



## INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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**LATENT TALENTS - A STUDY ON TALENT MANAGEMENT IN GLOBAL SCENARIO**

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**ABSTRACT**

Workforce management and planning plays a pivotal role in achieving the objectives of organisations. It helps the manufacturers and/ or those at the helm of affairs to find people with the right skills, in the right places at the right time and for the right price to achieve the ultimate goals and objectives of the business organisations. Work force talents are linked to operational results as the results of the organisation are dependent to a marked extent on several talents such as skill, tactfulness, competencies etc. Ability and talent blossom in a fertile environment. It can be concluded that talent management is an emerging issue which requires the attention of the higher learning institutions in India. The demand for talent from industries is increasing. However there is a gap between the demand and supply of human talents. Some of the talents identified through the research paper are domain knowledge, team building, effective communication skills, mood modulation, numerical ability, getting things done by the people etc. Most of these talents in India are latent.

**KEYWORDS**

Talent Management, Workforce, Organisation.

**INTRODUCTION**

**M**ost people prefer to justify their talent and skills than to nourish them”

– Kulen Hitower

Workforce management and planning plays a pivotal role in achieving the objectives of organisations. It helps the manufacturers and/ or those at the helm of affairs to find people with the right skills, in the right places at the right time and for the right price to achieve the ultimate goals and objectives of the business organisations. Work force talents are linked to operational results as the results of the organisation are dependent to a marked extent on several talents such as skill, tactfulness, competencies etc. Ability and talent blossom in a fertile environment

It is interesting to note that the talents expected from the human resource element are changing in pace with the changes in the global market environment.

The following points are associated with talent management in different sectors:

- There is a rapid growth in the business segments. On the other hand, it is felt that the educational institutions in India are not in a position to hone the talents of the students to cater to the requirements of the industry.
- The present system of education focuses on the examinations and occasionally on talents
- Most of the organisations fail to identify the talents required for different tasks.
- The success of the organisation depends on the effective utilization of talents of the workforce.
- Top level and middle level jobs require more complex skill sets. Science and engineering graduates are lagging behind, when it comes to talents and expectations of the industry.

In the present economic climate/environment, it is necessary for the management to give due weightage to assess the talent requirements, identify the suitable persons for different jobs and make effective utilization of these scarce talents.

**STATEMENT OF THE PROBLEM**

Work force management would be a value adding activity which requires a perfect programming, data analysis, situation analysis, understanding the market behaviour and so on. It requires Skill, Experience and Tactfulness (SET). The success of an organisation depends on the identification of and effective utilization of talents. It is felt that the talent issues would become more important and more significant in the coming five years. The focus of most of the job aspirants is on hard skills rather than on the talents. In these circumstances, it is opined that there is a need to identify the talent requirements of different sectors.

**OBJECTIVES OF THE STUDY**

The focus of the study is on the identification of talents required for different sectors. The following are the objectives of the study:

- To identify the talents required for different sectors
- To know the perceptions of the students, employers and employees about talent management

**METHODOLOGY**

The required data are collected by administering a structured questionnaire to 160 respondents the break up is as follows:

<b>Students:</b>		100
<b>Educational institutions:</b>	Employers	10
	Employees	20
<b>Other organisations:</b>	Employers	10
	Employees	20
<b>Total:</b>		160

SPSS package has been used for processing. Statistical tools such as mean scores on 3 point rating scales, chi-square test have been used for analysis. In addition to the questionnaire persons holding top positions in various organisations were interviewed.

**ANALYSIS AND FINDINGS OF THE STUDY**

The data has been processed with the help of SPSS package. The findings of the study are analysed and discussed hereunder.

**IMPORTANCE ATTACHED TO SEVERAL TALENTS IN THE EDUCATIONAL INSTITUTIONS**

The present part of the study deals with **talents required in the educational institutions** and the importance attached to each one.

**TABLE 1: TALENTS AND EDUCATIONAL INSTITUTIONS**

Talent area	Very important (% response)	Important (% response)	Not important (% response)
1. Usage of black board	52.5	42.5	5
2. Eye contact	75.0	25.0	-
3. Body language excluding eye contact	57.5	38.7	3.8
4. Updating of skills	71.3	28.8	-
5. Usage of electronic gadgets for teaching	28.8	61.3	10.0
6. Oral communication skills	56.3	40.0	3.8
7. Written communication skills	55.0	45.0	-
8. Identifying the skills and capabilities of the students	64.0	13.0	3.0
9. Willingness of the lecturers to handle new subjects	66.3	25.0	8.8
10. Innovative methods of teaching	62.5	37.5	-
11. Inter personal skills	57.5	40.0	2.5
12. Research orientation	68.8	26.3	5.0
13. Attending workshops, seminars	72.5	23.8	3.8
14. Self evaluation	58.8	41.3	-
15. Attending training programmes	58.8	41.3	-
16. Conducting training programmes	60.0	37.5	2.5
17. Encouraging the talents of the students in various fields	90.0	7.5	2.5
18. Close supervision	52.5	41.3	6.3
19. Relating the subject with other fields	55.0	37.5	7.5
20. Cordial and harmonious relationships	33.8	63.8	2.5
21. Empathy	26.3	71.3	2.5
22. Presentation skills	73.8	17.5	8.8
23. Citing examples	55.0	37.5	7.5
24. Making the class interesting by cutting good jokes relevant to the subject at times	63.8	27.5	8.8
25. Group discussion	68.8	28.8	2.5
26. Reader oriented presentation	53.8	37.5	2.5
27. Listener oriented presentation	75.0	20.0	5.0
28. Proper assignment of duties to the staff	81.3	18.8	-
29. Role play	75.0	20.0	5.0
30. Making the students to think analytically	81.3	18.8	-

The table reveals that *most important talents* required for educational institutions are: Encouraging the talents of the students in various fields, proper assignment of duties to the staff, proper assignment of duties to the staff, eye contact, Listener oriented presentation, role play, presentation skills and attending workshops & seminars.

Research orientation, group discussion, willingness of the lecturers to handle new subjects, identifying the skills and capabilities, innovative methods of teaching and conducting training programmes are found to be important by the respondents.

**IMPORTANCE ATTACHED TO SEVERAL TALENTS IN (OTHER) ORGANISATIONS**

The present part of the study deals with **talents required in organisations other than educational institutions** and the importance attached to each one.

**TABLE 2: TALENTS REQUIRED AT HIGHER LEVELS IN THE ORGANISATION**

Talent area	(% responses)	Very important (% response)	Important (% response)	Not important (% response)
1. Tactfulness		50	50	-
2. Customer relationship management		74	26	-
3. Body language excluding eye contact		50	50	-
4. Updating of skills		58	34	8
5. Financial management		48	52	-
6. Oral communication skills		56	44	-
7. Written communication skills		56	44	-
8. Identifying the skills and capabilities of the workers		58	42	-
9. Human resource management		48	32	20
10. Innovative methods		56	32	12
11. Inter personal skills		30	70	-
12. Assessing the competitive strategies		50	44	6
13. Understanding the consumer behaviour		52	48	-
14. Understanding the market conditions		60	40	-
15. Advertising		10	72	18
16. Assessing the competency requirements of critical work force		46	42	12
17. Asset management		46	42	12
18. Close supervision		30	62	8
19. Articulating costs and benefits		40	60	-
20. Cordial and harmonious relationships		42	46	12
21. Empathy		18	82	-
22. Work skills		56	32	12
23. Technical skills		48	52	-
24. Human relations		62	30	8
25. Retaining the employees		44	48	8
26. Getting things done by the people		40	54	6
27. Proper identification of target groups		56	44	-

The table reveals that *most important talents* required for organisations other than educational institutions are: Customer relationship management, human relations, understanding the market conditions, updating of skills and identifying the skills and capabilities of the workers.

Oral communication skills, written communication skills, innovative methods, work skills, proper identification of target groups are found to be important by the respondents.

#### FACTORS INFLUENCING ANALYTICAL THINKING

This part deals with the respondents self assessment about certain aspects directly or indirectly affecting their analytical thinking. *Responses are given as percentages.*

TABLE 3: ANALYTICAL THINKING – THE POSITION OF THE RESPONDENTS

	Always (80-100%)	Many a times (60- 80%)	Sometimes (40-60%)	Occasionally (1-40%)	Never (0%)
1. Relating	6	32	62	-	-
2. Discerning	22	22	44	12	-
3. Remembering	40	60	-	-	-
4. Updating of skills	36	24	20	20	-
5. Sequencing	38	50	12	-	-
6. Understanding the key concepts	18	22	10	26	24
7. Relevance	26	62	6	6	-
8 Comparison	12	12	50	26	-
9. Riddles	8	44	34	14	-
10. Crossword puzzles	22	40	34	4	-
11. Jumbles	32	30	18	20	-
12. Contrasting	20	26	34	6	14
13. Concluding/ drawing inferences correctly	32	30	18	20	-
14. Cause effect relationship	18	22	36	14	10
15. Predictions	24	50	14	12	-
16. Result analysis	52	36	6	6	-
17. Usage of information	46	54	-	-	-
18. Finding out alternative courses of action	44	56	-	-	-
19. Relating the subject with other fields	50	42	8	-	-
20. Rational decision making	46	36	18	-	-
21. Fielding/answering the hypothetical questions	18	62	6	14	-
22. Presentation skills	32	60	8	-	-
23. Citing examples	26	56	18	-	-
24. Making judgments	44	50	6	-	-
25. Logical thinking	48	38	14	-	-
26. Objectivity	48	40	12	-	-
27. Reasoning	38	-	32	30	-
28. Probing into the details	48	40	12	-	-
29. Eagerness to know the outcomes of the works taken up	52	48	-	-	-
30. Accepting new ideas	44	56	6	-	-

The table reveals that the respondents rate themselves high on the following factors;

- Remembering
- Updating of skills
- Sequencing
- Result analysis
- Usage of information
- Finding out alternative courses of action
- Rational decision making
- Making judgments
- Logical thinking
- Objectivity
- Probing into the details
- Eagerness to know the outcomes of the works
- Accepting new ideas

The respondents stated that they gave lesser weightage to the following factors:

- Relating
- Discerning
- Understanding the key concepts
- Cause effect relationship

Analytical thinking helps in improving the talents and sharpening the mind.

#### PERCEPTIONS ABOUT SOFT SKILLS

The present portion of the study discusses about the ranks assigned by the respondents for different soft skills suitable for the organisations. The factor with lowest mean score is assigned first rank and the one with highest rank is assigned last rank.



TABLE 4: PERCEPTIONS ABOUT SOFT SKILLS - RANKING

	Mean	Rank
Courtesy	3.28	11
Honesty	2.80	3
Reliability	3.11	8
Flexibility	3.44	12
Positive attitude	2.72	1
Work ethics	3.10	9
Willingness to be accountable	2.76	2
Genuine concern for others	3.14	10
Reporting to work on time	2.88	5
Reading and comprehension	3.04	7
Critical thinking skills	2.86	4
Continued learning and training	2.96	6

The ranks assigned by the respondents show that the most important soft skills required are:

- Positive attitude
- Willingness to be accountable
- Honesty
- Critical thinking skills
- Reporting to work on time

#### IDENTIFICATION OF TALENTS

The present part of the study deals with the ranking by the respondents with specific reference to talent management in organizations. The average score for the ranks assigned by the respondents is taken as the basis for analysis. The lowest mean scores are considered as the highest ranks. Mean score 1.24 is taken as the first rank and the mean score 3.80 is taken as the last rank. The respondents were given an option to assign the same rank for more than one option. Thirty parameters have been identified for this purpose.

TABLE 5: PERCEPTIONS ABOUT VARIOUS TALENTS REQUIRED FOR THE ORGANISATIONS

Talent	Mean score
1. Time management	1.24
2. Money management	2.14
3. The art of listening	1.33
4. Stress management	2.58
5. Leadership skills	2.16
6. Interpersonal skills	2.08
7. Group skills	2.81
8. Change management	3.80
9. Disaster management	3.40
10. Effective communication skills	2.05
11. Soft skills	2.38
12. Analytical thinking	2.52
13. Perceiving the organisational threats in advance	2.95
14. Convincing people	3.24
15. Handling disputes	3.16
16. Innovation	2.60
17. Effective utilization of resources	2.45
18. Initial adopters	3.23
19. Open and willing to learn	2.36
20. Motivational skills	2.36
21. Inspiring people	2.25
22. Empathy	2.88
23. Human resource management	2.06
24. Team building skills	2.01
25. Writing skills	2.45
26. Adaptability	2.36
27. Managerial skills	2.19
28. Administrative skills	2.01
29. Handling difficult situations	2.06
30. Understanding the consumer behaviour	1.90

The mean score reveals that the most important talents required for the organisation are:

- Time management
- The art of listening
- Interpersonal skills
- Team building skills
- Administrative skills

- Handling difficult situations

**WORK FORCE PLANNING**

The present part of the study deals with the perceptions of the respondents about work force planning and talent management. Chi square test has been used for analysis. The responses were collected on a five point rating scale.

**TABLE 6**

	Value	df	Asymp. sig	Inference H <sub>0</sub>
1. Talent issues would be more important in the next 3-5 years	9.053	3	.011	Rejected
2. People management would be a strategic value adding activity	46.34	4	.000	Rejected
3. As the jobs require more complex skill sets in the present scenario, the demand for talent from industries is increasing	24.682	4	.000	Rejected
4. Work force planning can help firms find people with right skills, in the right places, at the right time and for the right place to achieve the objectives	11.144	4	.025	Rejected
5. Self hypnosis is a useful tool for relaxation	18.711	8	.016	Rejected
6. Leadership is the ability to motivate a group of people towards a common goal	5.120	6	.529	Accepted
7. Soft skills help one to excel in the work place.	25.843	6	.000	Rejected
8. Competencies required by the past will not remain the same.	21.747	6	.000	Rejected
9. Body language varies greatly with people and especially with international cultures	20.431	6	.002	Rejected
10. Being analytical is about breaking situations, practices, problems, statements, ideas etc down into their component parts	26.747	6	.000	Rejected
11. Etiquettes are important in the business world	16.597	4	.002	Rejected
12. Time management implies the management of our own activities, to make sure that they are accomplished within the available or allocated time.	17.471	4	.002	Rejected

The above table reveals that the respondents have agreed to the statements. However, there was a variation in the number of responses for totally agree, and partially agree by respondents across different occupation, i.e., students, employees and employers. The hypothesis is accepted only in respect of the sixth statement and in other cases the hypothesis is rejected signifying that there is a significant difference in the opinions of the respondents with regard to the statements. It is important to note that talent issues would be more important in the next 3-5 years and hence there is a need for the educational institutions to highlight the importance of these issues.

**VIEWS OF THE OFFICIALS AND EMPLOYERS ABOUT THE TALENT REQUIREMENTS FOR DIFFERENT SECTORS**

This part of the paper discusses about the perceptions of the officials about the talents required for different positions in different sectors. The officials were interviewed for this purpose. The details are discussed here under:

**A. Life Insurance Corporation:** The views of Sri Laxmi Narayana, LIC are as follows:

Field force need to have talent, soft skills, approaching the customers with enthusiasm, understanding the sentiment of the customer (taking care of parents, love on daughter, old age security, best education to child.)

Hard skills like policy details, benefit illustration, official procedure to convert proposal to policy are thought at the training centres by insurance companies.

Mr. Laxmi Narayana opined that industry has not been able to attract or retain talented marketing personnel. Rate of attrition is very high. Insurance is sold as tax saving instrument or personal obligation to agent. Human life value, capital needs analysis, life stage needs are not well understood as the average education level of the agent is SSC/+2.

**B. Talents required for middle level positions:** Sri DB Prakash, Director, Institute of Practical Accounting opined that many students lack industry specific talents. 10 talents identified by him are as follows:

1. Concentration
2. Verbal communication.
3. Written communication
4. Body language
5. Subject knowledge
6. Presentation skills
7. Hard work.
8. Punctuality
9. Commitment
10. Focus on latest developments in the subject

Mr. Prakash felt that many people lack these talents and some do not bother to develop these skills and abilities

**C. Glass Lined Equipment:** Yugender, Manager Commercial, working in a reputed glassware company has identified the following talents for work force handling various positions.

- A. Appearance and Manners
- B. Temperament and Acceptability
- C. Expression
- D. Maturity & Emotional Stability
- E. Intelligence
- F. Leadership
- G. Education & Training
- H. Job knowledge
- I. Potentiality
- J. General Assessment

**D Tax practitioner:** Sri Narayana Prasad, Deputy Commissioner, Commercial Taxes, AP has identified the following talents for a tax practitioner:

The Right Tax Preparer, Complete and adequate knowledge of all taxes, Skill to handle different situations, Knack added to knowledge, Accuracy, Professionalism, Numerical ability and Memorizing

**E. Departmental heads and officials, finance department:** Mr. Murali Krishna, Senior Manager, Finance Division of Navionics Technologies Pvt Ltd has identified the following skills for those at the helm of affairs in the finance departments:

Accounting, Banking knowledge, Budgets, Variance Analysis, Cash Flows, Foreign Laws, Statutory Laws in the areas of Direct Taxation, Statutory Laws in the areas of Indirect Taxation, Statutory Laws in the areas of labour laws, Inter Personal Skills for interaction with various Departments / External Bodies, Advising Management as and when required and Ability to take quick decisions when necessary

**F. Business processing outsourcing:** Mr. Shashidhar Roy, manager working in a reputed firm, gives an exhaustive list of talents required for the industry

**Accounting Services:** Accounts Payable, Accounts Receivable, Fixed Asset Management and General Ledger Reporting.

**Analyst:** Good accounting skills - Strong in basics and accounting principles, Hands on MS Office, Good written and oral communication skills

**Team Leader / Asst Manager:** *Accounting Skills* - Not only basic but also looking at analytical skill sets, like comparison analysis, Trend analysis

*Good Computer skills* - Good knowledge on high end functions of Excel functionality

**Communication Skills** - Oral and Written communication, should be able to call up counterpart and able to get solutions, ability of work allocation and managing and rotation of work targets with team members.

**Manager:** Accounting Sills - Basic, conceptual and Analytical skills, Good knowledge on Accounting Standards - Indian and US, UK accounting standards.

Good Computer skills - Respective ERP knowledge on basis of which you are supporting your business group

Performance Feedback - Ability to give feedback to team members

Hiring - Right set of people for given task.

**G. Hospital administration:** Dr DT Sudha Rani, First RMO, Osmania general hospital opines that a hospital administrator should possess the following talents:

- Knowledge about the job
- Leadership
- Vision centered approach
- Team work
- Communication skills
- Time management
- Co-ordination
- Mood modulation
- Monitoring
- Patience
- Understanding others
- Judgment
- Laisoning
- Outcome orientation

Dr Sudha Rani opined that excessive usage of and reliance on computers is coming into the way of original talents of the individuals.

**H. Soft ware sector:** Sri. Palgummi Ravi, Integra Micro Systems, Bangalore, suggested the following talents for the software professionals.

- Languages and databases
- Tools development and testing
- Operating systems
- SDLC- Software development life skills
- Project management
- Quality assurance
- Quality of work
- Interest and initiative
- Learning ability
- Job knowledge
- Discipline and time control
- Leadership
- Team building skills
- Problem solving
- Lateral thinking
- Domain knowledge

Mr. Palgummi Ravi stated that the talents from the engineering colleges are not up to the mark. He further stated that all the soft ware firms in India do not require graduates from premier institutions such as IITs and IIMs. Smaller firms may not be in apposition to utilize the talents of these students.

**I. Economist - Deloitte Research – Analyst:** For this position deloitte had prescribed the following skills and abilities<sup>1</sup>.

- A good understanding of top management issues - customer strategy, merger and acquisition strategy, supply chain optimization, investment prioritization, financial and performance management, IT strategy, public policy and more will be an advantage.
- Strong analytical, problem solving and critical thinking skills.
- Good statistics and data analysis skills preferably experience in Excel/SPSS.
- Ability to present data analysis in intuitive graphical and tabular formats for senior executives.
- Excellent verbal and written communication skills in English.
- Knowledge of econometric tools will be an advantage.
- Self-motivated, desire to assume leadership role and strong team player.

**There are four important stages of talent management.** They are:

PROJECTING THE TALENT REQUIREMENTS	IDENTIFICATION OF TALENTS
NOURISHING THE TALENTS	EFFECTIVE UTILIZATION OF TALENTS

**Talent management can be compared with all the processes involved with cutting, polishing and shaping of a diamond.** Cutting, polishing and shaping of a diamond requires a diamond. Similarly, identification of talent requires a talented person. Again, a diamond with more number of edges is more precious. In the same manner, the organisations are on look out for work force with different skills and abilities.



### CONCLUSION

It can be concluded that talent management is an emerging issue which requires the attention of the higher learning institutions in India. The demand for talent from industries is increasing. However there is a gap between the demand and supply of human talents. Some of the talents identified through the research paper are domain knowledge, team building, effective communication skills, mood modulation, numerical ability, getting things done by the people etc. Most of these talents in India are latent. The success of the organisation depends on continuous identification and effective utilization of talents for different tasks as the competencies required in the past and present may not be the same. The talent requirement keeps changing with the changes in the market environment. In most of the situations, the talents are latent.

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