

Talent Management Strategy Evaluation of Nestle

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Introduction

Talent management is a complete management approach that adds to the competitive improvement of an organization. It is a whole system that emphasizes various components of the company (Jones, 1985, p. 74). Talent management shapes employee performance through human resources management policies. Talent management strategy has become a useful tool to develop a company's future and increase its production as a whole (Shafi, 2015,p. 20).

Development of Talent management strategy:

2. Build a solid talent management strategy based on the goals and targets of the company.
3. KPIs should be considered at the very start (Gberevbie,2008,p.16).
4. Design TM practices compatible with the organization and practical with its business strategy (Bhattacharjee, 2012, p. 3)
5. Other human resource practices should be integrated into the strategy(Ashton and Morton, 2005, pp.28-31).
6. Collaboration and accountability should be given preference (Christensen, 2008, pp.743-757).
7. Be as transparent and precise (Gberevbie,2008,p.16).
8. Maintain adherence to procedures (Jones, 1985, p. 74)
9. Building a positive atmosphere where everyone is a talent manager receptive to the company's targets (Shafi, 2015,p. 20)

2.1 Theoretical perspective: Employee resourcing

The process of Employee resourcing directly relates to HR management. It takes into account the primary areas of recruitment and selection processes (Bhattacharjee, 2012, p. 3). Employees are the fundamental assets of an organization, and successful organizations better understand and effectively manage their employees. The primary role of employee resourcing is to develop employee skills and encourage high-performance levels (Falola,2017, p. 5).

2.2 *Implications of employee resourcing within organizations*

Several types of research have predicted the relationship between development and employee resourcing, but it has yielded inconclusive results. The employee resourcing factor differs from organization to organization (Falola, 2017, p. 5). The disparity is also evident depending on the kind of practices the company is involved in. Furthermore, studies have considered that employee resourcing works independently from employee development (Tarique, I. and Schuler, 2010, pp. 122-133). But employee resourcing and developmental progress significantly and positively affect organizational growth (Gberevbie, 2008, p. 16).

2.3 *Evaluating and justifying these implications*

Employee resourcing relates human resource skills to the operational requirements of the organization, which is especially challenging in project-based organizations. Employee placement exists in the resourcing and controls the accomplishment of the project (Ashton and Morton, 2005, pp. 28-31). It determines the work effectiveness within an organization. Employee involvement and future planning help to balance the company priorities, goals, and individual employee needs (Rees and Rumbles, 2010, pp. 169-190).

2.4 *Talent Management Tools*

Well-planned tools and effective management motivate employees to be more productive to reach operational goals (Lewis and Heckman, 2006, pp. 139-154). Understanding talent management tools helps to create a great team of persons. The tools necessary for fruitful talent management vary from workforce recruitment, tactical planning, executive training, management development, appreciation programs and employee engagement, among other things (Rees and Rumbles, 2010, pp. 169-190).

2.4.1 Workforce Planning

Efficient workforce growth encompasses a well-planned goal to contact capable individuals, and [executive training courses](#) within the organization and outside. These people should have the skills, understanding, and performance necessary to achieve company objectives. Operational workforce planning, built on pure tools and methods (Hird and Stripe, 2010, pp. 46-67)

2.4.2 Recruiting Effectively

[Recruiting](#) involves the ability to successfully identify, attract and hire talented individuals with the

potential to move your organization towards accomplishing your objectives. It is achieved through targeted advertising and focused interviewing of prospective candidates (Katou,2009,p.335). Consider including a clear mission statement as part of your recruitment advertising. It is likely to attract those with the talent and desire to become a part of your mission to move your organization forward. Clear job descriptions and skills lists further help narrow the field of applicants (Falola,2017, p. 5).

2.4.3 Organizational Planning & Goal Orientation

Any strategic plan involving goal achievement methods which can maximize organizational profitability is essential. Tactical planning guarantees that all employees are moving in the right direction and have the same vision. When a company has an actively planned strategy, prevalent strengths and weaknesses (Shafi, 2015,p. 20)

2.4.4 Executive Coaching

Executive coaching is an association that offers inspiration to make modifications that aid employee transformation and the people around them to attain ideal results. In favouring positive growth, individuals and companies benefit together(Katou,2009,p.335).

2.4.5 Leadership Development

By developing the leadership, we are targeting the base of all the programs and facilities which will be available in the long run. The senior administration is the most career-driven and makes every attempt to plan goal-driven strategies. By working on leadership, open communication, intrapersonal relations, and organizational excellence can be achieved (Guchait,2010, pp. 1228-1247)

2.4.6 Recognition Programs

Recognition and acknowledgement programs in an organization recognize the employees and teams that continuously add to the organization's achievements. Making such applications and thanking the reliable and hardworking staff, proliferates job satisfaction (Guchait,2010, pp. 1228-1247).

2.4.7 Diversity and Inclusion

Diversity reaches beyond internal work and includes suppliers, customers, and resources. Ethnicity, cultural differences, and gender all need to be considered. These two factors in a workplace bring many benefits, including inspiration, problem-solving and productivity (Jones and Jayawarna, 2010, pp.127-152).

2.4.8 Engagement

Engagement boosts employee strengths and recognizes their talent. Employee engagement should be seen positively. Open communication and employee encouragement should be the fundamentals of a talent management strategy (Christensen, 2008, pp.743-757).

2.4.9 Retention

When organizations work hard to train their employees, it becomes imperative to make them stay in the organization rather than move on to better prospects (Tarique, I. and Schuler, 2010, pp.122-133). Work schedules, higher salaries, and more comfortable surroundings are the most common reasons for employee movement to another organization (Ashton and Morton, 2005, pp.28-31). It costs a lot of resources to hire and train employees. Bonuses, competitive benefits, and incentives are ways to enhance employee retainment (Katou, 2009, p.335).

3. *Business Strategy Integration*

Talent management is a new aspect of business management. It can be seen as a way to encourage better workplace performance and the management of human capital. It links the business strategy of the organization to boosting employee performance (Lewis and Heckman, 2006, pp.139-154). It presents a culture that cultivates flexibility, innovation, and a very competitive benefit. Therefore, the primary goal of Talent management is to work towards the betterment of the organization by increasing employee productivity and encouraging employees (Falola, 2017, p. 5). Strategic orientation of Talent management is vital for the organization regardless of its magnitude and area. It primarily involves the configuration of every HR task with business strategy (Bhattacharjee, 2012, p. 3).

To be efficacious, it is essential that all sections of the company work hard to attain business objectives. To accomplish business objectives, companies devise a business strategy. In actuality, the employees are the ones to work towards the attainment of these objectives. Therefore it is exceptionally essential that companies should work hard to boost the performance of their people (Shafi, 2015, p. 20).

4. *Talent Management Strategy Objectives*

4.1. Act as a role model.

Senior management plays an essential role in cultivating talent development. The purpose of senior management needs to be highlighted in the talent management strategy (Jones and Jayawarna, 2010, pp.127-152). It is essential that old and learned employees direct other employees on how to move in the right direction. They can act so by being transparent about their failures and achievements. Also, they should encourage the idea of learning by embracing the notion themselves (Hird and Stripe, 2010, pp.46-67).

4.2 Learning Reinforcement

Talking to the employees about their views on goal achievement Appreciating when an employee does good work, in front of everyone. Celebrating the result as a consequence of learning (Falola, 2017, p.8).

4.3 Encourage development.

Managers should be very supportive in encouraging their employees. They should coach and cultivate inner determination within their employees. Everyone knows where they lack; it is crucial to help them identify ways to curb their shortcomings (Falola, 2017, p.8).

4.4 Strengthen shared values.

People need to understand their position in the company and the importance of the work they do (Rees and Rumbles, 2010, pp.171)

5. *Factors affecting Talent Management strategy*

5.1 *Economic Factors*

- The state of the economy determines the position of any company. It helps to identify resource efficiency and how much money should be allocated to tasks of Talent management (Christensen, 2008, pp.743-757).
- Globalization effects are related to company expansion. It possesses challenges and prospects around talent diversity and utilization, along with risk management (Lewis and Heckman, 2006, pp. 139-154).
- Structural unemployment is addressed by reskilling and peer-to-peer learning cultures (Gberevbie, 2008, p.16).

5.2 *Social and Political Factors*

- Tapping into global talent and taking out ability from around the globe is becoming an unintentional problem (Christensen, 2008, pp.743-757).

Worldwide workforce and increased health have aided seniors to work for a more extended period, allowing organizations to retain skilled members till they reach their retirement age. Not only it obscures workforce scheduling but causes generational challenges (Wilson, 2008, pp.5-10).

- Workplace diversity is predominantly powered by globalization and demographic variations. Talent diversity gives new prospects, such as appointing workers who are played down in the employees of a specific country to attain competitive gain (Gibb, 2001, pp. 318-336).

5.3 *Technological Factors*

- Technology progress is growing exponentially. Adopting new technology by employees will increase employee expectations judging employers by their obligation to employee enablement. Also, the company's capacity to rapidly change from consumer to enterprise tech (Silzer and Dowell, 2009, p.16).
- Telecommunications has enabled the organization to collaborate and look into a global talent

pool (Jones and Jayawarna, 2010, pp.127-152).

5.4 Focus on visible skills.

In talent management, the most efficient way to manage employees is to address the most prominent employee skills. This not only saves time but boost the company's progress by attaining the maximum benefits from its employees. Building talent, on the other hand, is less visible and has a long-term payoff (Gibb,2001, pp. 318-336).

6. *Risk Evaluation*

The employee resourcing process boosts human resource management and focuses on the talent of employees (Lewis and Heckman,2006, pp. 139-154). While continuing with organizational requirements, talent management involves the participation and involvement of employees and giving them a direction to achieve corporate purposes (Wilson, 2008, pp.5-10). Risk management is highly associated with talent management. Extraordinary regulatory requirements and culminating work complexity affect the organization and the people who are working in it (Tarique, I. and Schuler, 2010, pp.122-133). The company's safety and control functions stress employees' technical skills, as well as giving importance to their creativity and hard work in a business setting (Silzer and Dowell, 2009,p.16). Adding to individual employee talent management, which fascinates individuals, there is public talent management propagating the balance of capable employees to recognize effective risk management (Hird and Stripe,2010, pp.46-67).

7. *Skills Auditing*

Talent management should promote Personal Branding. The employees should go through a SWOT analysis regularly. Narrating their skills and overcoming the shortcomings, helps to increase output. Working professionally, employees have to be fully engaged within their environment. They should be ready to equip themselves with further knowledge and aptitude to learn new things (Bhattacharjee, 2012, p. 6). The importance of multitasking should also be highlighted. It took a lot of perseverance, dedication and self-management skills to continue working towards company objectives and managing everything in a timely manner irrespective of the oncoming pressures, requires sheer diligence (Shafi, 2015,p. 13).

7.1. *Attributes of a Good Employee*

7.1.1 Knowledgeable and skilled in their disciplines

Making a career in the company a lot of training and knowledge. After education, an employee requires further training owing to the company's demands; achieving excellent skills, understanding and experience within this industry is equally important. Company talent management training further revamps an employee's qualifications (Silzer and Dowell, 2009,p.16)

7.1.2 Effective Communicators and team Members

Effective communication is very important within an organization. It is extremely important that your responses are tailored according to the situation. As an employee, the role was clearly defined (Hird and Stripe, 2010, pp. 47).

7.1.3 Innovative and creative with critical judgement

A creative person has a knack for resolving issues, but such situations should not occur in the first place. Talent management helps employees to become more efficient in their work. Also, the company should present opportunities in various instances to help me improve employee's analytical skills (Bhattacharjee, 2012, p. 6).

7.1.4 Socially responsible and engaged in their communities

Being directly engaged within the company environment and dealing with different personalities is extremely important. Group tasks are extremely important and require effective responses (Shafi, 2015, p. 13).

7.1.5 Competent in culturally diverse and international environments

Working in a multinational company requires an employee to be a people person. Daily on my job, they may come across people from different cultural backgrounds and work in different situations. Being a good judge of character helps any employee to feel comfortable in any kind of work environment. The company is a good place to nourish different kinds of personalities (Wilson, 2008, p. 6).

7.1.7 *Sheer dedication*

An employee can only succeed if he is a dedicated person, working hard to brighten up his future. When employees lack some qualities, they should be ready to strive hard to bring about a change and grow as workers (Gibb, 2001, pp. 326).

8. *Recommendations*

Talent-management competencies within the control functions of a company, in comparison to the new demands, have often struggled. It should be kept in mind that Talent management strategies should be made according to the changing scenarios of the world (Tarique, I. and Schuler, 2010, pp. 122-133). While looking for talent, relevant experience, and added skills should be given priority. Later, through proper motivation, employee talent can be boosted (Bhattacharjee, 2012, p. 3).

9. *Discussion*

Nestle is one of the world's chief suppliers of consumer goods in foods, personal care and home. Its scale and scope make it a distinctive global corporation. Yet the story of Unilever is not just a tale of a company. It is a connection between this multinational company and the people who are linked to it,

even its customers(Gibb,2001, pp. 326). That is the major reason for selecting it as the core of my study(Silzer and Dowell, 2009,p.16). Unilever's role is evident; it holds a close connection to its employees. Hence, its efforts in Talent management can be highly praised. The food industry is considered an important segment of our economy(Hird and Stripe,2010, pp.47). One of its key elements is employment. Nestle is a hub to provide jobs for people all over the world. The Skills of an employee are regarded as his most highlighted facets and guarantee him higher pay and great prospects. The basic skills required for an employee are good communication skills, time management, financial skills, problem-solving abilities and customer service capabilities. With experience, plenty of training tools and talent management exercises, strengths and weaknesses can be worked on (Christensen, 2008, pp.751).

Some of its key initiatives for Talent management are:

- The primary objective of selecting employees who can offer maximum to the company.
- Making sure that employees understand the role of Nestle and move in accordance with business strategy.
- To bring into notice employee perspectives and boost their talent
- Identify company strategies and that they are in accordance with employee work ethics (Gibb,2001, pp. 326)

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