NEW DIMENDIONS IN TALENT MANAGEMENT

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ABSTRACT

Today's globalized Businesses essentially need a work force that has the resilience and agility besides Innovative intellect to be able to adapt quickly to new and rapidly changing trends in these qualities are influenced through well thought out development and management strategy, fundamentally rooted in clear talent management and work force plans further for these. Global organizations, the diversity of the employee population poses unique people management challenges framed in multicultural multilingual and multi behavioral environment. Equipping managers with the tools they need to manage bri across language cultural and national difference will critically influence the effectiveness and performance of the teams they manage. In This regard a number of key trends in talent management have been identified following our global research in to the world's leading employers-and business leaders will have to adapt rapidly to stay on trick. According to the Talent Management Best Practice Report we published earlier in the year an the Top Employers Institute together with international partner FCTB (a Dutch management consultancy), the accelerating rate of business change, the influence of technology, globalization and the influence of Big Data mean both business and people management will need to adapt. And will require clear strategies to do so effectively.

Key Words: Global organizations, Management, Technology, Employers

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In the years to come, companies need to defend the talent they have from other companies seeking to improve their own leadership talent pool beside the talent

that a company does have must be developed according to Fernandez-Araoz. Talent is less portable than we think, so what we really need to do is fix the broken development practices so that we can help the economy grow. The way to achieve this is by "surrounding ourselves with the best and helping that best become better. Talent development is the key for building a better world".

The Importance of H.R. Planning and Development

The human resource planning and development is becoming increasingly important as determinant of organizational effectiveness. Second, the major components of a human resource planning and career development system. Organizations are becoming more dependent upon people because they are increasingly involved in more complex technologies and are attempting to function in more complex economic, political, and socio-cultural environments. The more different technical skills there are involved in the design, manufacture, marketing, and sales of a product, the more vulnerable the organization will be to critical shortages of the right kinds of human resources. The more complex the process, the higher the inter dependence among the various specialists. The higher the interdependence, the greater the need for effective integration of all the specialties because the entire process is only as strong as its weakest link.

Technology: the managers could often compensate for the technical or communication failures of their subordinates. General managers today are much more dependent upon their technically trained subordinates because they usually do not understand the details of the engineering, marketing, financial, and other decisions which their subordinates are making. Even the general manager who grew up in finance may find that since his day the field of finance has outrun him and his subordinates are using models and methods that he cannot entirely understand. As it is observed, the processes like these in management groups it is understood that the fact that the decision emerges out of the interplay. The general manager in this setting is accountable for the decision, but rarely the process as one where he or she actually makes the decision, except in the sense of recognizing when the right answer has been achieved and ratifying that answer. So, the managers of the future will have to be much more skilled in this direction. Secondly, the human resource planning and development will become more central and important is that changing social values regarding the role of work will make it potentially more complicated to manage people. There are several kinds of research findings and observations which illustrate this point.

Components of a Human Resource Planning and Development System

The major problem with existing human recourse systems is that they are fragmented, incomplete, and sometimes built on fai;tu assumptions about human growth. Human growth takes place through successive encounters with one's environment. As the person encounters a new situation, he or she is forced to try new responses to deal with that situation. Learning takes place as a function of how those responses work out, the results they achieve. If they are successful in copying with the situation, the person enlarges his repertory of responses: if they are not successful

the person must try alternate responses until the situation has been dealt with. If none of the active coping responses work, the person sometimes falls back on retreating fom the new situation or denying that there is a problem to be solved. These responses are defensive and growth limiting. The implication is that for growth to occur the person needs two things: 1) new challenges that are within the range of his coping responses, and 2) knowledge of results, information on how his or her responses to the challenge have worked out. If the tasks and challenges are too easy or too hard, the person will the persons responses are working, the person cannot grow in a systematic, valid direction but is forced into guessing or trying to inter information from ambiguous signals.

A . Organization planning Components

1. Strategic, business planning – the purpose is to determine the organization's future directions, products, markets, organizational forms, growth rate, geographical locations, etc.

2. Job/role planning- based on the strategic plan, what are the predictable consequences for managerial jobs, specialist roles and skill mixes which will be needed to get the mission accomplished; the focus here is on types of skills needed and how existing jobs will evolve and change?

3. "Manpower Planning" –based on A1 and A2, how many people will be needed in each of the major categories of critical resources identified? Replacement planning for existing managerial jobs must be done to insure that functions will continue to be performed as people move up or out.

B. Staffing and Job Assignment Components

1. Recruitment and Selection-insuring that the right kinds of people are brought into the organization based on present and future needs.

2. Initial training and induction into the organization –one of the first challenges the new employee faces is making it into the organization and becoming a productive and useful member of it. Is the induction process handled in manner which makes it possible for the employee to learn the right attitudes and skills for short-run and long-run contribution? Are the messages given have consistent with those given in B1?

3. Job assignment and supervision-is the first job optimally challenging in terms of the capacities of the employee and the needs of the organization? If the job is too easy or too meaningless, the employee will become de-motivated and /or leave which will meet neither the employee's nor the organization's need. If the job is too difficult the employee will become frustrated and engry.

4. Career development – the system of determining successive jobs whether these represent promotion, lateral movement to new functions, or simply new assignments within a given area. In most organizations there is no system here but an ad hoc process of moving people as jobs open up.

C . Performance Appraisal and Judgment of Potential Components

1. Performance appraisal for salary action-most human resource systems have some procedure for determining how much of a salary increase to give and whether or not to consider bonuses or other special rewards. Typically the employee's supervisor makes a formal or informal rating or ranking which be comes the basis of subsequent actions.

2. Judgment of potential-many systems ask the supervisor to identify high potential employees and to make some estimate of how high they can go in the organization; it is in relation to this judgment this the supervisor is also often asked to provide some estimate of "strengths, "weaknesses," and "development needs".

All of the above argues for the next components to be elevated from merely desirable adjuncts of performance appraisal to being conceived as necessary central components of any human resource system.

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