

# Talent & Organization case study

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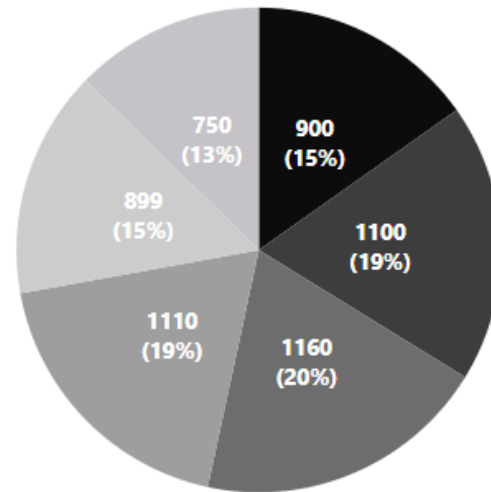
# Business Objective

To identify complementarities & efficiency between  
business unit 1 & 2

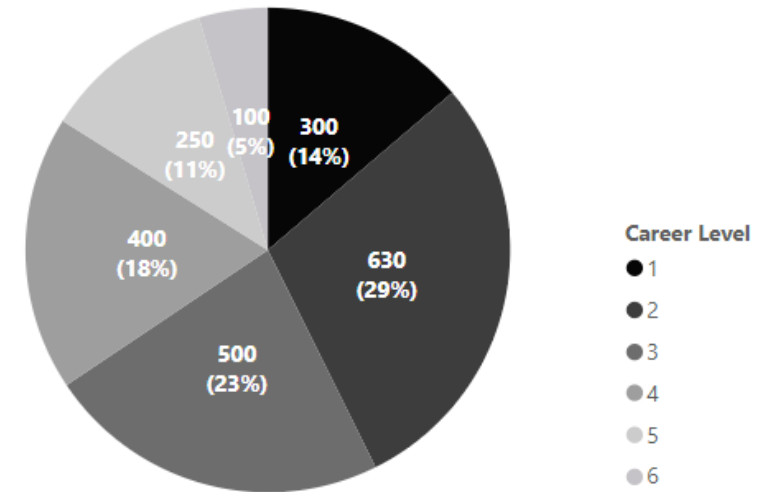
# Key data overview

Unit 1	Unit 2
More senior employees – Age 50+ (8% )	Less Senior employees – Age 50+ (1% )
Less promotion in FY ( 16% )	More promotion in FY ( 31% )
Less involuntary exits ( 21% )	More involuntary exits ( 69% )
Less high qualified employees MBA , PhD, JD ( 21.5%)	More high qualified employees MBA , PhD, JD (32%)
Senior at Career level 6 = 13%	Senior at Career level 6 = 4.5%
30% have completed more than 10 years of service	18% have completed more than 10 years of service

# Insights : Career level



In Unit 1, there are more employees at the highest career level compared to Unit 2.

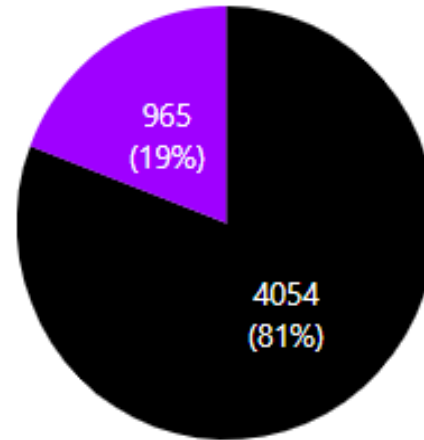


In Unit 1, 28% of workforce are at career levels 5 & 6, compared to 16% in Unit 2. In Unit 1, the workforce is well distributed throughout all levels, but in Unit 2, 34% of the employees are just starting their careers

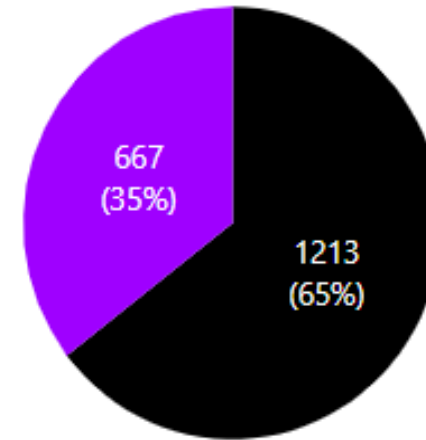
## Key takeaways:

Unit 1 exhibits a greater concentration of workers at the highest points of their careers, whereas Unit 2 primarily comprises workers at the beginning of their careers.

# Insights : Promotion



Unit 1 has 965 (19%) promotions in FY whereas its almost double for Unit 2, 667 (35%) for active employees



Promoted in FY

● No

● Yes

In Unit 1, a higher percentage (6%) of early-career employees receive promotions, while in Unit 2, mid-career employees see a higher promotion rate (18%)

Key takeaways:

Unit 1 early career employees obtain promotions while mid level employees receive promotions in unit 2

# Insights : Hiring & Termination

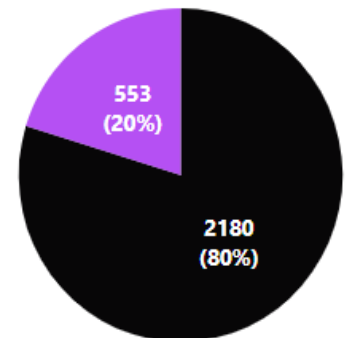
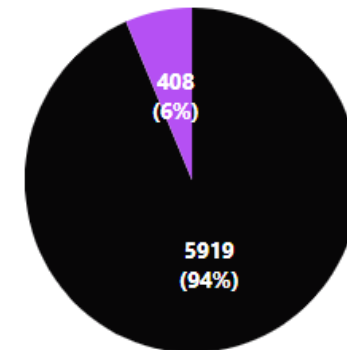
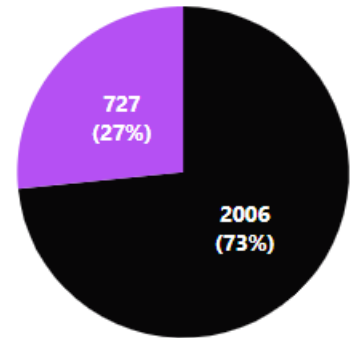
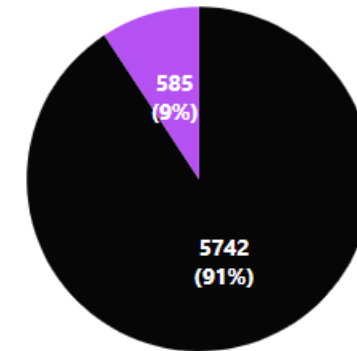
In FY, Unit 1 hired 585 employees (9%), while Unit 2 hired 727 employees (27%).

Out of 585 hires in Unit 1, over 80% are at entry-level positions

Unit 1, termination : 6%  
Unit 2, termination : 20%

In Unit 2, 70% involuntary exits, all with ratings below target

In Unit 1, the annual turnover rate is low at 6%, while Unit 2 high turnover of 34%

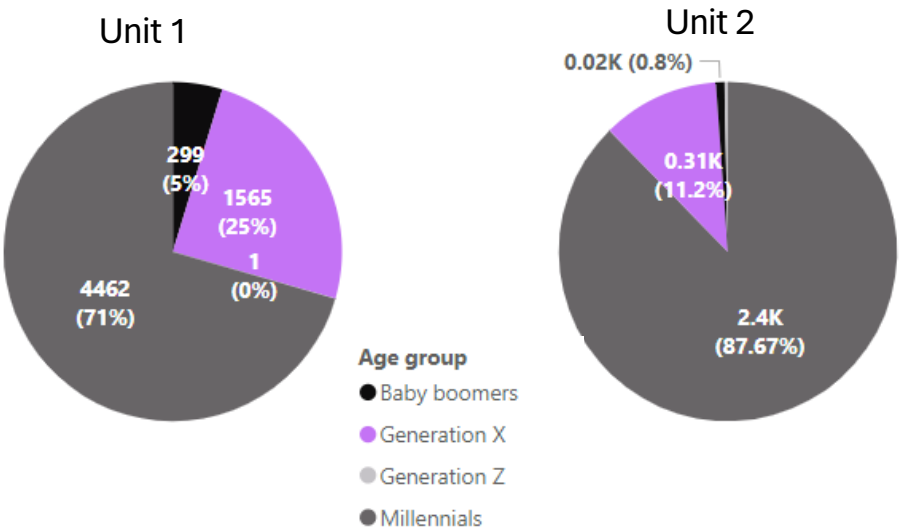


# Insights : Age & Qualification

Unit 1: 8% seniors, 43% young  
Unit 2: 1% seniors, 65% young

Unit 1: Nearly 30% 'baby boomers' and 'generation X'  
Unit 2: 88% Millennials

Unit 1: % of PhD , JD & MBA combined is 21%  
Unit 2: 32%



Unit 1			Unit 2		
Highest degree	Total	Percentage	Highest degree	Total	Percentage
BA/BS	3688	58%	BA/BS	1182	43%
MA/MS	1272	20%	MA/MS	675	25%
MBA	1203	19%	MBA	666	24%
PhD	94	1%	PhD	139	5%
JD	70	1%	JD	71	3%

## Key takeaways:

- Unit 1 has a higher proportion of seniors, but Unit 2 is dominated by a younger workforce.
- Millennials make up a significant majority in Unit 2, while Unit 1 has a more balanced distribution of generations.
- Unit 2 boasts a higher percentage of highly qualified individuals with advanced degrees.

# Insights : Tenure & Period in job

Unit 1	Unit 2
3.5% of employees have served for over 30 years	Only 0.1% have service tenure of over 30 years
27% have service tenure of over 10-20 years	18% have a service tenure of 10-20 years
9% have a tenure of less than a year	22% have a tenure of less than a year
Majority fall in the 5-10 years bucket	Majority fall in the 1-5 years bucket

## Summary

Unit 1 reflects a seasoned and diverse workforce, showcasing loyalty and commitment over the years. In contrast, Unit 2 is characterized by a newer workforce, primarily in the early stages of their careers, with a strong emphasis on higher education



# Key issues



## Employee uncertainty & resistance

Senior employees are more resistant to change, especially if they are accustomed to traditional methods & processes



## Talent Retention & high attrition

Inexperienced employees expect quick career advancement. Unmet expectations may cause dissatisfaction and high turnover. Retaining talent requires ample growth opportunities



## Cultural misalignment

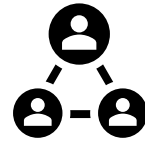
Older employees value loyalty, stability, and a strong work ethic, while younger employees prioritize flexibility, work-life balance, and purpose. These differing values can lead to conflicts



## Communication

Effective teamwork requires bridging the communication gap between younger employees favoring digital methods and older employees preferring traditional forms.

# Recommendations



Foster **cross-generational collaboration** between business units for a more diverse and harmonious workplace. Encouraging knowledge-sharing among different age groups leverages unique strengths, fostering culture that addresses cultural misalignment & benefits the entire company

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Establish **mentorship programs** where experienced employees can guide and share their knowledge with less experienced colleagues. This promotes a supportive learning environment

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**Diversity & Inclusion initiatives** Recognize and appreciate the unique contributions that both experienced and less experienced employees bring to the organization. This helps build a positive and inclusive work environment

## Recommendations (Contd.)



To implement organization wide **talent development programs** to bridge skill gaps, enhance qualifications, and prepare employees for career advancement in both the units to reduce the turnover rate.



Current disparity in promotions within two business units. **Implement fair parameters** for assessing employee performance, create a more equitable promotion process, fostering a culture of meritocracy & ensuring opportunities are distributed fairly among all deserving individuals



Foster a culture that values **continuous learning & adaptation**. Encourage all employees from both units, regardless of experience level , age or education , to stay updated on industry trends and embrace a mindset of lifelong learning

# Conclusion

1

The comprehensive analysis of data from Unit 1 & Unit 2 strongly supports the recommendation to **merge the two business units**. This strategic alignment is poised to capitalize on the complementary strengths of each unit.

2

To ensure the success of this merger, diligent adherence to the outlined recommendations is crucial

3

Post-merger, the establishment & vigilant monitoring of key performance indicators (KPIs) will be vital in tracking & optimizing the overall performance of the integrated business unit, ensuring a seamless transition & sustained success



Thank you!