

2024

SNAPSHOTS

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READYING YOUR TALENT PRACTICES FOR A DIGITAL WORLD

DATA-DRIVEN
DECISION MAKING

THE AGILITY
IMPERATIVE

DESIGNING FOR
SCALE

FOCUSING ON
FUTURE READINESS

IN THIS ISSUE...



Check out
Digital Snapshots



01

FOREWORD

02

INDUSTRY CONTRIBUTORS

04



DATA-DRIVEN DECISION MAKING

- Are your Capability Building Initiatives Focusing on the Right Things?
- A Data-driven Framework to Evaluate the Effectiveness of your Promotion Process
- Industry Spotlight

18



DESIGNING FOR SCALE

- 5 Things you may have to do Differently to Scale Your Programs
- Program Dashboards - An Effective Alternative to Excel Reports
- Industry Spotlight

10



THE AGILITY IMPERATIVE

- Piloting your Way to Program Success
- Industry Spotlight - Program Cycles are Getting Shorter for Learning Programs
- Supporting Agility from Within - The Strategic Imperative of Investing on an Internal Talent Base

28



FOCUSING ON FUTURE READINESS

- New Emerging Career Paradigms
- Learning to Learn

33

TOP TAKEAWAYS FOR LEADERS

Foreword



Bimal Rath

Cofounder & MD

The theme, and sub-themes, for this year's Snapshots, came from two different threads.

In conversation with business leaders, there was a strong emphasis on having talent and skills available when the need arose. And the agility of being able to fulfil these needs.

The other thread was from CHROs and Talent management professionals, who looked for agility in identifying, readying and deploying talent, but with a more 'manageable' process which could be scaled, replicated and did not add to their already demanding workload.

We looked to learn from our experiences with clients, and brought them directly to you through contributions from HR leaders in this Snapshots edition. You will hopefully find value in these insights from practical experiences addressing the four sub-themes in this issue.

One of the sub-themes was about data-driven decision making. Our reflection is that there is one step in collecting and managing the data, which can be accelerated with digital tools, e.g. talent assessment data. The next step is in drawing insights and acting on this data, e.g. development planning and learning initiatives.

The linkage between the two steps is crucial and this requires a more end to end approach to managing talent as against a purely programmatic or event based approach. Organizations are increasingly looking to strengthen this link, using digital backbones that cut across, and simpler but stronger processes.

There may also be some merit in dialogue around widening the reach of talent processes to find 'hidden gems'. This also allows for a wider pool of talent to be identified for specific capabilities and strengths that can be leveraged. This is

becoming increasingly essential in pushing the 'agility of talent deployment' agenda.

Organizations are also tilting towards 'make' as against 'buy' for developing a cadre of leaders. This clearly makes intuitive sense, especially where employee engagement, retention, and whole hearted employee effort are at a premium.

In many discussions, one extremely clear line emerged—how do we prepare for the future? This of course has been a continuing theme, not a new one, but the urgency in the question was more palpable this time. One of the sub-themes in this edition has some conversations on this theme.

A special thanks to all the contributors to this edition! We would be very happy to hear your views and receive feedback on this edition of Snapshots.

-Bimal

We sought to learn from our experiences with clients, and bring them directly to you through **contributions from HR leaders in this edition of Snapshots.**

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Disclaimer: The views expressed in the videos are exclusively those of the speakers.

**View
Playlist**



DATA-DRIVEN DECISION MAKING



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In our conversations with HR teams across industries, making talent processes more data-driven comes across as a key priority. With a plethora of platforms, tools and now AI algorithms available to support key talent decisions, making processes data-driven has probably never been easier. Despite this, we see HR teams that have been working on such initiatives struggling to get them off the ground.

Resistance from People Managers who see this process as taking away their 'autonomy' is often a key issue. HR capability around designing decision metrics & statistical analysis and navigating issues around InfoSec & privacy also emerge as key bottlenecks. Effectively leveraging digital will require HR professionals to develop new skills and develop a more comprehensive stakeholder engagement process.

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Vivek Jain

Sr. Executive Vice President
& Head HR – RA, CIIB, PB & ARC
Kotak Mahindra Bank

HR's primary role is to help managers view data as a complement to their decision-making, rather than a competition to their experience or gut feeling, thereby, embracing transparency amid the changing environmental needs.



Industry Spotlight

Revamped Promotion Process at a Pharma Company

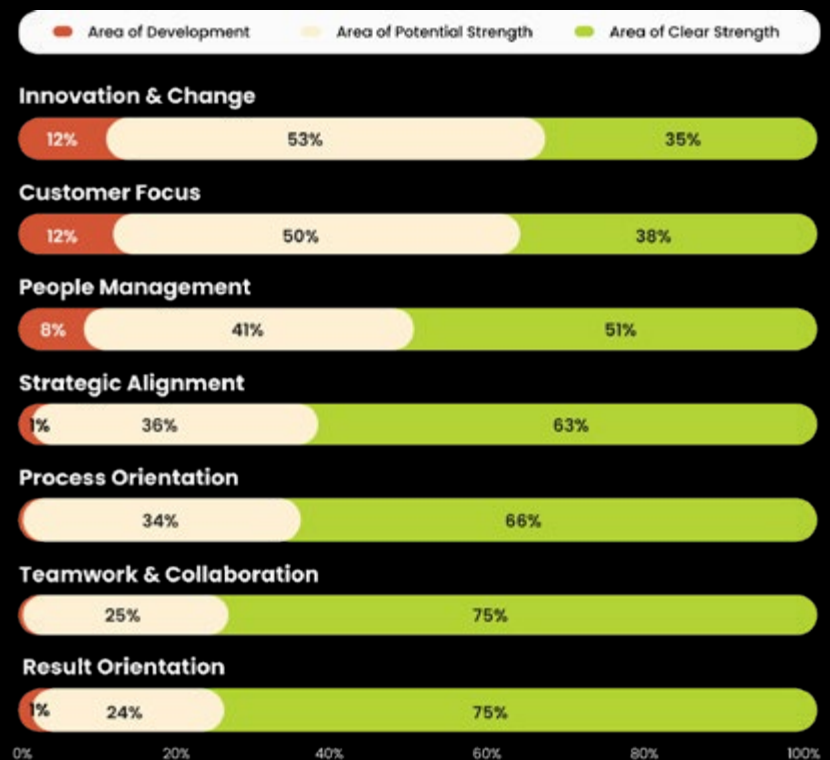
A leading Pharma company redesigned the process for internal promotion from individual contributors to managerial roles. All employees nominated for promotion now must clear a structured assessment center, followed by a final interview, to qualify for promotion.

Are your **Capability Building** Initiatives focusing on the right things?

Traditionally, focus areas & the design of talent interventions are based on the “perceived” learning needs of the cohort & typically rely on comments & inputs from key stakeholders. Taking a data-driven approach to identifying learning needs can potentially point to a different set of focus areas or skills that may emerge as collective development needs of the cohort.

We analyzed the competency profiles of 2000+ Hi-Potential Managers from 20+ organizations across industries. Here is what we found:

Distribution of High-Potential Managers across Key Competencies basis Development Center scores



- Many ‘high-potential’ managers already demonstrate fair proficiency in skills around driving results and collaborating with both internal & external stakeholders. Many also demonstrate a fair degree of understanding of the broader strategic context.
- However, a large section needs further assistance to develop skills around supporting innovation & change in their teams and adopting a more customer-centric approach to decision-making.

So what should Organizations prioritize?

Learning Programs for high-potential employees often focus on skills like Strategic Thinking, Influencing & Negotiation, and analytical tools for Decision-making.

Based on the insights presented, there may be a need for a stronger emphasis on themes around supporting self and teams through change, building innovation orientation in the team, and effective conflict management.



Vinod Krishnan

Senior General Manager -
Learning Leadership Culture & CoE, HR
Aurobindo Pharma

Promotion decisions used to rely on leadership nominations & performance, lacking a reliable measure of potential. The risk of promoting individuals beyond their competence level was a constant worry.

HR issues often are dealt with from a behavioral lens or a behavioral angle. But, when you start expressing things in terms of tangible numbers, then business stakeholders are able to grasp & appreciate the value of effective talent processes.



Industry Spotlight

Enhanced Talent Review with 360° Feedback at a Conglomerate

The annual talent review & development planning process at a Leading Conglomerate has been redesigned. All employees in managerial roles now go through a 360° feedback survey prior to the conversation with their managers, with the 360 data being a key input into the development planning conversation.

A data-driven Framework to Evaluate Effectiveness of your Promotion Process

Data allows us to evaluate the effectiveness of our talent practices more comprehensively. Here is a framework of metrics being used by leading organizations to evaluate effectiveness of the promotion process:

Experience

- **Issue Rate**
Percentage of Participants who faced Issues during the Process
- **Participant Experience Score**
No. of Immediate Positive Feedback received from Participants
- **Line Manager Feedback Score**
No. of Managers/Leaders included in the Content Review Process

Efficacy

- **Failure ratio**
$$\frac{\text{No. of Participants rejected after Promotion Center}}{\text{Total no. of Participants after Promotion Center}}$$
- **Type I Error %**
No. of promoted Participants who received Low Performance Rating after 6 months / Total no. of promoted Participants
- **Turn-around-Time (TAT)**
Time required from nomination to final decision

Engagement & Inclusion

- **Coverage Ratio**
$$\frac{\text{No. of People covered in Promotion Center}}{\text{No. of People having Basic Eligibility for the Role}}$$
- **Fairness Perception Score**
Percentage of Participants who rated in Engagement Survey "Promotion processes are fair & objective in my organization."



A person wearing a VR headset is shown from the chest up, looking towards the right. The background is a dark space filled with vibrant, swirling light trails in shades of blue, purple, and pink. The person's right hand is raised, interacting with a glowing, translucent digital sphere. The overall scene conveys a sense of immersion and digital interaction.

—
THE

AGILITY

IMPERATIVE

“

Reacting rapidly to changes is an essential requirement for businesses to succeed in the VUCA world. Business stakeholders increasingly expect HR teams to make processes more agile and shorten TATs on key deliverables, especially recruitment.

HR teams successfully delivering on this agility imperative are running well-designed pilots, shortening process cycles, and leveraging predictive analytics to proactively anticipate and manage issues.

Digital platforms, being on-demand and easily deployable, can greatly enable agility. However, HR teams often come across as being too focused on avoiding mistakes and getting things right the first time. This can become a barrier to agility.

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Geetanjali Wheeler

Director – Talent Management &
Development
Sun Life Global Solutions – India

Hybrid working is redefining the modern workplace, and similarly, hybrid learning gives us a chance to reimagine the learning experience.

The way forward is to determine how all these multiple learning formats or modalities — synchronous vs. asynchronous, virtual vs. physical — can be used to create a more impactful learning experience for the employees.

Employees are actually ready for the disruption and they are waiting for you to have the right talent process designed, which fits both theirs and the organization's agile goals.

Business leaders can promote an agile culture by openly celebrating experiments and recognizing that it's okay to fail.

This cultural aspect doesn't require a dashboard; it seamlessly integrates into our narratives of successes & experiments.



Yojana Gawade

People & Organization (HR) Director
Mars Pet Nutrition India

Industry Spotlight

Program Cycles are getting shorter for Learning Programs!

Cohort Size

- Cohort sizes are on the rise as clients aim to democratize learning journeys and make them available to more employees.
- Clients expect significantly shorter turnaround time for RFPs and RFQs.

Diagnosis & Design

- Looking to use standardized content or build on top of existing content, rather than creating custom content from scratch.
- Diagnosis increasingly focuses on contextualization of communication and identifying possibilities for on-the-job implementation.

Program Delivery

- Taking a virtual or hybrid approach depending on context and cohort size.
- Multiple methodologies and running simultaneous cohorts ensure inclusion and a wider reach.

In summary,
 Learning Programs are experiencing shorter cycles driven by larger cohort sizes, standardized content utilization, contextualized diagnosis, and virtual or hybrid delivery methods to ensure inclusivity and wider reach.



Note:

- We have considered 30+ programs across 20 companies over 7 years.
- Data is focused only on learning journeys and not on other engagements.
- This does not include assessments or standalone training sessions.



Shivin Tikoo

Head of Human Resources
Mahindra First Choice Wheels

Often, we create policies & practices but do not understand the capabilities of the (tech) platform. Often, both are done in isolation.

So, (when designing programs & policies) one not only needs to keep the user in mind, which is the design thinking, but also needs to understand the platform capabilities because unless both meet, you cannot get a seamless integrated experience.

Gone are the days of managers nominating employees for learning programs. Now, if my team wants to learn, they go the self-service route on YouTube or Google, bypassing traditional processes.

As my learners become more agile, the question arises: How can I support their newfound agility & align their goals with our organizational goals?



Ranjaboti Som

General Manager -
Talent Development & OD
Schneider Electric

Piloting your way to **Program Success**

What does it take to run a good pilot?

Clear Objectives with Measurable Outcomes

Define specific learning objectives for the pilot & establish measurable outcomes to gauge success.

If your focus is **smooth participant experience**, your measure can be to see how many support tickets get raised or how many participants report an issue.

Targeted Participant Selection

Who should you include in your pilot?

Select a diverse group of participants representing different demographics which align with your goals. i.e., involving both HR and IT ensures that tech requirements as well as organizational goals are met.

In running a large-scale program across locations, having participants from different locations can help mitigate location-specific technology challenges (specific firewalls etc.)

If the goal is making the program relevant & effective, including someone from the previous batch can help gauge the overall success of the program.



Continuous Feedback & Real-Time Adjustments

Conduct **multiple pilots** simultaneously with different goals. Incorporate continuous feedback on content, participant experience, technology challenges and so on. Once you have feedback don't wait to implement it all in the final program. Adjust or modify elements in real-time and assess their impact on feedback givers & other participants.

Stakeholder Engagement & Alignment

Include HRBPs or business heads in the pilot; if they see the value of the program and have experienced it themselves, they will in turn become **champions** when the program is run for the larger audience.

Transparently communicate the pilot's purpose, goals, and expectations to align everyone and maximize the program's impact.

Supporting **Agility** from Within

The Strategic Imperative of Investing on an Internal Talent Base

A critical need for business managers is to be able to pick a talented and trained person and plug them seamlessly into a new project, market, or role. On one hand, this requires deep insights into what capabilities, skills, and talents are required to deliver in a given context, and on the other side, ensuring a supply of such talent. HR and talent managers are largely tasked with the second part: ensuring talent supply. Their role in ensuring talent systems, processes, and appropriate execution in partnership with the business is critical for organizations.

So, what does it take to create a ‘**ready talent supply**’? There is some merit in reflecting on organized complexity as a concept and exploring its application to Talent Supply.

“Mathematically, an ‘organized complexity’ can be viewed as a set of objects or events whose description involves many variables, among which there are strong mutual interdependencies. As a result, the system of equations that arises cannot be solved ‘piece-meal’...”

It is, therefore, important to understand and appreciate the variables that have an impact on each sub-system in the **talent management chain, as well as how they interplay, creating complexity.**

There are both logical aspects that can be easily measured, e.g., pay, job titles, and role aspects (although this is debatable). The more complex variables are psychological and social in nature, e.g., the quality of a new manager or how large an impact the success of the previous role holder has on the new candidate.

In the context of Talent Management, a **simplicistic view of the supply chain** would look something like this:



Let’s apply the factors of the **theory of constraints** to examine where efforts may pay off best:

Quality of Skills & Talent

Except for roles where internal capability may not exist at all, there is likely to be better control over skill monitoring & continuous upgradation when managed internally. Companies investing in developing quality talent in-house reap the **benefits of stability & a strong leadership pipeline**, yet this requires:

- a strong systemic approach over time,
- a constant assessment process of internal talent, and
- a mindset & budget for investment in development.

Quantity

There is a large pool of people available outside, and often, hiring is seen as an answer to building capacity & capability. It’s useful to ask a few questions, though:

- While we can augment capacity by hiring from outside at speed, what about **cultural fit**, finding the best suitable candidates, and the **efficacy of the hiring process** itself?
- What is the **implication on internal talent** when we primarily hire from outside?
- What is the guarantee that newer people coming in are **‘really’ better** than those inside?
- How do we ensure that the mix of external hires & internal promotes into new roles does not actually **take the collective capability down**?

Cost

The cost of external hiring, including various hidden & underlying costs, is significantly higher than developing internal candidates for most positions. However, compromising on an internal, suboptimal candidate may well prove costly in the long run, not to mention opportunity costs.

Interestingly, most HR resources, including financial budgets, are allocated to ‘recruiting’, as the costs are more easily identifiable, and the

activity related to recruiting is more visible, i.e., “I spent X amount to hire for 2 positions within 3 months.”

Development costs on internal resources are less easily measurable & trackable from an immediate impact point of view.

Time

Building a talent pipeline internally is often considered too slow, time & effort-intensive, but it offers better control, a clearer view of outcomes, and the ability to calibrate the expectations from the candidate.

A completely new outside hire is a bit of a punt & may take a long time to find, with no guarantee of success.

One of the key challenges for HR is to have a **really good view of every single employee** beyond just skills: aspirations, career plans & needs at any given point in time, etc. This ‘knowledge’ will aid candidate mobility & skill transfers, as well as bring a real understanding of the depth of the talent pool.

If we apply another filter to **distinguish what is controllable or not controllable by the organization**, a clear case for investing in internal talent emerges. All internal processes—assessment, skill-specific training, peer & superior feedback gathering, etc.—are more manageable and can be executed with speed.

Labor market dynamics, external candidate behavior, past performance information, etc., are likely to be less within any organization’s control.

It is a very difficult task to create a strong base with a focus on primarily **acquiring talent from the outside all the time.**

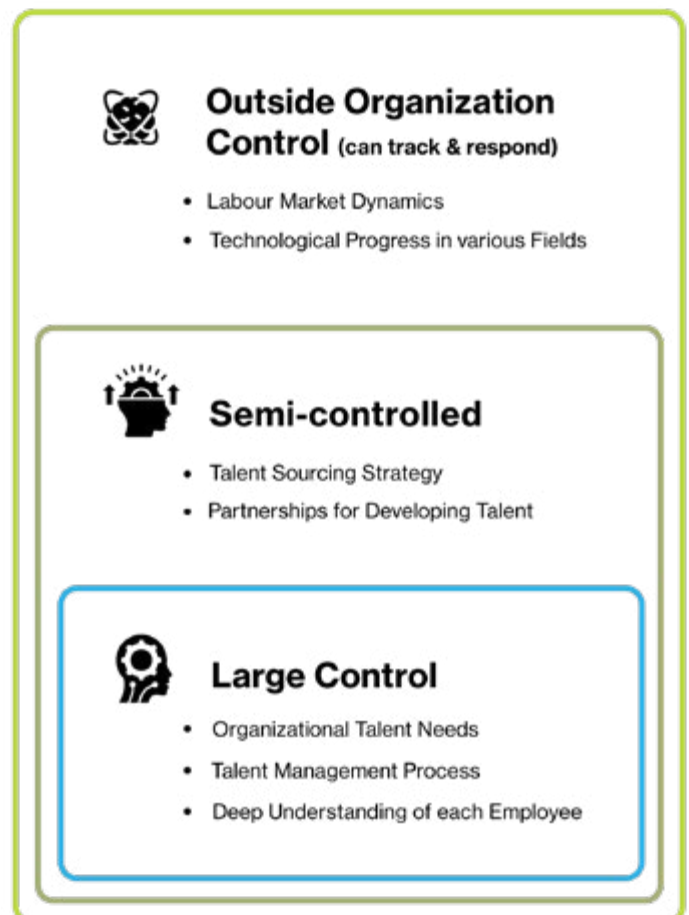
The costs, including hidden & opportunity costs, point clearly to investing in internal talent being preferable to hiring all the time—except, perhaps, in very specialized areas.

It will bring increased certainty in talent availability and establish a link to expected performance.

In summary, it is imperative to keep parameters such as **cost, time, quality, quantity & variable control** in mind while focusing on internal processes to build a robust talent base.

This base then **serves as the launch pad** for talent mobility in an agile fashion. Regular & robust talent reviews, future-focused formal assessments, and transparent communication of talent information to senior leaders are key actions needed to support agility in the talent movement.

Here is one way to **apply the concept of organized complexity**, every piece to be dealt with individually to come together collectively:



DESIGNING FOR SCALE



“

Talent processes are increasingly being democratized and becoming more inclusive. Whether it is providing access to learning programs, tools for personal development planning, career management, or being considered for talent review, HR teams are increasingly mandated to cover more employees and deliver existing processes at larger scales.

Digital enables simplified access, a more engaging participant experience, automation of repeatable tasks, and potentially rapid personalization at scale. However, we often see HR teams equating going digital with going virtual and scoping process transformation initiatives as IT initiatives without changing process design or participant experience.

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Digital Snapshots





Trupti Nayak

SVP & Head – OD, Employee
Engagement & People Analytics
HDFC Bank

To scale programs, making them employee-centric is critical. The first thing we do is to try & understand the psyche of the participant, their priorities, their learning styles, their language around issues, the way they engage with and consume content.

The same program, when designed for senior leaders, will be different than when designed for middle managers.

We redesigned our assessment intervention, going fully digital.

The first asynchronous phase allowed participants to complete exercises anytime, anywhere, and those who qualified proceeded to the synchronous phase. This marked a significant change in our thinking.

We received overwhelmingly positive feedback from all 400 participants, with an average score of 4.7 out of 5. Many participants felt that the company genuinely cares for them, as they found the approach friendly and experience valuable for both their personal & professional development.



Ajnav Deka

Head – COE
(Talent, Performance & DEI)
TATA Power

5 Things to do differently to Scale your Programs (with real-world examples)

Run agile pilots without waiting for perfection.

Don't wait to run a perfect pilot with all the elements finalized. Conduct multiple pilots with varied goals, gathering feedback on elements like content, participant experience, and technology challenges. Make real-time adjustments instead of waiting to implement it all in the final program.

Before launching a **3-month learning journey** for managers at an IT major, various pilots gathered input from stakeholders like the IT team & HRBPs, refining content & experience in real-time.

Enhance participant experience with adaptable technology.

Opt for an integrated, all-in-one platform minimizing the effort for employees to access & navigate program elements. Ensure the platform caters to diverse learning styles & preferences, supports various devices, and includes accessibility features – allowing you to cover a wider range of participants.

A leading IT company streamlined access for a **first-time manager program** through a single sign-on process from their internal portal. Utilizing the Think Talent NEXT platform allowed them to include differently-abled managers.

Hyper-personalize by addressing “What’s in it for me?”

Personalize elements such as assessment feedback, development plans, and facilitated sessions. If employees don't clearly understand - what's in it for them - i.e., if the learning content you're providing doesn't address a practical pain point they have, they aren't going to engage.

A leader in the BFSI industry conducted a **development center**. Basis employees' proficiency on various competencies, employees were assigned with personalized learning journeys focused specifically on their strengths & development areas.

Utilize data-driven nudges based on user behaviour.

Utilize data insights to strategically send timely reminders & personalized content recommendations. Identify peak usage times & preferred devices to nudge users effectively.

In a private bank's **development program**, data revealed peak content access during employee commutes. Strategic pre-commute email reminders significantly boosted completion rates. The bank revamped the reminder process, tailoring communications based on participant behavior, such as login status & exercise completion. FOMO was also created among participants by showcasing overall completion status.

Foster stakeholder engagement & alignment.

Involve HRBPs or Business Heads early on. By having them participate in pilots or initial batches, they can grasp the program's value & become advocates when rolling it out to a broader audience. Incorporate their feedback & insights into pre & during program communication materials as well.

For a program covering **12k participants** in 3 months, a BFSI company involved regional HRs & HRBPs early on during orientations & in pilots enabling them to drive completion on the ground in a short period for a large set of participants.



Ayaskant Sarangi

Chief Human Resource Officer
Mphasis

Business leaders typically focus on the speed of scaling, improving a repeatable experience and driving hyper-personalization.

Embracing technology significantly enables these & fits in beautifully with the organizational and workforce needs. Therefore, it becomes the role of HR to ensure that these needs are effectively addressed.

Industry Spotlight

Enhanced Talent Review & HiPot Identification

at a Leading Power & Infra Company

A leading player in the Power & Infra sector has expanded the scope for the Talent Review & HiPot Identification process dramatically over the last two years. Earlier, every year, only 50-60 employees were given the opportunity to go through a Development Center and receive feedback. The eligibility criteria for the program has now been expanded and in 2023, almost 700 employees were given the opportunity to participate in the DC.

Program Dashboards

An Effective Alternative to Excel Reports

4 ways to empower Program Managers through Dashboards



Real-time Completion Tracking

Efficiently track and monitor participants' completion of learning and assessments using real-time dashboards and trackers. Leverage & act upon real-time data to drive faster program completion.



Demographic Analysis

Effectively address demography-specific needs by cutting through noise. Navigate intuitive dashboards for seamless interaction with group data, utilizing demographic cuts and meaningful visualizations.



User Behaviour & Engagement

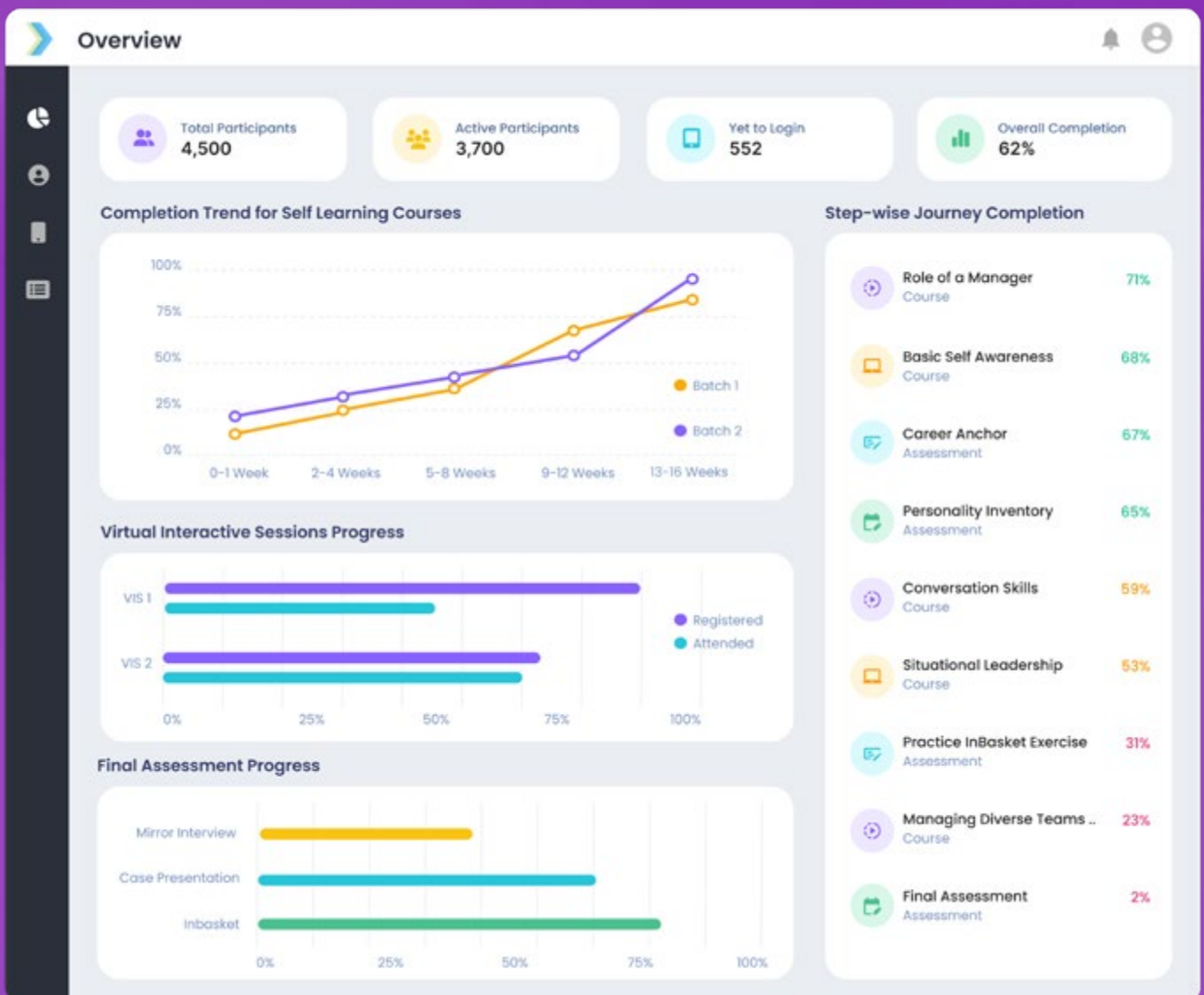
Gain deeper insights into participants' behaviors, preferences, and engagement levels, allowing you to effectively nudge participants and make data-driven decisions.



Personalize Participant Experience

Strategically make decisions by identifying the development needs of your talents, allowing you to design more personalized initiatives and tailored development journeys for employees.

Birds' Eye View of Progress in a Learning Journey we ran for an IT company in 2023-24.



Disclaimer - Data is for illustration purposes only.

Real-time Demographic Heatmap to drive completion in an integrated Development Program.



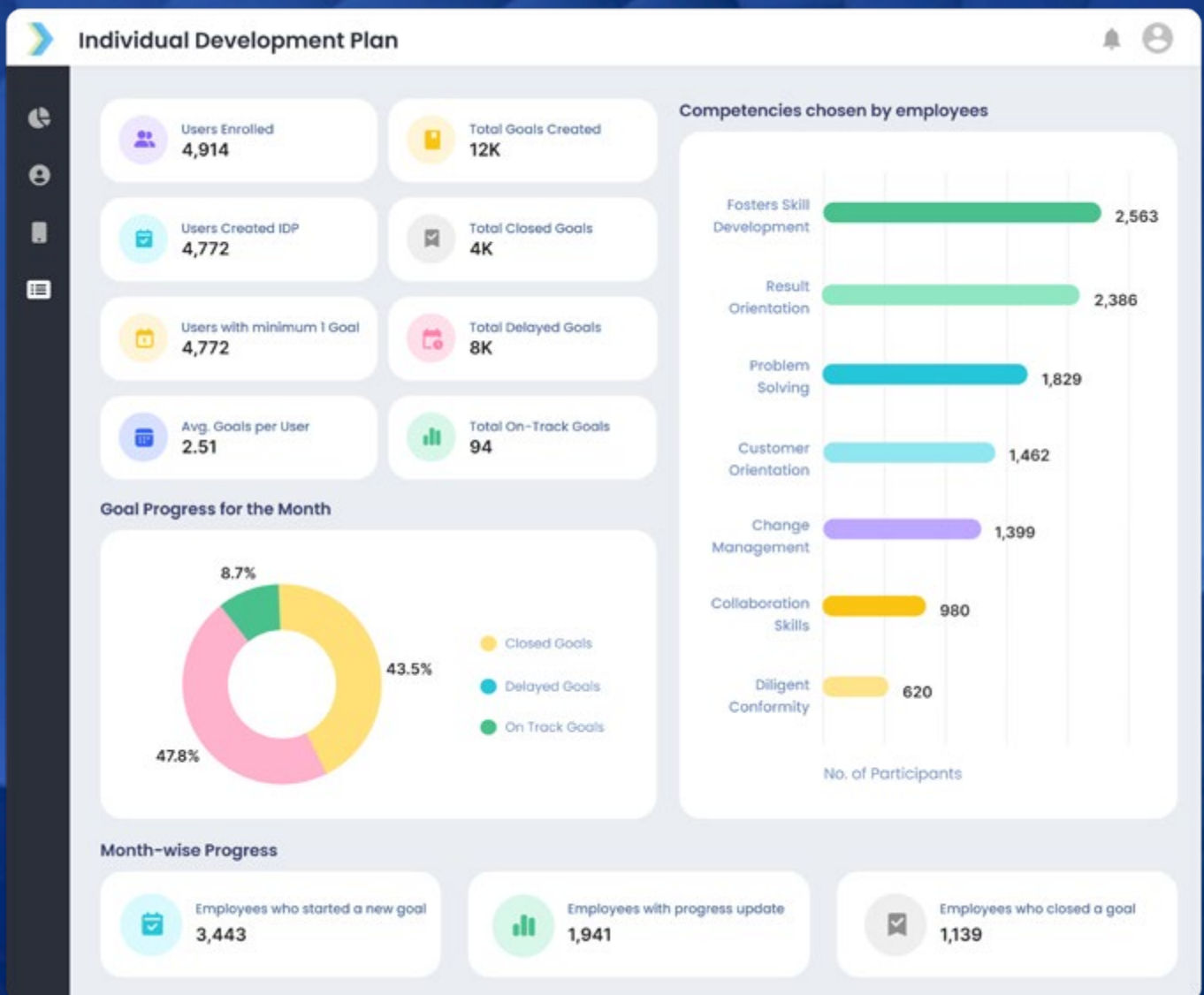
Disclaimer - Data is for illustration purposes only.

User Behaviour Insights aided a BFSI company during a large-scale Learning Program to send well-timed communications to drive completion.



Disclaimer - Data is for illustration purposes only.

Overview Screen of the IDP Dashboard of a major Pharma company.



Disclaimer - Data is for illustration purposes only.

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FOCUSING ON

FUTURE

READINESS





From our interactions, we have observed a stronger focus on aligning people practices to future business plans and emerging needs. Competency frameworks are getting refreshed, JDs are being re-created, and career management processes are being re-evaluated.

At the same time, organizations are prioritizing learning agility and nudging employees to upgrade their skill sets continuously - both functional and behavioral - in line with emerging business requirements.

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Syed Azfar Hussain

Senior Vice President – HR
Bajaj Finserv

Most organizations often prioritize skills; however, neglecting the ‘self’ can significantly impact the leader’s effectiveness.

For instance – a leader’s insecurities can manifest in their interactions with the team, organization, peers and customers. If you skip addressing their insecurities & just focus on teaching skills such as design thinking or empowering them, you won’t bring about fundamental & lasting change.

So, how does HR adapt to the evolving landscapes and emerging technologies? And how do you ensure readiness for the next decade’s challenges through effective changes?

First, foster agility in ways of working. All of us have great ideas, but the proof of the pudding lies in the speed of execution. Second, build a culture of unlearning with a growth mindset that aligns with the business growth.



Sarika Pradhan

Vice President - APAC
HR Head
CGI

Learning to Learn

In the majority of our assessment programs, one of the key elements that comes up for discussion is - what competency should be assessed if the organization aims to be future-ready?

Now, suppose you are looking at the organization to become future-ready & considering competencies that are likely to pop up in the future, aside from capability building. In that case, you need to assess the future needs of your business and identify the competencies required for it. The key to all of that is “Learning to Learn,” & this will perhaps become the most important competency across all levels as we go into the future.

So, what does “Learning to Learn” really mean?

What it means is that if I, as an individual, am good in this competency, my factors around curiosity, interest, willingness to learn, and capability to learn are very high. The other factor that may be very high for me is that I understand my style of learning, and I am able to implement it in various learning environments and so on.

Now, why is this one of the most **critical competencies** for the future?

It is critical from two aspects.

- It allows you to actually unlearn and learn very quickly as the environment changes and, therefore, build capabilities and skills that will keep you relevant at an individual level.
- From an organizational, role, and job perspective, it allows you to actually map what will be required in your role or job tomorrow as against what you're already good at today, and therefore be able to pick up and work with new competencies and capabilities, as you move forward.

For organizations, it also becomes very important to measure people on the particular competency of “Learning to Learn” from three different aspects:



Who are the people whom you can move very quickly to different jobs?
This competency can give you some indication of that.



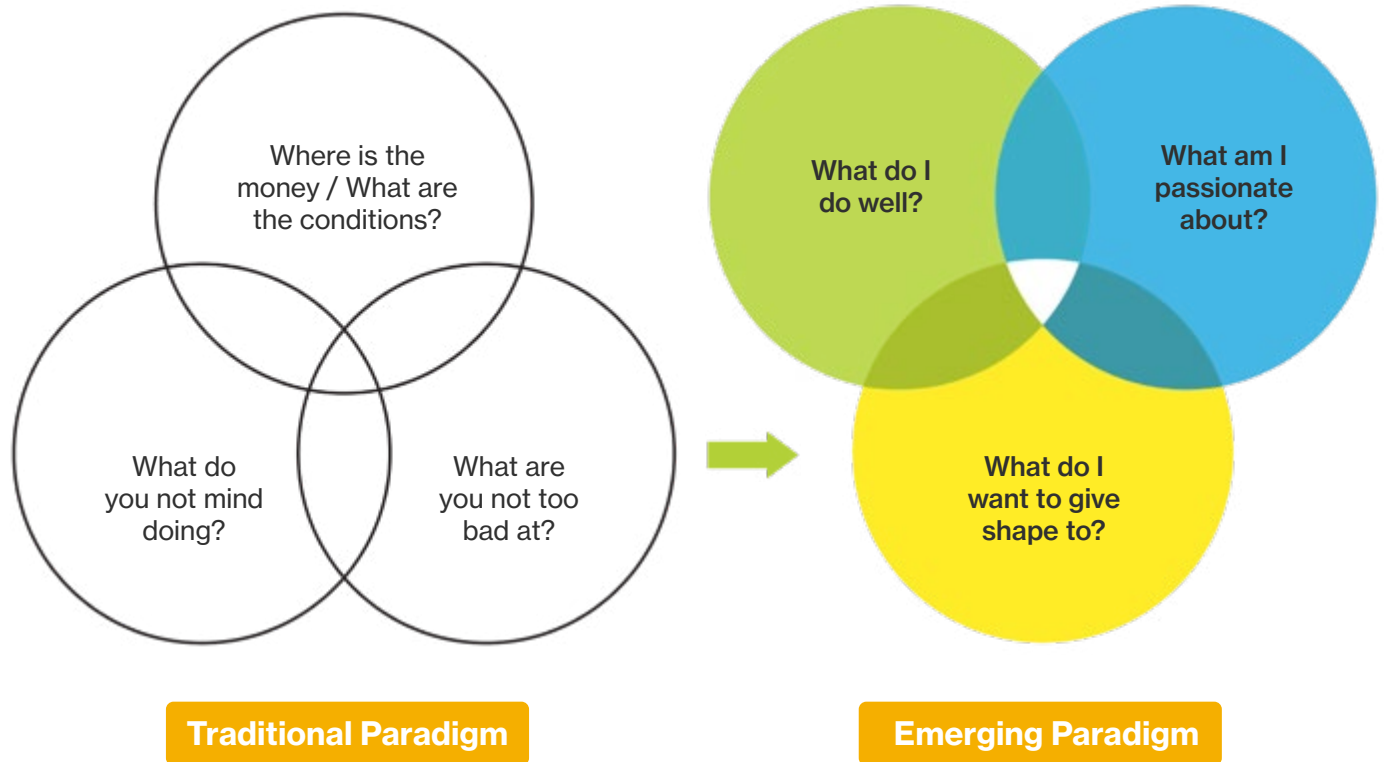
There may also be people who have particular learning styles or capabilities and are, therefore, capable of learning particular skills or aspects of certain things, which is very useful for the organization.



In terms of fitting people to jobs, measuring people on this competency can actually be a very good way to leverage mobility programs, leverage job fit programs, and even look at promotions and the development of individual jobs.

New Emerging Career Paradigms

Disruptive business models are forcing organizations to learn faster and regularly acquire new capabilities in order to survive and grow. Providing employees with secure, time-bound career paths is becoming increasingly difficult.



New generation workers are bringing with them their own mental models and values. They are also displaying dichotomies that new learning and career management models need to deal with.

Progressive organizations are increasingly enabling a new philosophy of “Career Self Management.”

Under this approach, employees are enabled to take charge of their own career choices based on their individual drivers while the organization supports the process by providing an enabling framework.

The New Approach

This approach focuses on Hyperpersonalization of the Career Management process by supporting employees with these questions:

- How do I choose the **right career path** for myself given who I am as an Individual?
- How do I get **proper guidance** to prepare for my chosen path?
- What do I need to learn in order to be **ready for my next role**?
- How do I know when a **suitable role** opens up for me?

New Emerging Career Paradigms

Here's how we visualize an employee's journey:

Discover

Tina has been in a Buyer role for 3 years & is interested in exploring a different role now. She is looking at other organizations, as she is unaware of such opportunities internally. She discovers the Career Management Platform while on the intranet. She also reads about it in one of the communication mailers.



I AM READY TO TAKE THE NEXT STEP IN MY CAREER..

Tina browses through the 'Career Compass' platform. The system recommends possible Roles which Tina can take up. A Merchandizing role catches Tina's interest. Tina goes through the 'Navigating your Career' course to reflect on her own motivators using the tools on the platform to figure out if this role will best fulfil her aspirations.

Plan



She receives recommendations for learning material from the system based on her development profile. Based on the target role selected by her, she creates a detailed development plan for herself. She uses the IDP & learning tool to enrol herself for internal training programs to build her proficiency in relevant skills and competencies.

Tina works on the required skills using the learning tools & continues sessions with her mentor for the next 6 months.



Act



YES!

After a few months, she receives an alert for a new position open in Merchandizing on the Internal Job Portal.

Tina feels she is now ready for the new role.

She applies and gets selected!

Top Takeaways for Leaders

Data-driven Decision Making

Coverage: Entire Talent Lifecycle

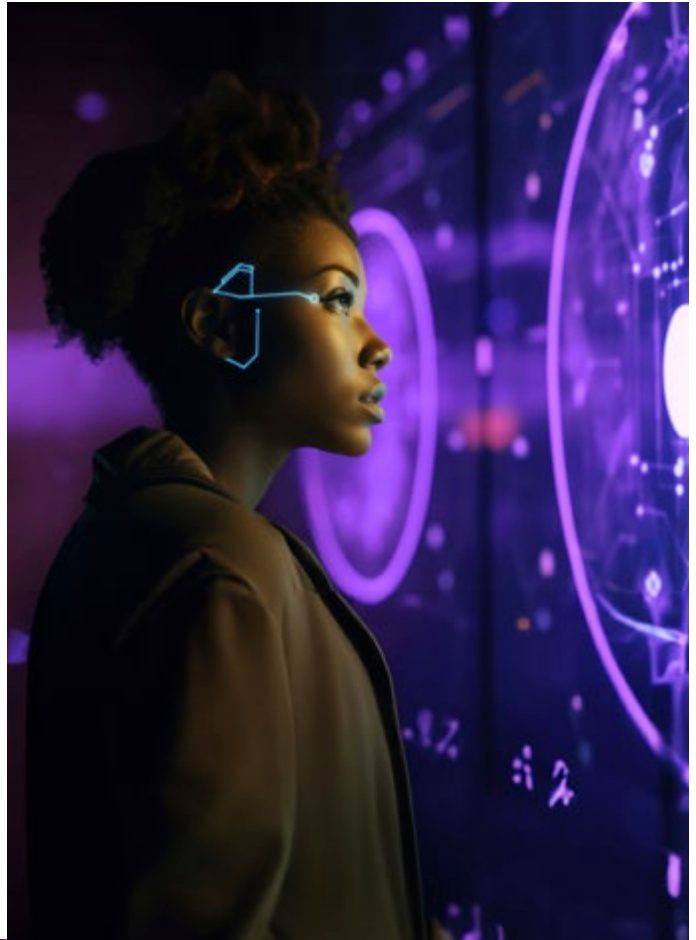
Organizations are striving to improve the quality, credibility, and efficiency of talent decisions across the entire talent lifecycle by making them more data-driven.

Required: A Change Management Approach

Success requires viewing such initiatives from a change management perspective and creating comprehensive stakeholder engagement plans to align and train key stakeholders.

Focus on New HR Capabilities

Improving the data orientation of processes requires HR teams to develop analytical & process design abilities, along with awareness of InfoSec issues.



The Agility Imperative

Digital does not Ensure Agility

Agility is essential for HR teams to be effective in a digital world. Digital platforms enable but do not automatically ensure agility by themselves.

Fostering an Agile Mindset

Achieving agility requires a mindset change: giving up a perfectionist mindset and embracing a beta culture.

Leaders as Champions

Agility also requires leaders to champion new ideas, sponsor and support changes and be more tolerant of failures or things not working as per expectations.

Top Takeaways for Leaders

Designing for Scale

Democratizing Talent Practices

Organizations are expanding the design and coverage of talent initiatives & practices to make them more inclusive and participant-centric.

Digital enables Better EX

Digital enables simplified access, a more engaging participant experience, automation of repeatable tasks, and potentially rapid personalization at scale.

Digital Ways of Working

Effectively operating at scale requires better operational efficiency through simplification, automation, and a better adoption of digital ways of working.



Focusing on Future Readiness

Comfort with Non-linear Paths

There will be no single answer to a problem, nor will there be a clearly laid-out path. Unknown variables and events will often create disruptions.

Comfort with External Partnerships

Resources, ideas & execution through partnerships will be key. The best partners will have choices and specific needs. It may take completely new skills to make things work.

Comfort with Failure

Failure will be a given along the way. More things will likely not work, than will. Appetite for failing fast and redefining the problem will be required.

About the Company

Established in 2010, we at Think Talent Services have partnered with hundreds of organizations across several industries through **our digitally-enabled key offerings**, that are completely focused on people development across levels. Our partnerships with organizations extend over several years, are deep and have been built on trust and value delivery.

Today, we are a team of 60+ employees and 125+ partners, to help us seamlessly deliver services to our clients.

Our offerings allow extremely personalized experiences for participants while enabling the scaling of interventions for rapid and consistent deployment.

Deep customization and content expertise allow us to deliver highly contextual offerings.

We partner with several global players, bringing their IP and methodologies to our work and developing our intellectual property through research focused on talent.

Some of the fundamental themes around which our work has evolved over a period of time include:

- Developing **futuristic leadership capabilities**
- Providing modern integrated solutions to **manage talent at scale**
- **Democratizing learning** in the modern workplace
- Empowering organizations to **build resilient talent pipelines**

We have tried to better understand the world of talent and leadership through our experiences and insights, often garnered from interactions with various individuals from different walks of life.

What We Do

Talent Assessments

Solutions to help organizations add rigor and scale to selection, promotion and development processes

360° Feedback & Development Planning

Scale up feedback and development planning for employees using digital platforms

Learning Journeys

Scalable learning programs to build leadership and develop talent clusters at all levels





Helping Organizations Build Stronger Talent Pipelines

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