

Grow Talent's approach to helping organizations acquire talent is based on the following:

- Helping organizations define roles for specific leadership positions based on 'preferred futures' and strategy
- Identifying the competencies required for each of these jobs
- Determining the levels of fundamental capacities of learning, thinking, relating and acting needed to acquire these competencies
- Defining the values which are needed to display the desired behaviors

- Identifying individuals who would fit into these positions
- Enable organizations and individuals to establish mutually acceptable contracts for employment and lay the foundation of win-win relationships

Knowledge Management

As said earlier, the domain of talent management includes culture-building and change management. Knowledge management services from Grow Talent are aimed at leveraging knowledge for performance by creating an environment for sharing by building trust. The focus of knowledge management is to connect people and technology to capture and harness the tacit knowledge of the organization. By making trust the bandwidth of communication, knowledge management enhances sharing and thereby creates an appropriate environment for talent to translate into performance.

With its comprehensive spectrum of services for talent management and unique methodology, Grow Talent is strongly positioned to help organizations gain a competitive and sustained talent advantage.

OBJECTIVES

- To identify various upcoming challenges of talent management
- To establish upcoming trends in talent management.
- To identify the ways to retain the best talent.

LITERATURE REVIEW

A detailed survey of the concerned literature has been carried out based on various journals, reviews concerned magazines and internet and presented below:

Any Organization needs to have a vision and a well-defined strategy on hiring for the future. We should have the right talent to attract and retain the best available talent for which a number of measures for talent management are required.

[KARTHIKEYAN,2007]. Emphasis has been paid on initiatives that can be put in place to help organization to retain and nurture the talent [PANDIT, 2007]. The fundamental aspects about the definitions of human recourses have been discussed and planning of new models has been discussed. The need to disband the conventional school of thoughts about organizational behavior has been advocated and a new approach has been suggested for HR [ANANDARAM, 2007.]

The Strategic Development of Talent by William J. Rothwell

"Rothwell ignites the imagination, expands the possibilities, and offers practical strategies any organization can use to effectively develop, retain and utilize talent for the benefit of an organization and enter the fluid, flexible future. Managers at all levels will cheer the sanity Rothwell suggests."

The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Promoting Your Best People by Lance A. Berger

"This is an outstanding reference work that succinctly explains a simple and practical approach to the identification, assessment and management of talent in the current, dynamic operating business environment. The book plainly gives advice on how to avoid high staff turnover, poor morale, and poor performance."

NEWSLETTER

Sridhar S Preetham (July 2007), Managing talent, HRD Newsletter, vol23 issue -4

Focusing on the challenge of attracting and retaining talent faced by Indian HR managers, the article outlines initiative that can be put in place to help organization retain nurture and retain the talent.....

JOURNALS

KARTHIKEYAN J (May 2007), Talent management strategies, NHRD journal, Hyderabad, p23-26

Organization need to have a vision and a well-defined strategy on hiring for the future. Do we have the right talent within to attract and retain the best available talent? A number of measures for talent management are Suggested.....

PANDIT Y V L (May 2007), Talent retention strategies in a competitive environment, NHRD journal, Hyderabad, p27-29

Focusing on the challenge of attracting and retaining talent faced by Indian HR managers, the article outlines initiative that can be put in place to help organization retain nurture and retain the talent.....

RESEARCH METHODOLOGY

Primary Data:

For the purpose of collection of primary data two web administered questionnaire were prepared. One questionnaire was made for HR professionals or the people involve with the talent management in the organization and other one was for the employees of the organizations.

➤ The data for the study was collected from the following companies:

- IBM
- HCL Technologies
- ORACLE

QUESTIONNAIRE: HR Professional

The researcher focused on a comprehensive set of workplace practices that influence employee motivation, commitment and willingness and desire to achieve at work. The researcher identified these practices and a deep understanding of typical organizational programs to ensure that the questionnaire covered the broadest spectrum of tangible and intangible aspects of the work environment. As a result, the questionnaire included items about the full range of rewards practices, leadership and management effectiveness, communication, culture and attributes related to these tangible and intangible aspects.

Respondents came from a range of industries, including telecommunications and technology, financial services, education, health care, energy, retail, transportation, consumer products and manufacturing.

Sample Size: 50

SECONDARY DATA

- Journals and Research Paper
- Newsletters
- HR websites

STATISTICAL TOOLS:

- Pie charts
- Bar graphs
- Averages

SAMPLING TECHNIQUES:

Judgmental Sampling

DATA ANALYSIS:

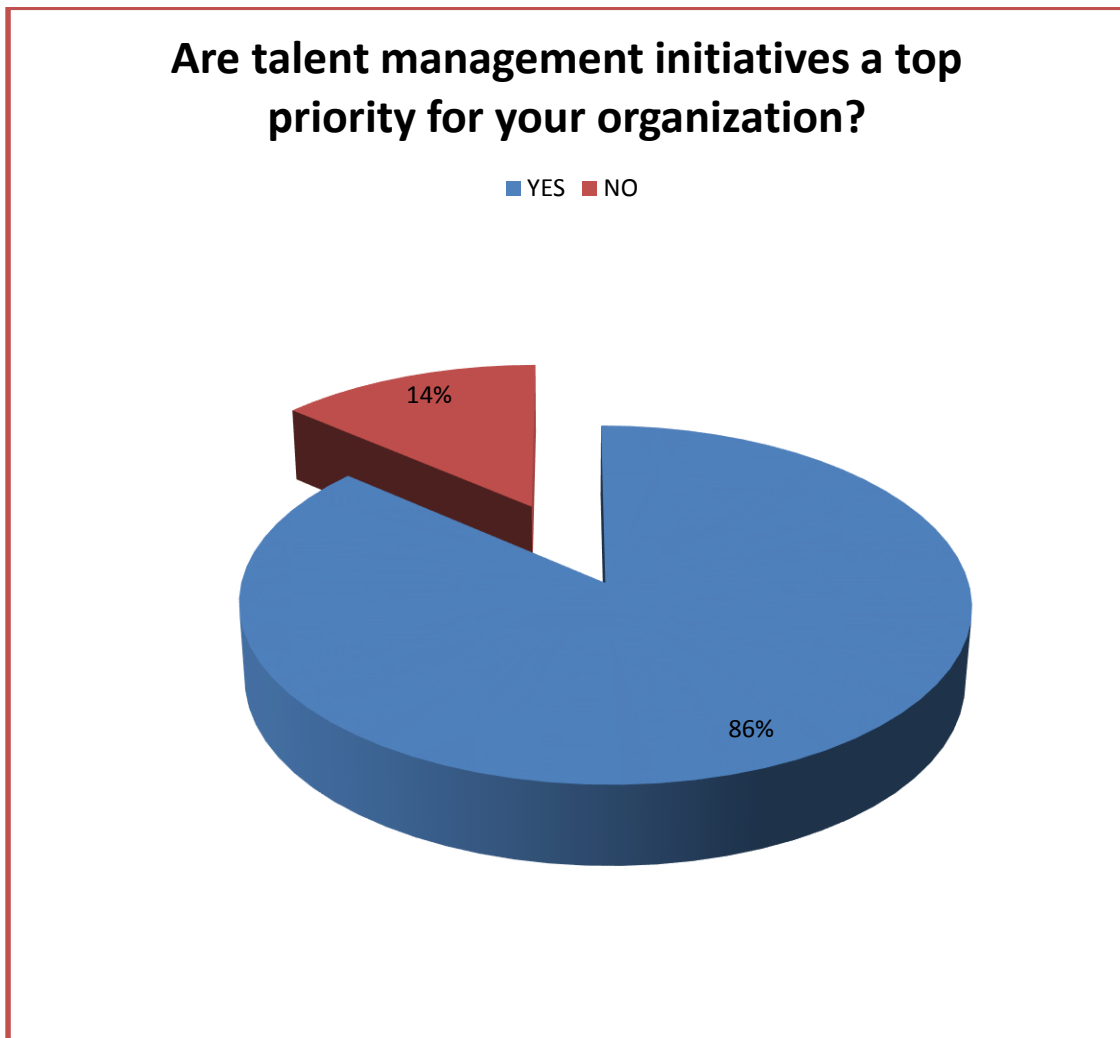
1:



INTERPRETATION:

Most of the covered companies have talent specific initiative in place (81%) and they give them top priority in their organization (86%). They also have exclusive staff member for managing talent initiatives (68%)

2:



INTERPRETATION:

86% of hr professional are satisfied whereas 14% of hr professional says they do not agree that talent management is the top priority of the organization.

3:



INTERPRETATION: In most of the companies the talent is identified by competencies (42%), by result (29%) and the HR professional view to increase career growth opportunity.

4:

What are the areas your organization needs to improve in terms of talent management initiatives?

Aligning employees with the mission and vision of your organization **40.91%**

Assessing candidates skills earlier in the hiring process **50.00%**

Creating a culture that makes employees want to stay with the organization **40.91%**

Creating a culture that makes individuals want to join the organization **40.91%**

Creating a culture that values employees work **40.91%**

Creating an environment where employees are excited to come to work each day **50.00%**

Creating an environment where employees ideas are listened to and valued **50.00%**

Creating policies that encourage career growth and development opportunities **63.64%**

Identifying gaps in current employees and candidate competency levels **59.09%**

What are the areas your organization needs to improve in terms of talent management initiatives? **40.91%**

5:

In your organization who is primarily responsible for (tick one per statement)

	No one	Department head(excludes employee supervisor)	Hr staff	Internal coach(excludes employee supervisor)	Mentor (excludes employee supervisor)	Outside consultant	Others
Recruiting individuals	0%	42%	42%	4%	4%	4%	4%
Further developing employees	2%	54%	32%	2%	4%	2%	4%
Retaining employees	4%	32%	54%	2%	4%	2%	2%

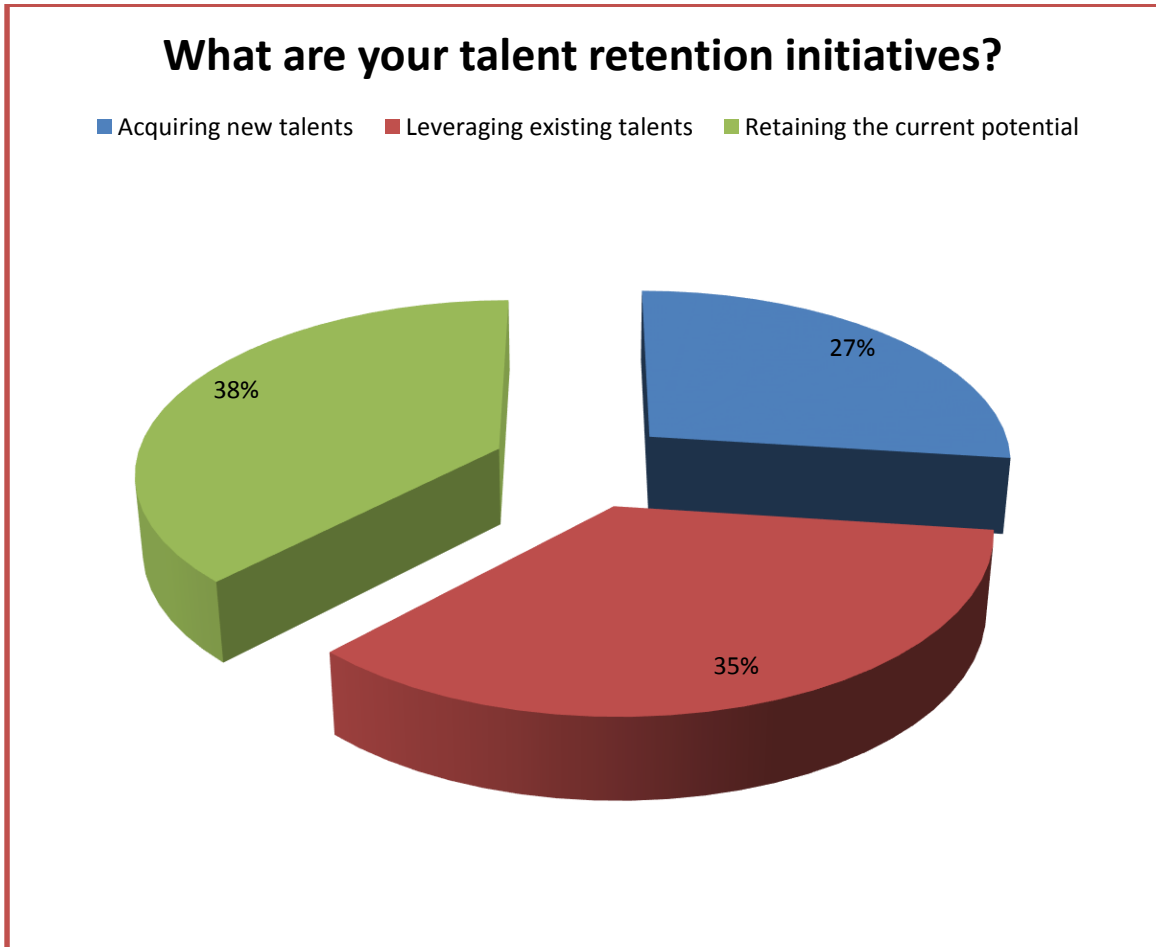
INTERPRETATION: HR head and Department head are mainly responsible for talent management activities.

6:



INTERPRETATION: 68% of hr professional says yes , they have exclusive staff members for managing talent initiative whereas 32% of hr people are not agree with the fact.

7:



INTERPRETATION: Retaining the current talent is top priority for the organization (38%), leveraging existing talents(35%) whereas acquiring new talents(27%). As talent retention initiatives, most of time the companies focus on retaining talent.

8. Which broadly defined job description are the most critical in terms of attracting and retaining employees?

	1 (very critical)	2	3	4	5 (not critical)
	0%	0%	0%	0%	0%
sales	54%	32%	6%	8%	0%
marketing	28%	44%	22%	6%	0%
Business development	50%	36%	14%	0%	0%
finance	12%	24%	40%	24%	0%
Field operations	6%	20%	34%	26%	14%
Research and development	22%	38%	28%	6%	6%
innovation	24%	40%	26%	10%	0%
Business unit leadership	24%	36%	30%	10%	0%
Senior management	38%	38%	20%	4%	0%
Programme management	14%	24%	56%	6%	0%

INTERPRETATION: Sales and business development are the areas where retaining talent is the most difficult.

9.



INTERPRETATION: Class room workshop, mentoring and education are usually used by the organization to carry out talent development activities. While others like developmental experience, short term assignments and action learning are done occasionally.

10: To what extent do you agree or disagree with the following statements? (Tick one per statement)

	Strongly disagree	disagree	agree	Strongly agree
Aligning employees with the mission and vision of your organization	4%	8%	38%	50%
Assessing candidates skills earlier in the hiring process	10%	0%	76%	14%
Creating a culture that makes employees want to stay with the organization	6%	0%	34%	60%
Creating a culture that makes individuals want to join the organization	8%	6%	28%	58%
Creating a culture that values employees work	4%	0%	34%	64%
Creating an environment where employees are excited to come to work each day	4%	8%	36%	52%
Creating an environment where employees ideas are listened to and valued	10%	4%	42%	44%
Creating policies that encourage career growth and development	4%	6%	48%	42%

opportunities

Identifying gaps in current employees and candidate competency levels	4%	20%	28%	48%
---	----	-----	-----	-----

Identifying vacancies that will be created as the company advances and expands	12%	14%	56%	18%
--	-----	-----	-----	-----

Rewarding top performing employees	12%	0%	40%	48%
------------------------------------	-----	----	-----	-----

INTERPRETATION: More than 60% of the respondent view organizational culture as a main driving force for the new talent and for the existing talent. Even rewarding plays an important role (48%)

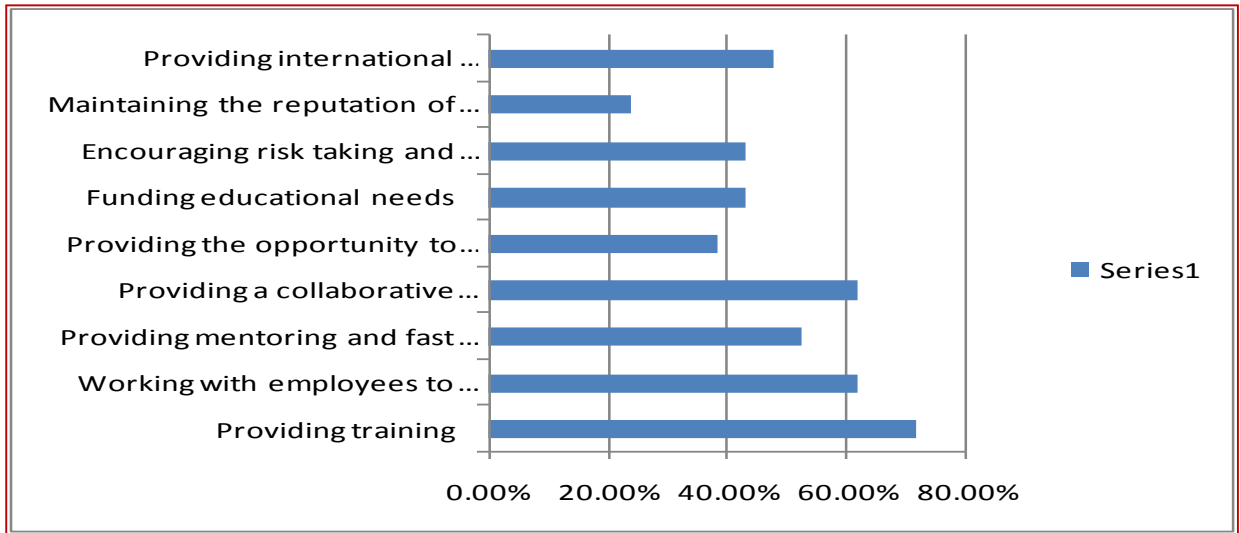
11: In the next three years how effective will the following elements of compensation be in terms of attracting and retaining top performers?

	1(most effective)	2	3	4	5(least effective)
Base pay	58%	24%	10%	8%	0%
Health care benefits	16%	42%	28%	14%	0%
Retirement/education benefits	32%	34%	30%	14%	0%
Share options/equity participation	30%	14%	28%	14%	14%
Child care costs/arrangement	24%	10%	36%	30%	0%
Job security	52%	18%	26%	0%	4%

INTERPRETATION: Base pay (58%) and Job security (52%) are the two main areas for retaining talent in coming years.

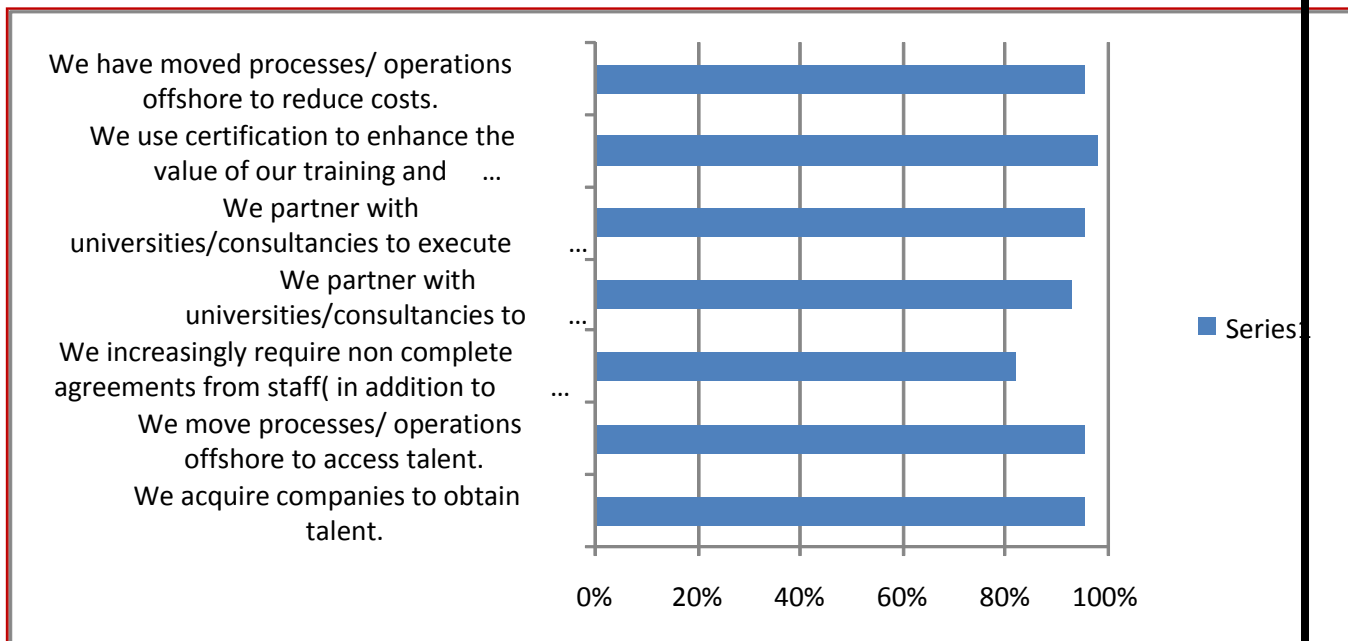
12:

Excluding financial compensation which of the following do you believe are effective means of rewarding motivating and retaining talent?



INTERPRETATION: Training plays a significant tool as a effective means of rewarding and retaining talent followed by providing a collaborative working environment and providing international opportunities

13: How accurately do the following statements describe actions taken, or soon to be taken by your organization?



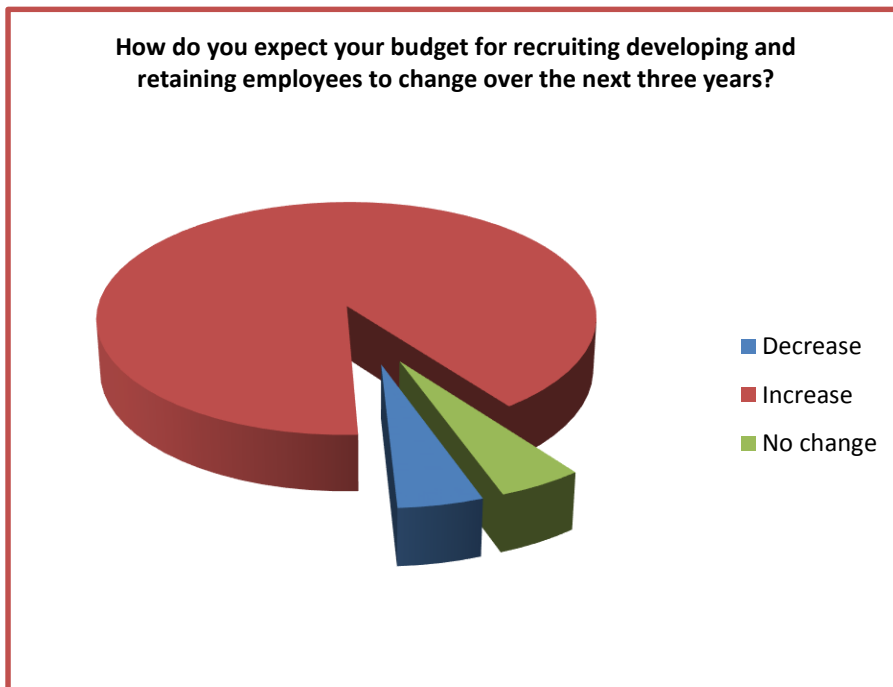
INTERPRETATION: Organizations are using certification for improving the training programs (96%)

14: In the next three years how effective will the following elements of compensation be in terms of attracting and retaining top performers?

	1(most effective)	2	3	4	5(least effective)
Base pay	58%	24%	10%	8%	0%
Health care benefits	16%	42%	28%	14%	0%
Retirement/education benefits	32%	34%	30%	14%	0%
Share options/equity participation	30%	14%	28%	14%	14%
Child care costs/arrangement	24%	10%	36%	30%	0%
Job security	52%	18%	26%	0%	4%

INTERPRETATION: Base pay and job security will be the most effective as (58%) and (52%) agree on the same followed by health care benefits (33%)

15.



INTERPRETATION: In more than 90% of the organizations budget for recruiting developing and retaining employees is going to increase over the next three years

FINDINGS AND CONCLUSION

- ✓ Most of the covered companies have talent specific initiative in place (81%) and they give them top priority in their organization (86%). They also have exclusive staff member for managing talent initiatives (68%)
- ✓ In most of the companies the talent is identified by competencies (42%) and the HR professional view to increase career growth opportunity.
- ✓ HR staffs as well as the department heads are responsible for recruiting individuals (64%)
- ✓ Retaining the current talent is top priority for the organization (38%)
- ✓ Sales and business development are the two areas where retaining talent is most difficult
- ✓ Class room workshop, mentoring and education are usually used by the organization to carry out talent development activities.
- ✓ More than 60% of the respondent view organizational culture as a main driving force for the new talent and for the existing talent. Even rewarding plays an important role (48%)
- ✓ Base pay (58%) and Job security (52%) are the two main areas for retaining talent in coming years. Other than this, training plays an important role in motivating the employee.
- ✓ Organizations are using certification for improving the training programs.
- ✓ In more than 90% of the organizations budget for recruiting developing and retaining employees is going to increase over the next three years

CONCLUSION

As organizations continue to pursue high performance and improved results through TM practices, they are taking a holistic approach to talent management—from attracting and selecting wisely, to retaining and developing leaders, to placing employees in positions of greatest impact. The mandate is clear: for organizations to succeed in today’s rapidly changing and increasingly competitive market place, intense focus must be applied to aligning human capital with corporate strategy and objectives. It starts with recruiting and retaining talented people and continues by sustaining the knowledge and competencies across the entire workforce. With rapidly changing skill sets and job requirements, this becomes an increasingly difficult challenge for organizations. Meeting this organizational supply and demand requires the right “Talent DNA” and supporting technology solutions. By implementing an effective talent management strategy, including integrated data, processes, and analytics, organizations can help ensure that the right people are in the right place at the right time, as well as organizational readiness for the future.

RECOMMENDATIONS

- ✓ Organizations must have meaningful descriptions of the capabilities (skills, behaviors, abilities and knowledge) required throughout the organization.
- ✓ Organizations must be able to relate those skills and capabilities to a role or a center of demand, such as a job position, project or leadership role.
- ✓ Talent management processes must create a comprehensive profile of their talent. They must be able to track meaningful talent related information about all of their people - employees, contractors, or candidates.
- ✓ The working culture of the organization should be improved and maintained to retain talent in long run.
- ✓ More certified training should be given to the employee to boost their effectiveness and efficiency. It should be used as a tool of motivation.
- ✓ The organization should identify the crucial talent initiative to attract and retain the employee. They should know which talent management elements can have the greatest impact on the business and therefore provide a better basis for prioritization and implementation.
- ✓ To create a sophisticated talent management environment, organizations must:
 - Define a clear vision for talent management
 - Develop a roadmap for technology and process integration
 - Integrate and optimize processes
 - Apply robust technology to enable processes
 - Prepare the workforce for changes associated with the new environment

LIMITATIONS

- ✓ Sample size is very small i.e. 50 which is very less for deriving exact conclusion.
- ✓ Respondents were found hesitant in revealing opinion about the company practices.
- ✓ Time factor can be the limitation because it has to be completed within the time limit without disturbing the work of employees.
- ✓ The study was confined to the employees of IBM, HCL Technologies, ORACLE only.

BIBLIOGRAPHY

1. Six Ways to Mine Teen Talent," Andrea C. Poe, Society for Human Resource Management, March 2001
2. Winning the Best and Brightest: Increasing the Attraction of Public Service," Carol Chetkovich, The PricewaterhouseCoopers Endowment for The Business of Government, July 2001.
3. Attracting and Keeping The Best and the Brightest: Survey Results From Council for Excellence in Government Principals on How to Get, Develop and Retain Excellent People in Government Service," Council for Excellence in Government, 2002
4. Spherion® Emerging Workforce® Study," Spherion Pacific Enterprises LLC,2002-2003
5. Flexible Work Arrangements: The Demand Will Only Strengthen," Donna J. Bear, Human Resource Institute, September 2004
6. "Attracting and Retaining the Mature Workforce," Barbara McIntosh, Ph.D., Society 2004
7. Development, And Work Motivation," Ruth Kanfer, Phillip L. Ackerman, Academy Of Management Review, 2004.
8. Staying Ahead of the Curve 2004: Employer Best Practices for Mature Workers," Study Conducted for AARP by Mercer Human Resource Consulting, September 2004
9. Talent Management: Overview: Talent Management Series Part I," Nancy R. Lockwood, SPHR, GPHR, Society for Human Resource Management, July 2005.
10. Talent Management: Employee Engagement: Talent Management Series Part III," Nancy R. Lockwood, SPHR, GPHR, Society for Human Resource Management, July 2005.
11. Talent Management: Leadership Development: Talent Management Series Part II," Nancy R. Lockwood, SPHR, GPHR, Society for Human Resource Management, July 2005

ADHERENCE SHEET

Particulars	Last Date	Signature of Mentors	
Title of the Project/Area of Topic Finalization	21-Jan-16		
Literature Review/Objectives of the study	2-Feb-16		
Methodology	18-Feb-16		
Questionnaire/Data Collection tools	3-Mar-16		
Data Collection	17-Mar-16		
Analysis	24-Mar-16		
Conclusion and Recommendations	1-Apr-16		
First Draft	15-Apr-16		
Final Report/Binding and Submission	3-May-16		

ANNEXURE

1. Talent management: upcoming trends and challenges

“Talent management – broadly defined as the implementation of integrated strategies or systems designed to improve processes for recruiting developing and retaining people with required skills and aptitude to meet current and future organizational needs.”

1. ORGANISATION

2. NAME

3. DESIGNATION

4. Does your organization have any specific talent management initiatives in place?

Yes

No

5. Are talent management initiatives a top priority for your organization?

YES

NO

6. How does your organization identify talent?

- By competences
- By results
- By potential

7. What are the areas your organization needs to improve in terms of talent management initiatives?

- Aligning employees with the mission and vision of your organization
- Assessing candidates skills earlier in the hiring process
- Creating a culture that makes employees want to stay with the organization
- Creating a culture that makes individuals want to join the organization
- Creating a culture that values employees work
- Creating an environment where employees are excited to come to work each day
- Creating an environment where employees ideas are listened to and valued
- Creating policies that encourage career growth and development opportunities

Identifying gaps in current employees and candidate competency levels

8. In your organization who is primarily responsible for (tick one per statement)

	No one	Department head(excludes employee supervisor)	Hr staff	Internal coach(excludes employee supervisor)	Mentor (excludes employee supervisor)	Outside consultant	others
Recruiting individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Further developing employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retaining employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Does your organization have a staff member whose position is exclusively responsible for overseeing talent management initiatives?

Yes, at the management/ executive level

No

10. What are your talent retention initiatives?

- Acquiring new talents
- Leveraging existing talents
- Retaining the current potential

11. Which broadly defined job description are the most critical in terms of attracting and retaining employees?

	1 (very critical)	2 (very critical)	3	4	5 (not critical)
sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Field operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business unit leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Programme management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Within your organization what kinds of talent development activities are carried out?

Building class room
workshops

Coaching

Mentoring

Education

Developmental
experience

Short terms assignments

Action learning

Others

13. To what extent do you agree or disagree with the following statements? (Tick one per statement)

	Strongly disagree	disagree	agree	Strongly agree
Aligning employees with the mission and vision of your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessing candidates skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

earlier in the hiring process

Creating a culture that makes employees want to stay with the organization

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

Creating a culture that makes individuals want to join the organization

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

Creating a culture that values employees work

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

Creating an environment where employees are excited to come to work each day

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

Creating an environment where employees ideas are listened to and valued

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

Creating policies that encourage career growth and development

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

opportunities

Identifying gaps
in current
employees and
candidate
competency
levels

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

Identifying
vacancies that
will be created as
the company
advances and
expands

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

Rewarding top
performing
employees

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

14. In the next three years how effective will the following elements of compensation be in terms of attracting and retaining top performers?

	1 (most effective)	2	3	4	5 (least effective)
Base pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health care benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement/education benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Share options/equity participation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Child care costs/arrangement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. Excluding financial compensation which of the following do you believe are your organization's most effective means of rewarding motivating and retaining talent?

- Providing training
- Working with employees to develop individual career path
- Providing mentoring and fast track advancement opportunities
- Providing a collaborative working environment
- Providing the opportunity to work with leading edge technologies
- Funding educational needs
- Encouraging risk taking and innovation
- Maintaining the reputation of the organization
- Providing international opportunities
- Other please specify

16. How accurately do the following statements describe actions taken, or soon to be taken by your organization?

1(Highly 2 3 4 5(Not

	Accurate)		Accurate)	
We acquire companies to obtain talent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We move processes/ operations offshore to access talent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We increasingly require non complete agreements from staff(in addition to ones from business unit leaders and senior mangers).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We partner with universities/consultancies to improve curricula.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We partner with universities/consultancies to execute internal training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We use certification to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

enhance the value
of our training
and
developmental
offerings.

We have moved processes/ operations offshore to reduce costs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
---	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

17. In the next three years how effective will the following elements of compensation be in terms of attracting and retaining top performers?

	1(most effective)	2	3	4	5(least effective)
Base pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health care benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement/education benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Share options/equity participation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Child care costs/arrangement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. How do you expect your budget for recruiting developing and retaining employees to change over the next three years?

Decrease

Increase

No
change