

Coursework Submission Coversheet

College of Business, Arts and Social Sciences

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YES

David Diolle

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Introduction

According to a podcast from Eightfold, organisations have entered the most radical redesign of talent management (TM) practice in the last three decades (Eightfold, 2022). Anonymous-E (an anonymised name for this coursework) is an Artificial Intelligence (AI) and Data Science (DS) service provider that helps organisations to get the most out of their data. The company is located in London and employ 32 staff member in the UK and 68 data scientists and engineers abroad. The organisation specialises in API workflow integration, Data processing, Digital transformation services and Algorithm libraries.

Anonymous-E is currently facing recruitment and talent retention challenges. Due to a skill shortage in the DS industry, exacerbated by a relatively low unemployment rate of 3.6% and post-covid high churn rates of STEM professionals (See figure 1) caused by competitive wages and employees reassessing the impact of their profession on their life (ONS, 2022; McKinsey, 2021; The Economist, 2021). The company has a Human resource manager (HRM) but outsourced its learning and development plan via agencies. The interview with the HRM revealed that training plays an active part in the employees' development/performance review, but there is a lack of coordination with the other component of talent management. The company operates primarily through remote working with few scheduled meetings in the office and has limited architectures to support its TM plan.

Estimated change in share of total employment, post-COVID-19 scenario, 2018 to 2030,¹ percentage points

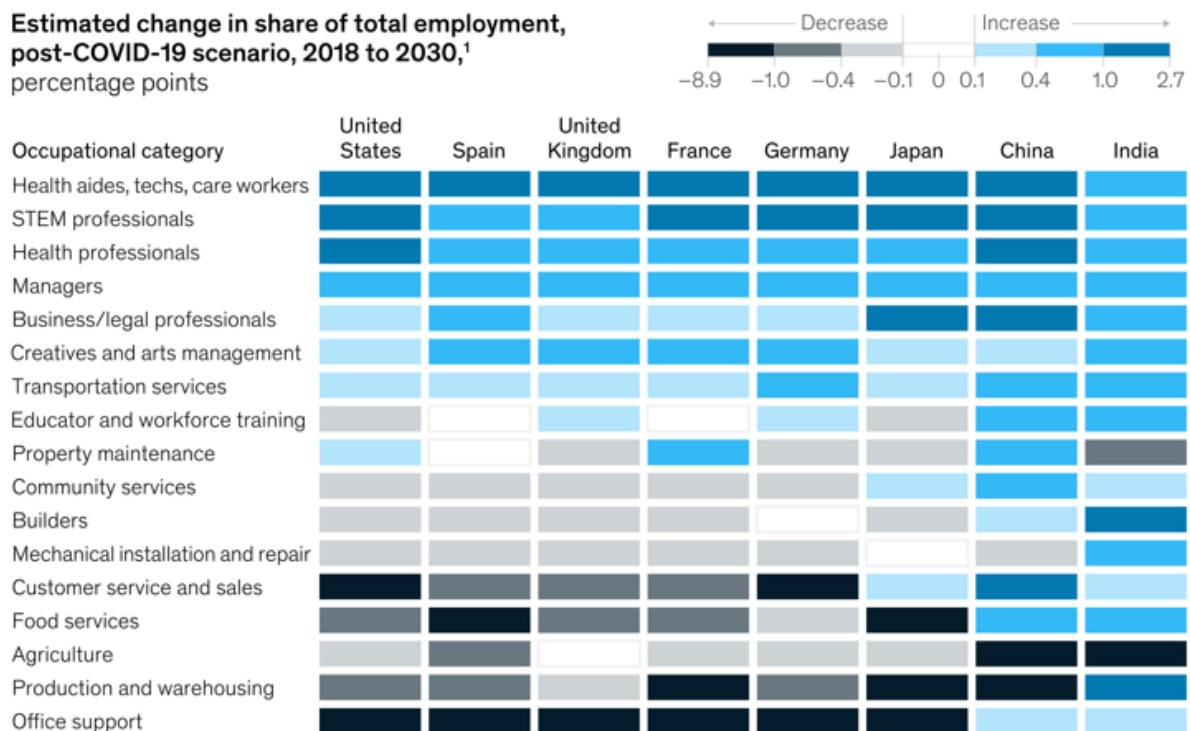


Figure 1. Estimate change in t occupation mix (McKinsey, 2021)

In a not so distance past, bosses did not have to worry as much about their workforce. Newcomers could absorb the corporate culture osmotically (Economist, 2020). However, recent studies suggest that 40% of companies are now offering hybrid work models to attach potential recruits. At the same time, 30% of the companies surveyed have also made remote work permanent in roles that allow for it (PWC, 2022). Other practices, such as reviewing processes to reduce reliance on employees (Via automation and AI), and outsourcing, are part of the trending mix to address labour shortages.

Bersin (2022) observes the evolution of these changes in job seekers' expectations. These observations are supported by an article from Gartner, who identifies that employee expectation toward value proposition is likely to transform permanently (Gartner, 2022). Bersin attempts to represent those changes in jobseeker expectations in Figure 2 (Bersin, 2022). He argues that the supply side of the labour market is shifting, with employees and job seekers playing significant roles in defining the marketplace structure. Research from the PEW research centre states that, by 2025, massive generational shifts will force 75% of organizations to adapt their work strategies to include demands for radical flexibility (PEW, 2020)



Figure 2. Transformation in job seeking (Bersin, J. 2022)

To address this new era of challenges, PWC argues that most companies are actively rolling out or considering incentives to attract new hires. For example, 62% are increasing compensation, and 22% are considering it (PWC, 2022). While such practice is custom for larger firms, small and medium enterprises (SMEs) like Anonymous-E may find it difficult to compete with higher labour costs.

Anonymous-E current framework

Anonymous-E current TM plan (designed Pre-covid) emphasises three critical stages from recruitment to performance appraisal (PA), where most candidates are selected on referrals or via a job advertisement online and are assessed based on performance (See figure 3). To challenge the forecasted high churn rates caused by competitive wages and skills scarcity, companies like Anonymous-E must seek new ways to attract and retain talent that differentiate them from competitors (McKinsey, 2017). While the company's historical practices (described in figure 3) were effective in the early stage of the company's development. The lack of quantitative measurements and inconsistency caused by the new trends in the job market post-covid made it difficult for the company to assess the impact of its recruitment strategy on workers' productivity. This resulted in numerous challenges, including disengagement, lack of competitiveness in the recruitment market and strategic/ talent resources misfit (Goldsmith and Carter, 2010).

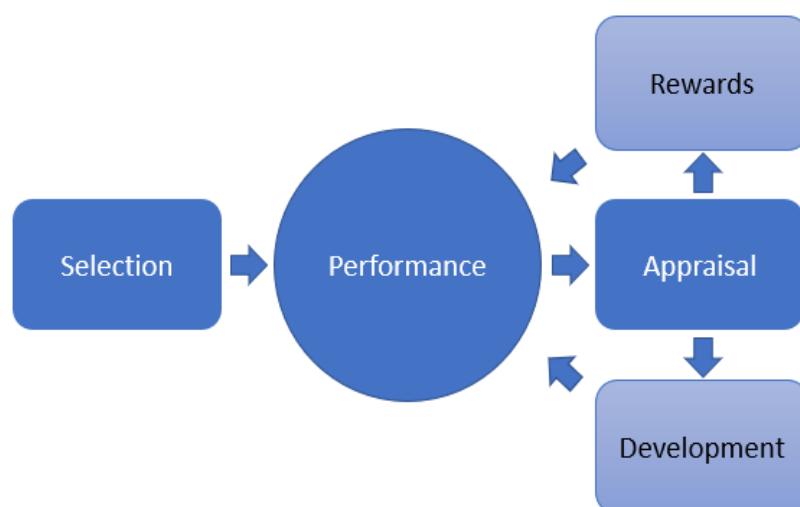


Figure 3. Anonymous E's current recruitment strategy

Literature Review

Proposing a Talent Management framework

Collings and Mellahi (2009, p.304) define TM as: *‘Activities and processes that involve the systematic identification of key positions that differentially contribute to the organization’s sustainable competitive advantage, the development of a talent pool of high-potential and high-performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents, and to ensure their continued commitment to the organization.’*

While Armstrong (2009) define TM as a comprehensive and integrated bundle of activities that aim at securing the flow of talent in an organization to support the business’s strategic objective. The concept of an integrated set of activities to align talent with corporate strategy is also supported by Nilsson and Ellstrom (2012), who argue that TM is a human resource (HR) management activity that binds all levels within the organization.

In today’s job market, posting a job and hoping that suitable candidates apply is not enough. Goldsmith and Carter (2010) argue that companies must be creative and ready to abandon the old reliable methods when challenged by new paradigms. Anonymous-E must be proactive in recruiting efforts and build TM infrastructures to increase workforce performance and retain talent. Figure 4 attempts to give a systematic representation of the component of an agile, strategically orientated TM plan that the company can adopt. As seen below, Anonymous-E proposed TM plan must be aligned with the company’s Business strategy and should be capable of adapting to the changes in the business environment (post-covid) to drive performance.

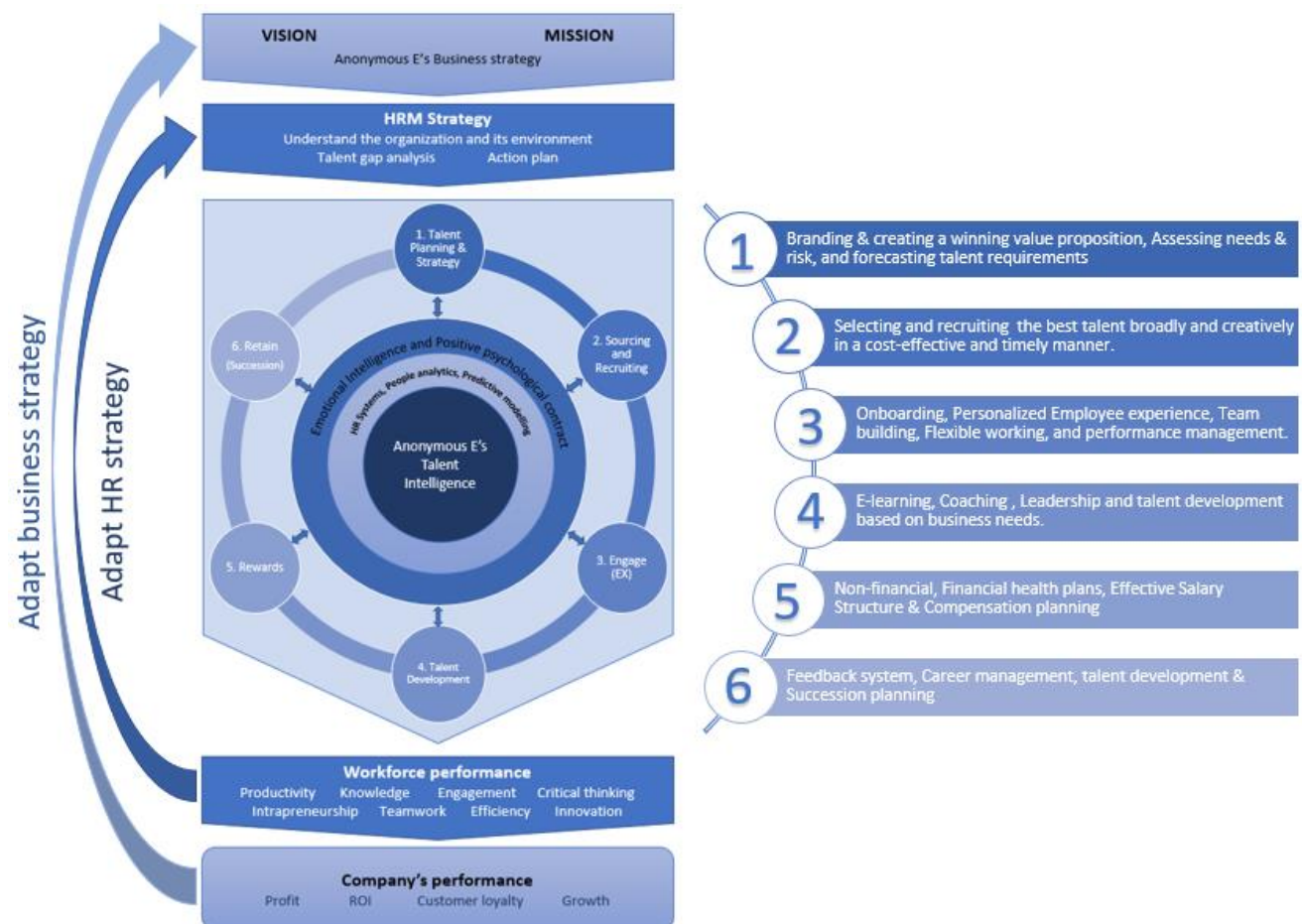


Figure 4. An agile, strategically orientated talent management plan concept for Anonymous E

To leverage productivity, Anonymous-E must implement a proactive and systematic TM plan (Wahyuningtyas, 2014). The proposed model involves six core constructs for the successful implementation of the TM plan, namely:

1. Talent planning
2. Sourcing and recruiting
3. Employee experience
4. Talent development
5. Rewards schemes
6. Employee retention

The interview with the company's HRM revealed that the first challenge of recruitment faced by the company is the lack of an employer brand due to the Start-up status and the presence of dominate employers such as Amazon and Google in the talent market. The model proposed to Anonymous-E attempt to prioritize the constructs based on the business needs and the exogenous factors influencing the company's TM plan.

Muhammad and Shao (2013) state that a brand signal's effectiveness to potential employees depends on the clarity of the organization's plans, credibility, and associated investments in the employer brand. According to Berger and Berger (2004), companies recognize that to stay competitive, comparative marketing and branding practices used to market products and services must be applied to recruitment and retention programs. Proposing an agile model that uses data insight and automation can help the organization manage its brand image online by coordinating communication and targeting the right candidate.

As seen in figure 4, Employee Experience is established in the third position, right after the Sourcing and recruiting process (To be discussed in the 'Aligning talent to strategic objectives' chapter), due to the relative volatility of talents in the tech industry. This contrasts Bersin's Integrated TM framework, which excludes engagement as a construct of their framework (Bersin, 2020). Deloitte (2007) attempts to define the factors affecting the growing need for a holistic approach to employee experience in figure 5. According to Deloitte (2007), potential hires and employees look at everything that occurs at work as an integrated experience that impacts their daily life in and outside the workplace, including emotional, physical, professional, and financial well-being. The article argues that Careers 4.0's candidates assess future employers from the beginning of the talent acquisition experience and make rapid judgments about what life will be like for them within the organization (Deloitte, 2007).


				
Meaningful work	Supportive management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration
Cross-organization collaboration and communication				

Figure 5. Factors contributing to Employee experience (Deloitte, 2017)

Another critical component of employee experience is PA, which involves evaluating individuals' job performance to define the selection and orientation of the business talents' resources (Wahyuningtyas, 2014). The appraisal results can be used as a basis for talent mapping.

Talent mapping empowers Anonymous-E to identify from which talent pool applicants will be sourced. A Human Asset Value Matrix (see figure 6), such as the McKinsey 9-Box Talent Matrix, can evaluate the employee based on performance and potential (Human Capital Hub, 2022). Such tools can be helpful when assessing the complexity of the work, the amount of talent in the organisation and the budget provided for each talent. Mapping talents based on PA into a matrix enables criteria for defining high potentials, making lateral movement possible (Goldsmith and Carter, 2010). As seen in Figure 6, Anonymous-E can also develop programs and learning such as on-the-job training, mentoring, job enrichment, particular assignment, coaching, job enlargement, counselling, and job rotation to leverage talent development and optimise performance (Wahyuningtyas, 2014).

McKinsey 9-Box Talent Matrix Model



Figure 6. Anonymous E's Human Asset Value Matrix , adapted from GE McKinsey (Human Capital Hub, 2022)

The last two constructs of the TM plan; Reward scheme and Employee retention, are supported by research by Muhammad and Shao, which concludes that the key retention factors for talent are salary packages, retirement benefits, fair compensation, trust and integrity, employee development, and career development, and the satisfaction of employees with the organisation's decisions (Muhammad and Shao 2013).

Talent Intelligence

As discussed previously, Covid-19 has reshaped the world, digitalisation is soaring, automation is accelerating, and jobseeker expectations are changing (Gartner, 2022; McKinsey, 2021). An increasing number of organisations are seeing Technology-enabled TM plans as a possible solution to the challenge imposed by the systematic assessment of the component of TM on business performance. Technologies include social media, analytics, cloud technology, and AI (Sivathanu and Pillai, 2019). Integrating Talent Intelligence in the proposed framework is further supported by Bassi (2011), who argues that HR Analytics can help organisations with an evidence-based approach to making better decisions on the human capital side of the business and consists of an array of tools and technologies, ranging from simple reporting of HR metrics up to predictive modelling.

Emotional Intelligence and Psychological contract

As seen in Figure 4, Emotional Intelligence and Positive psychological contract were also included as core elements of the proposed TM plan. Research has shown that emotional intelligence positively impacts successful leadership and organisational performance (Goleman, 2002). In his book, *Working with Emotional Intelligence*, Goleman argues that people can learn and develop four primary characteristics: self-awareness, social awareness, self-management, and relationship management, to leverage their organisation workforce performance (Goleman, 2002).

Aligning talent to strategic objectives

The proposed TM plan considers measuring the impact of talent on the workforce and business performance. This concept is supported by Langenegger (2011) who argues that companies can measure the effectiveness of their TM plan by using criteria such as financial outcomes, organisational results (e.g. productivity, level of innovation or customer satisfaction) and HR metrics that provide insight into job satisfaction, motivation, and talent turnover (Wahyuningtyas, 2014). Critical success factors (CSFs), as defined by; Bullen and Rockart (1981), must also be identified at the beginning of the TM plan execution. These criteria should be re-evaluated and re-aligned should the business goals or environment change.

Streamlining data can help the organisation to have a flexible approach to its decision-making process. As highlighted in label 2 in figure 4, A Sourcing and recruitment protocol will ensure that high-potential performers are attracted to join the company and become talented workers (Wahyuningtyas, 2014). To enable the systematic processing of information, CSFs can be considered a more practical approach to supporting companies' strategic objectives (Selvi and Bezawit, 2020). Figure 7 attempts to bridge the gap between CSFs and the roles the company should advertise to fit its strategic objectives. As seen below, CSFs can be very useful for companies like Anonymous-E to define their HR strategy. Once defined, the HR Strategy can, in turn, be implemented by various tactics to address the tasks essential for successfully implementing the business objectives. Figure 7 also attempts to streamline the skill and competencies needed to address those tasks in a spectrum. Once defined, competencies can be used to define some of the critical roles needed by the company.

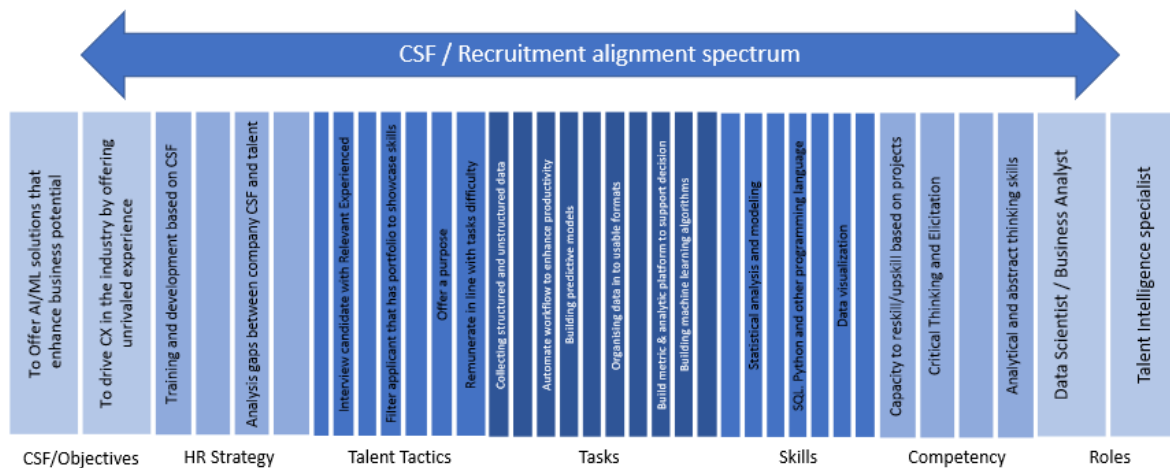


Figure 7. Anonymous E's CSF / Resourcing alignment spectrum

McKinsey (2018) argues that the success of an organisation is mainly dependent on the ability to move talents quickly across strategic priorities. The research states that companies that enable rapid movement of talent have more than twice the likelihood of solid performance and can also deliver a better return on investment (McKinsey, 2018). Modelling their workforce to allow connection between disciplines can put the company in good shape to respond to uncertainty.

Implementation of the proposed framework

The diagrams in figure 8 attempts to illustrates the quantitative value created by implementing the proposed framework. As seen below, the cost attached to implementing the infrastructure will rise steadily during the first five years due to the cost of building and outsourcing the infrastructure (hardware and software). However, automation and analytics will enhance TM decisions and automate processes in the long run. This will likely reduce the hire cost per employee and leverage the quality of star recruits. Figure 8 outlines some of the key stages in the implementation plan, from the recruitment of the Project lead to the launch of the system. As seen below, the implementation of this project is expected to quantify positively (Add value) after year 5.

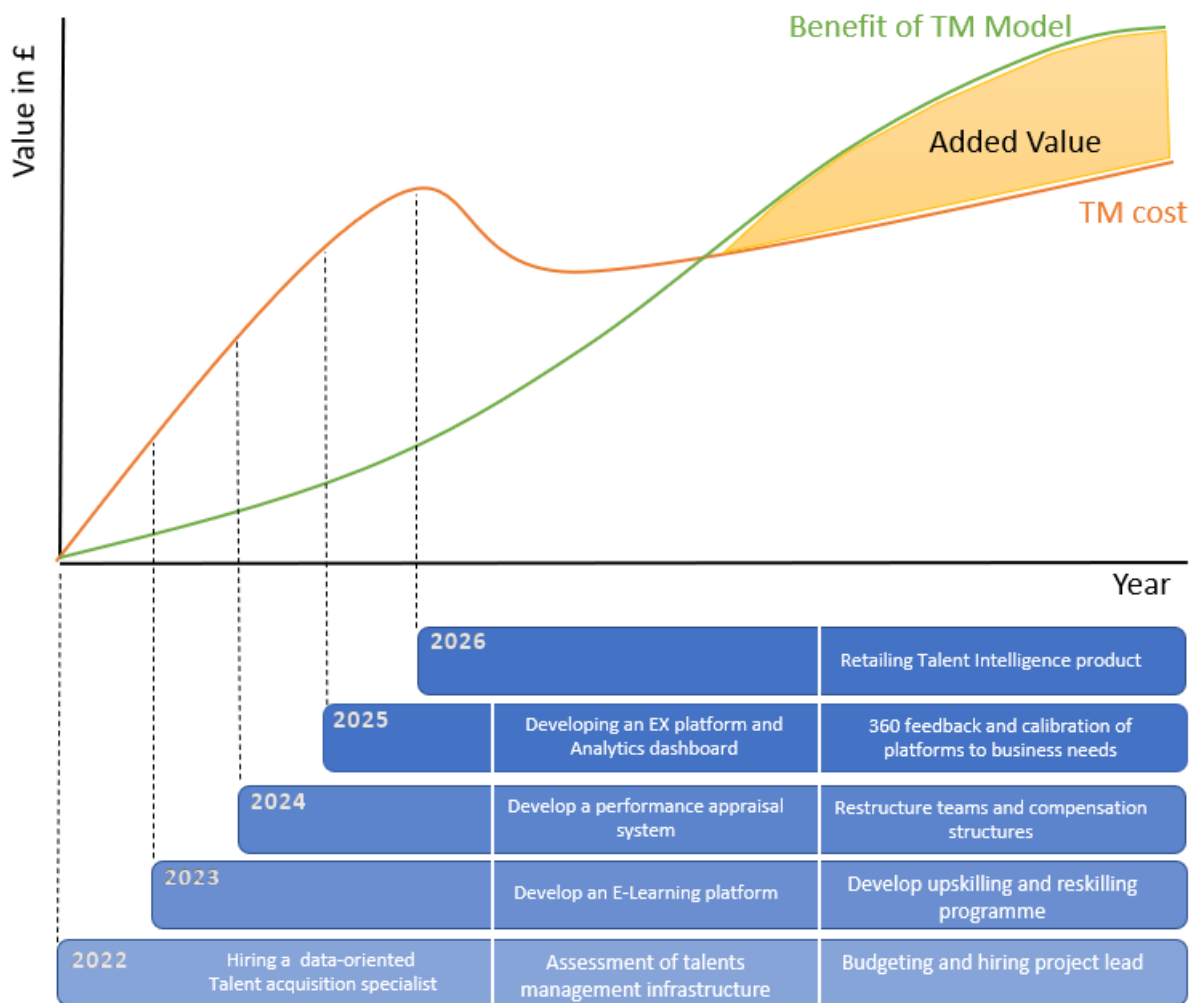


Figure 8 Anonymous E's 5 Year talent management plan

To deliver positive HR outcome the company would need more than just implementing the proposed TM plan. The involvement of the business senior management team to execute the TM plan, is also a crucial element should the company want to take advantage of how it will emerge post-recession (McAdam, 2010). According to McAdam (2010), the leadership team's capability, commitment, and resilience are key to the successful implementation of the TM framework. The Senior Management must, therefore, actively show that they can see the added value of the proposed framework and promote a unified culture.

Critical analysis of the framework

With the world moving toward a global recession, TM's transformation plans are critical for organisations (McAdam, 2010). Anonymous-E must therefore align its TM plan with strategic business objectives to be effective. By managing talent strategically, the company can build a high-performance workplace, foster a learning climate, add value to its employer brand, and improve diversity management (CIPD, 2022). Implementing the proposed Agile, strategically oriented TM plan can provide the company with the necessary insight to implement Game-changing TM policies that are built to last, and that can respond to challenging conditions caused by the global recession and the business trends post covid (Harvard Business Review, 2022; Simpson, 2021).

The ever-changing nature of the job market means that employers need to be prepared for anything. Implementing a framework that includes business intelligence can support the organisation in staying up to

date with the latest trends in recruitment. There are many other compelling benefits to taking a strategic approach to managing talent. In the future, the market for skilled workers will present many new challenges. As automation and AI emerge, the market for highly skilled people like data scientists and data engineers will tighten.

Companies like Anonymous-E should therefore consider focusing on developing and retaining talent rather than buying their people (CIPD, 2022). Furthermore, according to Berger and Berger (2004), using data-centric insight through Software can enables the company's recruitment teams to:

1. Maintain a more flexible, adaptable workforce, using detailed knowledge of skills to produce a succession plan for every position.
2. Use automation to produce and deliver targeted messages and content to the relevant audiences, significantly enhancing engagement with potential recruits.
3. Business Intelligence can help to map the characteristics of all candidates and employees and determine the proper talent development path to personalise the experience with potential candidates and employees.
4. Identify the talented individual more quickly and effectively inside and outside the company.

Implementing people analytics in the framework will almost certainly move the company TM plan forward in terms of analysis and insight. Davenport et al. (2010) noticed that leading companies such as Google, Best Buy, P&G, and Sysco were using sophisticated data collection technology and analysis to get the most value from their talent. Leveraging data analytics to improve its methods of attracting and retaining talent can help Anonymous-E to differentiate itself from its competitors.

While there are numerous advantages to implementing a TM framework that provides analytic insights. Successful implementation would need to include flexibility in the model to accommodate any potential challenge the business may face in the next five years. Challenges include exogenous factors, such as variations in the demand and supply of labour, changes in legislation, technological development and changes in the cost structure attached to the project (McAdam, 2010).

Conclusion

As discussed in this coursework, TM has become more than just a component of HR programs and requires a strategic focus on its own. Anonymous-E must therefore seek to develop and maintain a TM plan within the constraints of their budgets, labour markets and the increasing competition, both commercially and in the 'war for talent.' An agile, strategically orientated TM plan can support the business in developing its talent pipeline, considering both internal and external high-potential candidates to sustain its growth. To do this, the company must utilise an integrated approach by synchronising the six components identified in the proposed TM framework.

As argued earlier, Anonymous-E can no longer rely on traditional methods like job postings and employee referrals. The company must be creative with its talent acquisition strategy to attract new hires. Including Employee experience in the proposed framework can help the company to minimize the transition time of new hires and reduce disruption in operations caused by absenteeism and high turnover. Other benefits include increasing employee engagement and reducing recruiting and external hiring costs.

Limitations to the proposed TM framework include the capital needed to start implementing the model and the uncertainty related to the buy-in of the business senior leadership team. The coursework also doesn't explore the drawback of a flexible model that incorporates remote working on the company employees' well-being.

Reflective account

The module's structure was interesting, and most lectures were very interactive. Attending those lectures has widened my understanding of Human resources and organisational behaviour. The module did introduce me to a set of valuable tools that will help me to manage human skills and talent moving forward. Using the theories and approaches learned during the module can help me to engage and optimise my team performance to achieve the organisation's objectives. I particularly liked the lecture on psychological contracts and human capital, but I missed some input when discussing diversity management. While there was a fair attempt to engage the class by the lecturer, I could see that my colleagues were not ready to debate diversity openly. Using a case study or role play could have made the discussion more productive.

List of Acronyms:

AI: Artificial Intelligence

DS: Data Science

HR: Human Resource

HRM: Human Resource Manager

PA: Performance appraisal

SME: Small and Medium enterprises

TM: Talent Management

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