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Emerging trends in talent management

A. Dayana Amala Jothi

Research Scholar, St. Joseph's Institute of Management, St. Joseph's College (Autonomous), (Affiliated to Bharathidasan University, Tiruchirappalli), Tiruchirappalli

A. Savarimuthu

Research Supervisor, St. Joseph's Institute of Management, St. Joseph's College (Autonomous), (Affiliated to Bharathidasan University, Tiruchirappalli), Tiruchirappalli

Abstract---The purpose of this article is to clarify what is meant by Talent Trends in Talent Management. This is a conceptual paper based on a review of the academic and popular literatures on Talent Management and Talent Trends. It includes talent trends, trends to HR, trends for HR teams and leaders, emerging talent management trend, and changes need to be in talent trend. As technology develops at a seemingly exponential rate, the potential for radical transformation in the workplace might seem a dizzying prospect. HR managers need continually to be flexible in adapting to new situations, and keeping on top of emerging trends. There is a trend toward a more foundational, data-centric approach that creates insights from organizational, team, and individual perspectives. That allows for a calibrated approach to talent that is tightly linked to business outcomes. The data garnered during the recruitment process can be used to help create a customized development program once the candidate is hired.

Keywords---talent management, talent war, trends to hr, emerging trend, digitalizing hr, employee experience, gamification.

Introduction

Talent Management is developing employees, Redeploying employees, and retaining the best talent. The prime focus of talent management is enabling and developing people, since the quality of an organization is determined by the people it employs and has onboard. After hiring and deploying we may say that retaining and nurturing talent is quintessential. Talent management also known as human capital management is evolving as a discipline that encompasses process right from hiring people to retaining and developing the same. So it includes

recruitment, selection, learning, training and development, competency management, succession planning etc. These are all critical processes that enable an organization to compete and stand out in the market place when managed well. Talent management trends are talent war, technology and talent management, promoting talent internally, population worries globally, talent management to rescue HR, increase in employer of choice initiatives.

Talent war

Finding and retaining the best talent is the most difficult aspect of HR management. HR survey consultancies are one in their view that organizations globally are facing a dearth of talented employees and it's often more difficult to retain them. Further research has also shown that there is clear link between talent issues and overall productivity.

Technology and talent management

Technology is increasingly getting introduced into people development. Online employee portals have become common place in organizations to offer easy access to employees to various benefits and schemes. In addition employees can also manage their careers through these portals and it also helps organizations understand their employees better.

Promoting talent internally

An individual is hired, when there is a fit between his abilities or skills and the requirements of the organization. The next step is enabling learning and development of the same so that he/she stays with the organization. This is employee retention. An enabled or empowered means an empowered organization. Population worries globally: Population demographics are thus a disturbing factor for people managers. Still more researches have predicted that demographic changes in United States will lead to shortage of 10 million workers in the near future!

Talent management to rescue HR

It has been compelled to focus on qualitative aspects equally and even more than quantitative aspects like the head count etc. Through talent management more effort is now being laid on designing and maintaining employee scorecards and employee surveys for ensuring that talent is nurtured and grown perpetually.

Increase in employer of choice initiatives

An organization's perceived value as an employer as helps improve its brand value in the eyes of its consumer. Most importantly it helps it attract the right talent.

Talent Trends**Up skilling remains a priority**

A Manpower Group Talent Shortage survey revealed more than half of employers reported investing in learning platforms and development tools to build their talent pipeline. "upskilling employees with skills in areas such as cyber security, data analytics, block chain and robotics will be key." To make the most of their knowledge assets, organizations need to focus both on developing their underpinning knowledge management infrastructure and on promoting a culture that encourages the effective creation, refinement, sharing and storage of knowledge.

Hiring for potential rather than experience

Hiring candidates for their ability to learn on the job will be an operational advantage. Candidates from more diverse backgrounds and education will be considered for jobs they would not normally have been considered for in the past. Offering remote positions to new mothers or requiring a 2-year degree rather than a 4-year degree for certain jobs are some examples of how employers are balancing the need for skilled workers and the need to fill positions.

Recognizing talent as consumers

"In 2019, employers need to understand that candidates are consumers too and work hard to attract workers with a strong employee value proposition, clear purpose and attractive culture," Frankiewicz said. "To maximize employee engagement, business leaders should focus on improving their employee value proposition (EVP) to ensure they are differentiating from competitors and appealing to issues that matter most to employees," he told HR Dive in an email.

Wages, benefits and flexibility will be key

"One of the major reasons that wages have not kept up with competition is that employers are still hesitant to increase wages in case the market loosens in the coming years," This tough labor market will see more employers turning to wages and other creative benefits, from childcare facilities to unlimited PTO or flexible schedules to attract people with the right skills.

Tech will play a leading role

"More companies will use non-traditional listening tools," Kropp said. Employee surveys are fading away as more companies begin to utilize listening tools such as email scraping, monitoring and tracking workspace usage, and aggregation of data to obtain better insights about employee sentiment about their workplace and problems that leaders need to address.

Trands TO HR

People enablement

People enablement is precisely about adopting a people-first approach. It's a belief that seizing moments to celebrate, learn and improve has the power to transform roles into careers; and forging cultures where individuals feel valued, motivated and empowered. Implementing a culture of feedback in your organization is one way of bringing people enablement to the table. To start with, encouraging regular moments for people to grow and develop gives them the opportunity to continuously improve and keep the momentum in their role. By incorporating regular moments of feedback, you can support better recognition in the workplace. Recognition is an extremely important yet often overlooked key to a more engaged workforce

Investment in developing better managers

Companies should think about the to support the training and development of their managers. The skill sets that make managers good coaches, how to evaluate managers' abilities to engage teams and individuals, developing stronger leadership skills in their people, supporting managers to create clarity and alignment within their teams, encouraging the practice of one-on-ones and teaching managers how to conduct them, education on giving good, and candid feedback

Data-driven HR decisions

As the internet and technology have provided us with endless data, companies need to start harnessing it to draw meaningful insights. While software and technology companies have always done so, corporates are just starting to catch up. Particularly in HR – a people-focused department with tons of data it never fully uses – a data-driven approach seems only logical. LinkedIn recently launched Talent Insights, allowing companies to use LinkedIn data in a smarter way, such as by matching skills and interests of individuals with current company vacancies. Meanwhile, SAP purchased Qualtrics, a platform that enables engagement surveys and brand tracking, proving the increased desire from companies to learn more about their people.

Mental health in the workplace

The Thriving at Work report published by the British government in 2017 found that the number of people forced to stop work as a result of mental health problems was 50 percent higher than those who did so due to physical health conditions. In the World Health Organization's Mental Health Atlas, results show there are not yet enough human and financial resources in place to support mental health issues. Initial steps are being taken to address this. In 2018, Prince William launched the website Mental Health at Work, specifically designed to raise awareness and support those in need of it. Employers are also increasing wellness programs and related benefits, but for the time being, these are just scratching the surface, more focused on physical well-being through exercise and diet.

Trent for HR teams and leaders HR Analytics Go Mainstream

HR professionals pride themselves on their empathy and emotional intelligence — and these remain critical traits. However, these talents aren't scalable; HR pros simply cannot give every employee and every manager equal attention and focus. Technology is necessary to help HR teams identify where they should focus their efforts.

Performance Management Moves Beyond HR

CEOs and operational business leaders are getting actively involved in transforming their organizations around a continuous performance management approach that facilitates constant realignment and motivation of their entire workforce to achieve their desired business outcomes. Forward-thinking HR departments have already been changing their performance process to focus on development opportunities and continuous feedback, and these trailblazers are reaping the fruits of their labor

HR Tech Will Make Employee's Lives Better

The companies who build systems of engagement typically aren't good at developing systems of record and vice versa. These legacy platforms are also challenged by age and technological debt and aren't nimble enough to create the intuitive, seamless and social experiences needed to meet the needs of today's workers who expect frequent, real-time feedback about their work and a genuine investment on the part of their employer in their career development. This new model of performance management needs help from technology to execute successfully, opening the market for more nimble and innovative solution providers who can better support a continuous process.

Talent management trends Optimize the employee experience

Applying customer experience strategy to employee experience begins with needs-based segmentation, grouping employees into clusters based on their wants and needs. Most companies organize employees in standard groupings like job title, rank, department, business unit, or geography.

Self-directed learning

Rather than traditional, long, boring employee-education sessions, the modern workplace should be gearing up to integrate more personalised, self-directed, and targeted learning platforms. To keep up with a fast-paced workplace, employees need always to update their skills. As Cariss comments: "Small bursts of micro-learning will be reinforced through repetition in future lessons and tasks, as well as shared through social networking platforms."

Employee Engagement

By having a one-stop-shop for employee engagement – where things like leave claims, medical claims, internal job postings, learning tools and opportunities, social- and networking-events etc. are posted – you the HR manager will be better able to integrate your workers into the workplace, as well as free up valuable time to do the kind of HR work that requires the human, personal touch.

The changing conception of the ‘employee’

The old notion of a 9-5, 5-days a week employee is fast going out of fashion. As employers, we need to be able to hire on demand and to fill gaps in our workforce with agility and creativity. Flexibility in work arrangements such as allowing more people to work from home, especially the increasingly important number of working parents makes your organisation more attractive as a prospect for potential employees – thus expanding the pool of available talent.

Augmented reality and virtual reality tools

Cariss points out the likelihood that both augmented reality (AR) and virtual reality (VR) media will become a part of the “talent acquisition toolkits of tech-savvy recruiters”. Expect to be served up interactive job advertisements, go on a VR tour of your future workplace in Australia while sitting in Singapore, and complete VR assessments during your recruitment process. AR/VR will also be used to enhance the employee experience by providing simulations of tasks and work challenges, better preparing workers for real-world situations before they have to face them.

Artificial intelligence

AI might seem like a threatening phenomenon for many employees and managers, but it’s important to highlight the ways in which AI will help workers and managers work better, not simply its potential to replace certain humans in certain jobs. For example, Cariss points to the potential for AI chatbots to interact with candidates under consideration for jobs. As a result, recruiters will be freed to spend more time adding value to the sourcing and selection process: conducting interviews and making offers to a considerably reduced and select pool of candidates. It heralds a better talent acquisition experience for everyone.

More focus on current talent management issues

Connecting talent management to the urgent issues of today helps enormously to increase the impact. Unfortunately, management has a tendency to shy away from dealing with the urgent talent management issues of today.

More transparency

Talent management is slowly moving from a secret to a transparent process. Top-down processes tend to be more secret. Openly publishing opportunities and

asking employees to apply if they are interested can result in interesting candidates,

Split performance management

The performance management process has too many objectives. What we see, is that organizations are splitting the process, at least in two parts. One: strategy deployment and goal setting. Two: supporting personal development. For part one more and more organisations are using comparable processes. For goal setting a kind of aligned top-down approach is necessary.

Personalization

Talent management has also suffered from the unstoppable urge to standardise. High potential profiles, career paths, training programs and coaching and mentoring are often designed for the group, and not for the individuals. Talent management can benefit a lot from a more personalised approach. Taking the wishes and capabilities of the individuals into account, or even taken these as the starting point can add complexity.

Gamification

Gamification is helping talent leaders increase employee engagement and train their workforce more efficiently. This has helped organizations considerably in terms of retaining talent for a much longer time. Employees learn many important soft skills while getting trained through gamification and, at the same time, hiring managers collect a plethora of data on their behavior through their responses during the gamified learning.

Business sustainability

Business sustainability is the primary driver for the prioritization of talent management. Without a clear strategy today, companies will fall behind, and many will become unsustainable in the long term. Look no further than the collapse of Sears or the Dow Jones Industrial Average where 30% of companies listed fifteen years ago are replaced by companies embracing technology and innovation to drive business sustainability and growth.

Culture will eat strategy's lunch

Companies are learning that culture is everything. It is harder than ever to attract and hire top talent with U.S. unemployment at 3.7%, a historic low, and a rate some would consider full employment. In 2019, investing in workplace culture to address engagement and turnover will be a growing priority as companies strive to become a place people love to work.

Emerging talent management trend

Mind the gap

Recruiters are no longer looking at employment gaps with raised eyebrows as the stigma of taking time off between jobs to raise children, travel, or learn new skills wears off. Tactics to reach professionals who have been out of the workforce include targeted proactive sourcing, talent communities, workshops, alumni networks for those who have left the company and may consider returning, and 'buddy' systems for effective onboarding.

Making artificial intelligence more 'intelligent'

Artificial intelligence (AI) has been touted as a new holy grail in recruiting – particularly in helping to source qualified candidates. However, left unchecked, its 'intelligence' could undermine recent efforts to boost diversity. For example, even when resumes are anonymised, AI can still often embed gender biases. When it comes to reviewing resumes, some countries are mandating that certain personal information be withheld during the early stages of the recruiting process.

Personalised pay

With four generations in the workforce, and a range of expectations around pay and benefits, companies are increasingly looking to tailor compensation and reward packages to the individual. In order to understand the differences in what might incentivise one group, such as millennials, from another group (e.g. baby boomers), organisations are beginning to listen to what matters to employees.

Rethinking the annual performance review

Ongoing feedback is the name of the professional development game as annual reviews fall short of meeting employee expectations. In a recent Korn Ferry survey of professionals, 30 per cent said their annual performance review had no impact or was ineffective at improving their professional performance, and 43 per cent said it had no impact or was unhelpful at making them understand what to do more of or differently to improve future performance.

The diversity and inclusion pipeline

Across the globe, there have been mandates that boards of directors have female representation. While this is a positive move to increase diversity and inclusion at the top, organisations are seeing an increased focus across all levels of an organisation to create an ongoing pipeline of diverse talent. To measure their progress, many organisations have begun using applicant tracking systems (ATS) to find out what percentage of minority applicants were hired.

Talent analytics and business analytics

Traditionally, business leaders set their strategy by using business analytics to determine cost and operational effectiveness. For example, they may determine where to open an office based on cost and proximity to raw materials. However,

they may fail because they don't have access to the right type of employees – especially as digital disruption puts a premium on people who can learn new skills and thrive in changing markets.

Talking talent holistically, from hire to retire

There is a trend toward a more foundational, data-centric approach that creates actionable insights from an organisational, team and individual perspective. This foundation is informed by data from talent acquisition, assessment, development, organisational structure and compensation functions. This allows for a calibrated approach to talent that is tightly linked to business outcomes, while also helping create a customised development program once the candidate is hired.

Long-term versus short-term goals

Industry leaders are taking a holistic approach to talent acquisition. In the short-term, they can increase speed to hire by understanding the right mix of short-term contractors, gig workers and full-time employees, who bring the right skills and experiences to meet current and future needs. At the same time, they are taking a longer-term approach by taking a deep dive into business imperatives to create a total strategic plan with clearly defined goals, but can be amended as needs change.

Changes in talent management trend

Improving employee experience

The employee experience differs from company to company but many organizations, both large and small, are falling behind. Contrarily, IBM redefined their employee experience with resources such as a “Netflix-like digital training and development program” for the betterment of employee performance. The results were positive both among employees and the press. Many HR professionals deemed 2018 as the “Year of Employee Experience”. That means, in 2019, the demands for a great employee experience will at least remain the same or more than likely increase.

Digitalizing HR

A digital HR system can also be used for tasks related to onboarding and collaboration. In terms of how a digital HR system can work, your organization could use a variety of methods including cloud computing, mobile apps, chatbots and comprehensive software platforms. Our Sprigg HR software allows you to streamline your talent management into a single dashboard. That allows you to review employee performance, goal setting and workers compensation in one spot.

Empowering Managers to Mentor

Mentorship is a somewhat sensitive subject these days. Employees may see article titles along the lines of “don't ask for mentorship”, and employers are often unsure of what to do when an employee asks for it. Mentorship helps both managers and employees understand each others' goals. Mentorship from

managers bridges age and experience gaps in multi-generational companies. Employees feel cared for and “heard”, motivating them to accept challenges. Employees feel a reduction of stress and anxiety, both of which are major concerns as mental health problems increase

Remote-Friendly Work Spaces

In order to decrease turnover, consider allowing the employees to work from home, on a beach or at the Starbucks closest to them. If you think remote-friendly workspaces are reserved for glamorous Silicon Valley startups or veteran freelancers, think again. Remote “OK” workspaces are increasing in popularity. Remote workers often report having a better sense of wellness, work-life balance and are more likely to display employee loyalty behaviours. It allow workers to choose workspaces where they will feel more productive, creative and inspired. It allow companies to expand their geographic reach and recruit talent outside of their borders

Training for Skills Gaps

Skills gaps are unfortunately on the rise. Technology has rendered the skills needed for certain industries irrelevant because many tasks can now be automated. Although technology is eliminating jobs, the emergence of new technology requires workers to learn skills at a rapid pace and is opening up new positions as well. Of course, schools and training programs can only keep up so much. That’s why there will be a perpetual skills gap that will affect both management staff and new employees. Training for a skills gap is not only a trend to look out for in 2019, but an ongoing component for talent management throughout an enterprises’ entire existence.

Shift to Mobile Apps

The phrase “there’s an app for that” exists for a good reason. Businesses of all sizes and industries rely on mobile apps to extend their services to smartphone and tablet users, as well as for marketing and branding purposes. Of course, there has been a surge of apps meant to help companies with talent management as well. The best mobile apps for talent management will facilitate goal setting, performance reporting and matters involving compensation. The advantage of being able to track these components on a mobile app is convenience, giving managers and employers the ability to see KPIs in the palm of their hand. This is vital since society, in general, is spending more time on mobile devices than on desktops and laptops.

Employee loyalty

Employee loyalty continues to decline. A major reason for declining employee loyalty comes from a lack of engagement, which often relates to poor talent management (namely, a negative employee experience). For businesses to retain their staff and reduce turnover, it’s important that employees feel nurtured along their career journey. For this to happen, employers must nurture their employees.

Advancing technology is driving many employee demands and workers have a growing desire to build a relationship with their managers.

Conclusion

Adopting talent management trends in 2019 and beyond will boost employee morale and employee wellness. With software such as Sprigg HR, can streamline the talent management process to nurture staff in a cost-effective and timely manner. Since HR remains a human-centered topic, we should always remember to look at things through the lens of a human experience. The right talent management solutions will help retain a happy and productive workforce. Utmost help to employees set and reach new benchmarks, and provide them with ongoing support to help them reach the goals.

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