

## Building Multi-Skills Based Talent Management

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**Abstract:** An organization is made up of four resources- men, material, money and machinery. Of all these, it is the living human/people that are the significant resources who make all the difference in the organization. Man, of all the resources available to man, can grow and develop provided given the right and proper way, which gives rise to the concept of HRM in business organizations. Change has become ephemeral everywhere-be it economy, politics, business environment and everywhere. Economy has changed from closed to open, business has expanded from regional to national to global and business organizations have altered from brick and mortar to knowledge to virtual organizations. Changes require HRM to play an even more crucial role in organizations. Change in HR strategy has become sine quo non-with change in the environment. The knowledge of changing environment becomes a prerequisite to formulate an appropriate business and HR strategy. The changing HR strategy includes work force diversity, economic and technological change, globalization, organizational restructuring, changes in the nature of jobs and work....The new HR strategies comprises using multi-skills in dealing with building of flatter organizations, employee empowerment, team work, ethical issues...which ultimately culminate into Talent Management.

**Keywords:** Ethics, Empowerment, HR Strategy, Multi-skills, Talent Management

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### I. Introduction

Of late, the ongoing processes of LPG (Liberalization, Globalization and Privatization) have led to intense competition, turbulent market and changing consumer requirements. In order to service in such business environments, every organization has to respond to these changes and they need to be more flexible, adaptive, efficient, highly responsive and agile to survive and thrive in fast changing and highly uncertain business environment. Flexible also called as a dynamic organizations are said to have internal structures and capabilities to facilitate responsiveness and adaptability to changes in market conditions, government policy, employment legislation, unemployment developments in technology and methods of production ,competitiveness and removal of skill boundaries.

The last decade of the 20th century has brought a revolutionary change in business management practices across the world, which has put various challenges before the management to adapt to new strategies. HRM, being the prime mover of management of people at work, it has to encounter the challenges effectively to enable the organizations achieve its objectives. The recent trends emerging at the global level having far-reaching effect on HR practices and requires multi skills are

- Globalization of economy
- Corporate Restructuring
- Newer organizational designs
- Emphasis on Kaizen
- Changing Job profile
- Emphasis on TQM (Total Quality Management)
- Changing work force dynamics
- Increasing role of women employees
- Emphasis on Knowledge management
- Emphasis on Strategic HRM
- Managing Ethical Issues
- Outsourcing HR activities
- Managing diversity

**Globalization of Economy:** Today's economy is globalised in the sense that geographical boundaries of a country have only political relevance and economic relevance has extended beyond these. It is helpful in not only earning profits but also creates problems in HRM area. HR managers need to be more familiar with the values, attitudes, beliefs prevalent in the host country. HR managers are required to know that international operations have more heterogeneous functions to be coordinated and more involvement in the employees' personal lives.<sup>1</sup>

**Corporate Restructuring:** It involves the restructuring of the entire business around the organization's core competencies, which is/are the organization's unique strength/s not shared by others. Restructuring of this type involves divestment of non-core business and/or acquisition of core businesses. The integration of an acquisition involves three phases-cleaning up and building the new foundation, strategic and organizational revitalization and integration of people and operations.<sup>2</sup>

**Newer Organizational Designs:** Now organizations have moved from traditional bureaucratic to adaptive structure, from mechanistic to organic structure, from tall to flat structure. The companies are adapting to the concept of Virtual Organization, Knowledge Organization and a Learning Organization. A Virtual organization is a network of cooperation made possible by ICT (Information and Communication Technology), which is flexible and comes to meet the dynamics of the market. It will neither have central office nor organization chart and no hierarchy.<sup>3</sup> A learning oriented organization can be described as: an organization which, with the aim of becoming a 'learning organization,' deliberately: creates opportunities for informal employee learning, both 'on the job' and 'off the job' and stimulates employees not only to attain new knowledge and skills, but also to acquire skills in the field of learning and problem solving and thus develop their capacity for future learning, or 'learning to learn'. A knowledge Organization is one which treats employees as a source of abundant usable knowledge and hence calls them as knowledge workers and itself as Knowledge organization.

**Emphasis on Kaizen:** Kaizen is a Japanese term which means continuous improvement or improvement over improvement. It is based on the assumption that there is always scope for improvement and it is a never ending process. Kaizen has its emphasis on process-oriented way of thinking and management system that supports and acknowledges people's efforts for improvement. It involves wide areas-customer orientation, zero-defect, JIT, Total quality control, to name a few.<sup>4</sup>

**Changing Job profile:** Job profile puts pressure on HR department for HRP, Job descriptions and specifications for dynamic jobs and matching people with job requirements. The major reason for this change is fast moving technology, machines are replacing men and jobs are becoming that of thinking than mere doing. In twenty-five years or so, it is possible that very few people will have jobs and in the place of jobs, there will be part-time and temporary work situations.<sup>5</sup>

**Changing workforce dynamics:** With the changing job profile, the work force profile changes. People's expectations have changed both in terms of financial compensation and working conditions. Employees are more educated, skill-oriented, comparatively younger and are prone to job hopping. People of above 45 or 50 years of age can't sell themselves unless they are brilliant or looking for non-executive positions.<sup>6</sup>

**Emphasis on TQM:** Indian Statistical Institute has defined TQM as "TQM is an integrated organizational approach in delighting customers both (internal and external) by meeting their expectations on a continuous basis through everyone involved with the organization working on continuous improvement in all products, services and processes along with proper problem solving methodology."<sup>7</sup> TQM comprises of quality process, continuous improvement and people process.

**Increasing role of women employees:** Empowerment of women worldwide presents several challenges to HR department in the form of balancing career and family life, prevention of sexual harassment and prejudices against women. Sexual harassment is an unwelcome sexual advance, request for sexual favor and other verbal or physical conduct of a sexual nature.<sup>8</sup> If the women force is to be employed, the organization should provide a conducive climate in which the responsibility of top management and HR department is high.

**Emphasis on Knowledge management:** In a knowledge economy, virtual assets will replace physical assets and economies will not be of scarcity but of abundance. Unlike most resources that deplete when used, information and knowledge can be shared and actually grow through application. In order to survive in this competitive market, businesses need to recognize and manage knowledge as an asset.<sup>9</sup> Knowledge management is a solution to this which treats intellectual capital as a managed asset. The primary tools in this are organizational dynamics, process engineering and technology. HR manager has to function as a strategic partner, a change agent, an organizational builder, an enabler for proactive HR process and an employee champion.<sup>10</sup>

**Emphasis on strategic HR:** Strategic HRM means a strategic look at HR functions in line with the business functions of an organization. It ensures that HRM is fully integrated into strategic planning, all the HRM policies cohere both across policy areas, and across hierarchies and that, HRM policies are accepted and used by

line managers as part of their every day work.<sup>11</sup> HR today is heavily involved in the execution of the strategy in the form of downsizing and restructuring strategies, through outpacing employees, instituting performance linked pay plans, reducing health-care costs and re-training employees. Even in an increasingly competitive global market place, instituting HR practices can build employee commitment can help improve an organization's responsiveness.

**Managing ethical issues:** The HR manager's role in building an ethical climate in the organization is significant. The HR manager needs to carefully screen applications for jobs, weed out those who are prone to indulge in misdemeanors' and hire those who can build a value driven organization. The HR manager needs to institute mechanisms to ensure ethical conduct of employees after hiring also and he himself should set an example for ethical behavior. Certain ethical issues are unique to HR function. Areas of ethical misconduct include employment, remuneration and benefits, labor relations, health and safety, training and development and HRIS.<sup>12</sup>

**Managing Diversity:** Diversity, if managed effectively can increase an organization's productivity resulting in increased creativity. Bilingualism and biculturalism result in divergent thinking leading to creativity. Organizations' that manage diversity better tend to be more flexible, broadened their policies, are open-minded, have less standardized operating methods and have developed skills in dealing with resistance to change.<sup>13</sup>

**Outsourcing HR Activities:** Increasingly, many large firms are getting their HR activities done by outside suppliers and contractors. Employee training, hiring, development and maintenance of statutory records are the usual functions contracted out to outsiders. The trend towards out sourcing has been caused by several strategic and operational motives. From a strategic perspective, HR departments are divesting themselves from mundane activities to focus more on strategic role. Outsourcing has also been used to help reduce bureaucracy and to encourage a more responsive culture by introducing external market forces into the firm through the bidding process.<sup>14</sup>

## II. Conclusion

A collective and skilful discharge of team based managerial efficiency in all the above didactic areas will definitely deliver organizational excellence. In the light of the above issues, the focus in the years to come should be on

- HRM to become integral part of business,
- Empowerment of employees,
- Focus on productivity through team building,
- Dynamic/flatter/matrix organizational structures,
- People- sensitive management styles and practices,
- Management of changing work force skill/sex/turnover,
- Managing the changing work diversification/change of priorities,
- Efficient use of information technology,
- Strengthening organizational communication,
- Greater focus on man-machine interface,
- Institutionalizing employee involvement,
- Sustaining individual effectiveness through performance feed back and counselling.

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