**Challenges related to talent management in GroupM:**

1. To retain, motivate and nurture talent at the middle and low level across the agencies.

2. Very high early career attrition rate. Young people tend to leave the organization after spending two to three years. It has become a big challenge on retaining talent at low and middle levels.

3. Acquisition of the digital and specialist talent across agencies. It is need of the hour to procure right talent and integrate them into the current business seamlessly.

4. Many of the career jumps are moving to early start ups but not to competitors. If the good talent is attracted by startups, there is more competition arising from small players as well.

5. Training needs for the digital transformation content and advertising across multi channels including mobile, internet.

6. The existing digital specialists in the organization are working in silos and the coordination is lacking to achieve dissemination of market intelligence reports and information across the agencies. This integration is important to avoid duplicate work and also to work under a common digital framework and protocols.

**Strategy plan for talent management:**

GroupM wants to tackle the digital transformation of media business and industry, of course, need to focus on change management but they also need to make sure that all the processes, from recruiting to onboarding, and talent management are in sync with the expectations of employees. Building a strategic plan for talent management, the organizations’ strategy is important to understand. So, the first step is to identify the company’s strategic priorities and goals:

**1. Identify GroupM’s strategic goals/priorities:**

a. To embrace digital arena for media industry by foraying into digital media like mobile and internet.

b. To help the customers in understanding their digital requirements effectively. It is imperative that the world is moving towards digital and the customers sooner or later find digital media agencies and shift. To overcome this potential problem, GroupM’s goal is to be intellectual weight in the digital media industry.

c. Develop and consolidate the talent across the organization and align it towards the digital transformation.

After identifying the goals, the next step is to convert these strategic goals to talent management practices. Digital transformation requires a paradigm shift in employee capabilities, leading to a changing training, learning and development need and a shift in the competencies based on which people are rewarded and promoted. The acquisition of talent and retaining, motivating and nurturing that talent is also significant. In the era of digital transformation, employee experiences delivered through HR processes need to be human-centered, and personalized for every staff member. The digital disruption is linked to several challenges for HR which is often hard to address due to the pace of change and the rapidly changing technology. To cope with the speed at which new frameworks and expectations are introduced, HR must adapt an agile infrastructure and proper technology that moves away from a process-centric approach to embrace an outcome-based attitude. The success of digital transformation ultimately depends on talent acquisition and the specific skill-sets that employees bring in.

**Recruitment strategy:**

Recruitment in digital era for specialist talent is a daunting task. With rapidly changing technology, the goal is to recruit heterogeneous special skill set employees, who are capable of driving the change effectively. Digital transformation requires digital competence and people who are already experts in a fully digital world are hard to find using standard channels. Once recruited, it is equally important to continuously train, retain and nurture the employees so they can perform to their potential.

Uniformity throughout every HR process is paramount. Instead of creating separate processes and systems for onboarding, learning and development, performance management and appraisal, and all other aspects of the employee experience, it is required to manage all these aspects using a centralized system and specific applications that allow employees to move seamlessly from one stage to the other. Companies that have moved all functions to digital applications are more likely to attract and retain digital talent. The introduction of new HR technology is a decisive factor that will define the success of digital transformation that meets the needs of a distributed, mobile workforce.

**Onboarding, Training and Development**:

Competitiveness in the digital era depends on the talent readiness of the workforce. There are numerous emerging technologies that can either be classified as futuristic or promote growth. Each agency is responsible for researching on rapidly changing skill-sets and trends while HR needs to accommodate new frameworks to evaluate and incorporate new competence within the organization. Specifically when it comes to L&D, HR professionals need to be up to date with the latest learning methods and processes that can be deployed to foster rapid skill development and create an enabling environment for research and development. It is crucial to educate people and up skill them in frequent intervals. HR should work with external agencies to understand the benchmarks of the industry in digital adaptability and implement the best practices in L&D department.

**Measuring Success:**

Together with new skills and areas of competence, HR faces the challenge of introducing appropriate metrics which are connected to higher performance in conjunction with the digital transformation the company puts in place. The strategic goals must be connected to ROI and broken down into Key Performance Indicators that define success at different stages of the transformation. Business intelligence and market intelligence data must be incorporated into talent management data and vice versa for monitoring and planning. It is equally crucial to assess the talent using a proper appraisal management system. This process should lead to fair rewards for the performance and merit based promotions. These systems should be transparent and motivate employees to excel.

As the company embraces digital transformation, it is important to understand that the organization has to be employee centric. There should be a solid implementation plan in place that takes into account the employee engagement and leadership. This starts with employing new talent acquisition strategies and new development methodologies for motivating, retaining and nurturing the talent. HR will lead the transformation and acts as a central unit in the organization that will coordinate and orchestrate the process. HR needs to personalize the employee experience while also designing programs for the entire teams to maximize employee satisfaction and performance.

References:

<https://www.digitalhrtech.com/talent-management-strategy/>