FEEDBACK TUTORIAL LETTER

1ST SEMESTER 2017

TEST 2

CAPACITY BUILDING AND TALENT MANAGEMENT

[CBT811S]
CAPACITY BUILDING AND TALENT MANAGEMENT (CBT811S)
COLL TEST 2
MEMORANDUM

Test two COLL SUPPLEMENTARY

QUESTION 1.
- Human capital planning
  Through a detailed interrogation of the business strategy and plans is required now and in the future.
- People management action planning
  Based on human capital planning, what needs to be done in terms of people sourcing (talent attraction) and development (training) particularly in terms of critical positions, and/or people need to be determined
- People leadership
  This refers to what needs to be done in terms of employee retention, engagement and performance management; to optimise the use of that is possessed (Bussin, 2014, p17).

The processes discussed above highlight that it’s critical for organisations to focus their efforts on creating, implementing and maintaining a clear talent management strategy and philosophy. Such a talent management strategy should document a comprehensive approach to talent management through an integrated talent management framework. The framework should give an overview of the core elements of an integrated talent management approach of this type. Conceptually, such a talent management approach is illustrated as shown below (Bussin, 2014, p.18).

QUESTION 2
Discussion of the four TM principles by motivating why they are important

Besides the talent management philosophy, the organisation should clearly articulate specific talent management principles that will apply as stated below.
- Line management are in the first instance accountable for talent management.
- Employees are accountable for their own development and advancement in the organisation.
- HR has to ensure that the talent management system is aligned to business strategy and operational requirements and conforms to best practice.
- An agreed and organisation-specific leadership competence framework forms a key part of the assessment and identification of talent (Bussin, 2014 p. 19).

QUESTION 3
Challenges faced by multi-national companies in:
Succession planning

Succession planning is difficult enough in a single entity, given the number of “growing parts” involved. The process becomes more complex when operating in multiple sites globally, and in particular, when some of the operations are located in emerging markets. In the prescribed book, succession planning is divided in two parts, internal and external environment.

a Internal environment and the challenges faced.
b External environment and the challenges faced

Engagement and retention

Making the skills shortage problem worse is the fact that emerging markets are susceptible losing talent to developed markets. For example, over 75% of graduates in hi-technology related subjects from China’s top two universities have gone to the United States of America since 1985. This leaves China with acute skills shortages in these key occupations. Some solutions to these challenges are given under this section.

Development

Challenges faced in this regard are that out of 260 companies studied, results revealed that the majority of multi-national companies used haphazard or ad hoc approaches to succession planning and development. Some solutions to these challenges are given under this section.

Reward and recognition

One of the challenges faced is that the salaries of managers and highly skilled employees (locals and expatriates alike) are highly and greatly inflated in emerging markets, just to mention one example. Once again solutions to the challenges are proffered.

Diversity and localisation

MNCs face the challenges of the need to manage employees from dissimilar cultures, races, ethnicities, nationalities, religions, genders and generations, and there is a need to do away with prejudices.

Look at:
- Attracting critical talent
- Managing performance
- Developing and engaging talent
- Overcoming succession risks

QUESTION 4

A discussion of four assumptions that inform an organisation’s TM approach.

- All employees have some form of talent, but this doesn’t mean that all employees have unlimited potential. This may mean that the employer has to identify the different potentials in
individual employees and try to help the employees to develop these potentials through training and also come up with incentives and rewards to attract and retain developed potentials.

- Organisational culture and leadership styles are key aspects of a successful talent management strategy. This may mean that the company may also need to develop the right conducive culture which nurtures good leadership which motivates the employees and creates a good environment in which the employee feels happy and safe to operate in.

- The key driver of a talent management strategy is to ensure that the organisation optimises all its human capital. This may mean that the organisation must development the potentials of its employees and utilise these developed potentials for its own good and that of the employees.

The view of optimum human capital is informed by current as well as future strategic requirements (Bussin, 2014, p. 19). This may mean that the strategies that the organisation may want to pursue are the ones that directs it as to what type of talent to attract, develop and retain.

5. Explanation of “talent value proposition”.

A successful employee value proposition includes a consistent and common theme that employees relate about their workplace. It also includes the public image of the organisation’s culture that entices the best potential candidates to apply for positions while allowing the company to retain its top talent (Bussin, 2014 p. 19).