

decoding the
DNA
of right talent
a step to align
people strategy with
business strategy

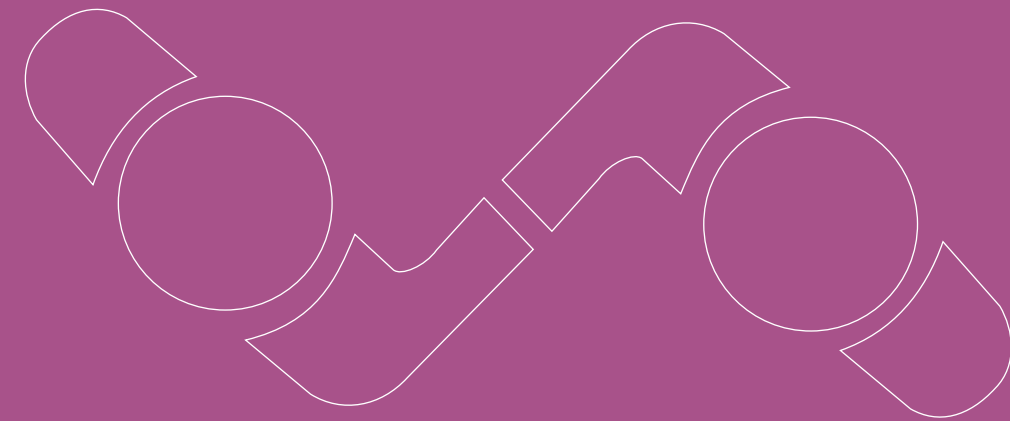


right talent.
right partner.

right talent. right partner.

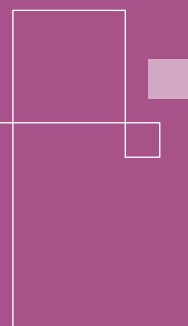
the war for talent is on.
let's win it together!

Your organisation's future success depends on the collective brilliance of the talent you hire today. In a fast-paced business environment, wrong talent is the problem and right talent is the solution. Studies indicate that over 70% of CEOs and HR heads think it's a huge threat to not have the right person for the right job.



we help you build
a future-ready organisation
by finding the right talent.

As experts shaping the world of work, we understand the DNA of right talent. Our comprehensive candidate evaluation model ensures the right fit for the job, the boss and the organisation. As right partners, we have enabled over 2,000 companies in India to make an informed decision and hire right the first time.



executive summary

Powerful forces are shaping the world of work, today. From managing a multi-generational workforce to digitization - these winds of change place the CHROs and their function at the core of such upheavals. As drivers of change, HR must use its biggest strength - talent - to navigate through these times of transformation.

In a knowledge economy, where talent is the biggest differentiator, the onus lies with HR to transform itself into the ultimate capability builder for the organisation and orchestrate the competitive advantage of the enterprise.

In this paper, we focus on helping HR identify 'right' talent. We look at what 'right' talent means for various organisations and move through the talent lifecycle to complete the sustainability loop.

We also take a hard look at the measured impact of having and not having the right talent. Finally, we discuss how HR can align its people strategy with business strategy and elevate itself to the role of a strategic partner.

table of contents

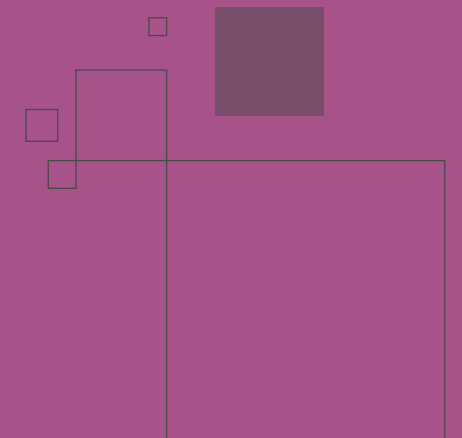
I. Introduction

- HR - the epicenter in a workuniverse of shifting sands..... 5
- Building the DNA of the organisation 7

II. Right Talent - the critical key to competitive advantage

- The million dollar question - What is 'right' talent 8
- The positive impact of right talent 10
- The cost of wrong talent 11

III. A Holistic Approach to Talent 12



introduction

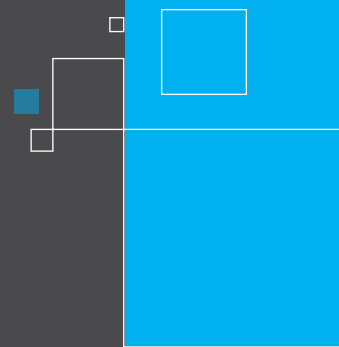
HR

the epicenter in a work universe of shifting sands

The forces shaping the world of work, today, are tantalizingly dynamic. War for talent; technology invasion; need for strategic talent solutions; and a shifting workplace - all put the HR at the centre of these changes.

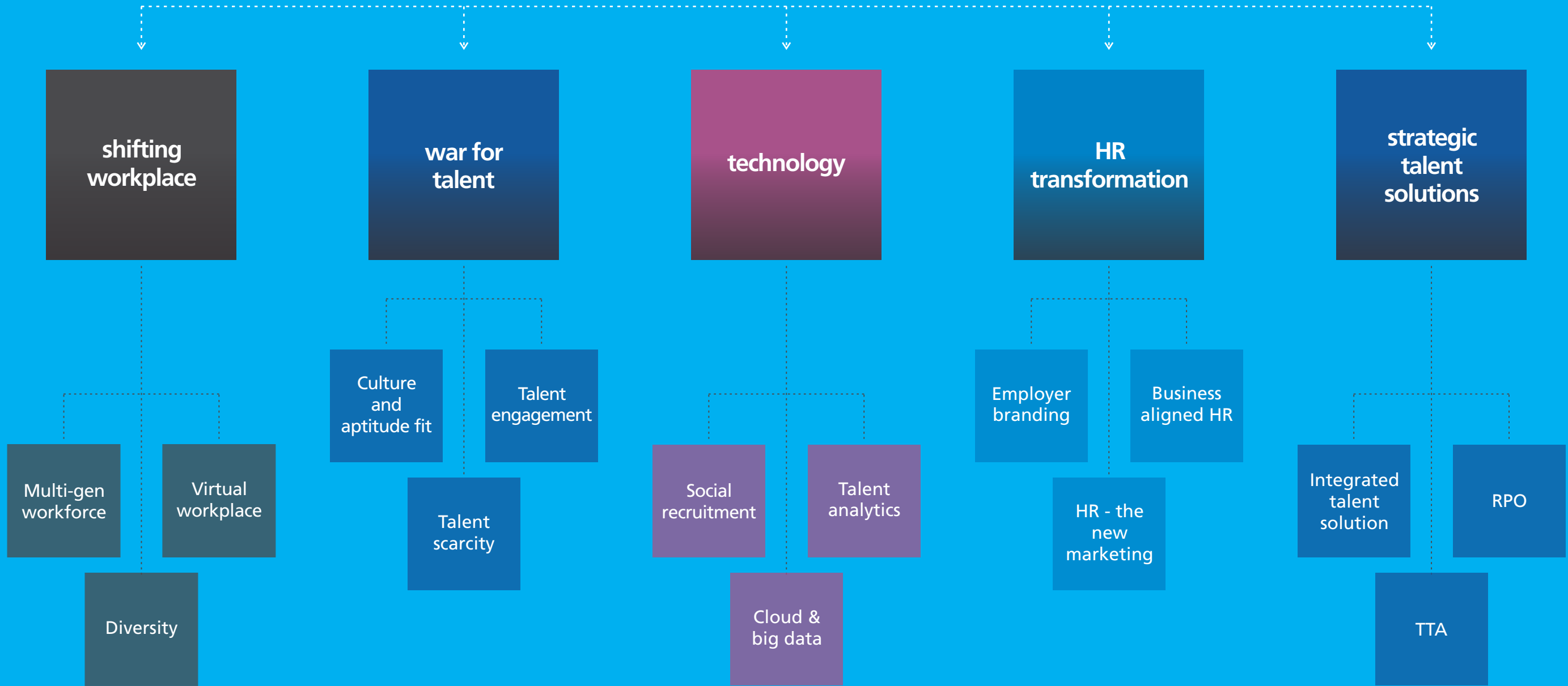
No matter what different hats HR professionals wear, the organisational big picture will always be the canvas for any masterpiece they wish to create. This canvas, whatever shape or form it may take, speaks an indisputable truth - aligning people strategies with business strategies is the pièce de résistance for HR. More than a partner function, HR needs to be an enterprise leadership function, on which every aspect of the rest of the organisation depends.

However, the challenge for HR is to transform at a breakneck speed while ensuring the delivery of day-today outcomes for the business to stay ahead of the competitive curve in the short term.



forces shaping the world of HR in India

HR CORE



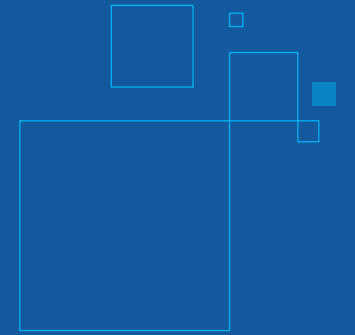
building the DNA of the organisation

In a knowledge economy like India, organisational success hinges on transfusing individual abilities into the DNA of the organisation. Weaving right talent into the organisational fabric places the HR in the core of business performance.

Therefore, it is upon the HR to audit and invest in organisational capabilities that create meaning and purpose at work for its employees and take the organisation to the next level.

Creating the right capabilities start with deeper insights into the target audience - the 'right' talent.

The DNA of the organisation is the sum total of its vision, values and sense of purpose - this DNA takes shape through the organisation's culture and its axis of competitiveness - be it innovation, customer service, agility, quality or efficiency.



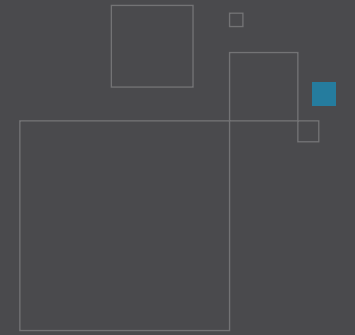
the million dollar question what is 'right talent'?

right talent the critical key to competitive advantage

Peel away the layers, and you find the organisational capability resting on three key questions: degree of collaboration, skills & expertise and alignment of people with the organisation's DNA. When we break down the collective organisational capability into the basic building blocks of individual competencies, the critical importance of talent begins to emerge.

In today's complex business environment, organisations that win are the ones that create wholes that are greater than the sum of their parts. Clearly, then, there can't be a 'one-size-fits-all' approach to hiring the right talent.

A comprehensive way of evaluating 'right' talent is to take a holistic view of the fit between the individual skills for the job, the team's goals and dynamics driven by the line manager and the vision and mission of the organisation. We refer to this holistic view of recruitment as the TrueFit[®] methodology.

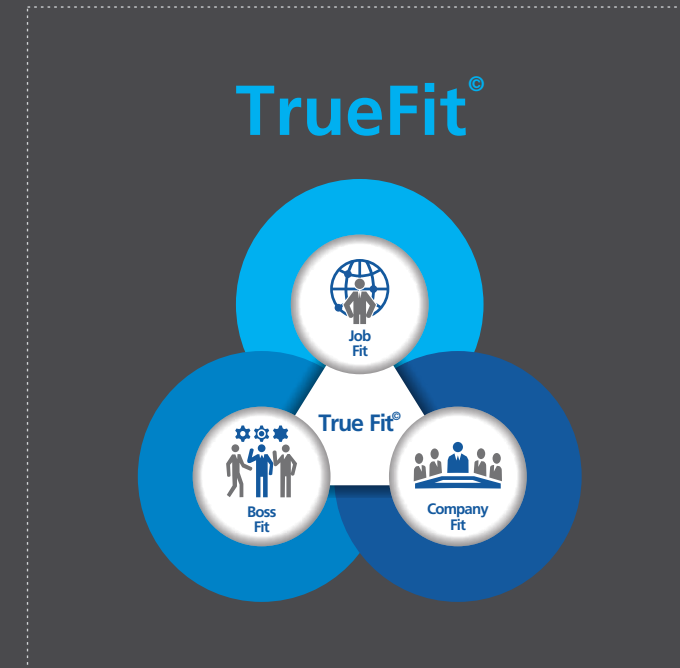


the three key aspects of TrueFit[®] methodology

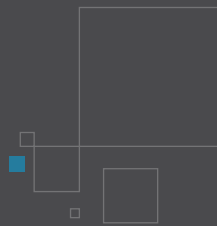
job fit: This aspect looks at the conventional assessment approach of evaluating the candidate for the role - his functional and technical skills. Organisations with clearly defined processes also check for a candidate's inter-personal skills, cognitive preferences, emotional intelligence, stress performance and leadership capabilities.

boss fit: The macroscopic view of an organisation places an individual within the bounds of a team. Harvard(1) defines a team as "an established, fixed group of people co-operating in pursuit of a common goal". Therefore, it is imperative for organisations to look at alignment with the team goals, which are cascaded through, by the line manager.

company fit: Every organisation is different. The vision and mission of an organisation dictate the course of execution for every organisation. A top down approach to company fit (that includes your board of directors) ensures that your vision and mission are translated into medium-term and long-term plans, whereas, a bottom-up approach to company fit ensures smooth execution of these plans.



the single most important advantage of TrueFit[®] methodology is that it ensures your talent strategy is aligned with your business strategy.



Source: (1)'The Importance of Teaming'

the positive impact of right talent

Right talent has a positive impact on the bottom line. It increases satisfaction, enhances productivity while reducing turnover. Specifically, new hires, whose skills and values fit well with those of the organisation, adjust more quickly and look forward to settling in for a long haul in the organisation. These employees work with a sense of purpose, and the work itself provides gratifying experiences - both, at an individual and organisational level.

According to researchers⁽²⁾, organisations, with talent aligned to organisational strategy, enjoy an average project success rate of 72 percent. Where there is misalignment, the average project success rate drops to 58 per cent. The same research revealed that the right talent alignment also reduces project costs by up to 33 percent.

efficiency

This is the first of the many positive benefits of hiring and retaining the 'right-fit talent'. In investing time, effort and money to have the right talent, organisations are far more likely to reap the benefits of successful project deliveries, sales revenues, product innovations and customer service.

reputation

The right-skilled organisation has a strong differentiator in its reputation for excellence. This has a direct impact on the employer brand and is a step closer to building an organisation with high performance culture.

future ready

The third winner is the enhanced levels of talent development in the organisation. Talent that can be easily up-skilled can improve the speed of pivoting and help organisations gain competitive advantage in the longer run.

33%

reduction in project spends by aligning and hiring right talent[#]

72%

average project success rate when talent is aligned to organizational strategy

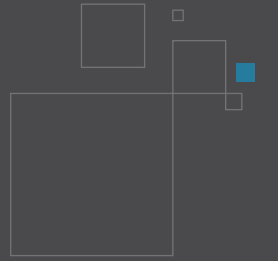
India Inc can save

₹2,245

crores per year by hiring the right talent

the cost of wrong talent

total cost of wrong talent



direct costs

- Assessment-based costs (need assessment, resource request, JD creation)
- Sourcing-based costs (resume management, recruitment cost of a vacant position - weighed with time, revenue loss for the period of bringing new hire up to speed)
- Tools & dashboard related costs

indirect costs

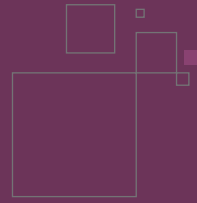
- Attrition and bad hires lowering CSAT
- Staff turnover cost
- Cost of failed project or delayed execution

The Harvard Business Review points out that as much as 80 per cent of the employee turnover is due to bad hiring decisions. As impactful as the costs of a bad hire can be, it goes beyond being a recruitment metric. It is a serious business metric.

Worse, the impact of a bad hire may carry beyond the employee's tenure too, by lowering the bar for other employees. This will need a concerted reset.

poor skills match remains the top reason for bad hires. The virtue of the oft-repeated phrase 'right person for the right job' cannot be overstated. However, are HR teams equipped to achieve this in every match? According to a survey finding, only 33 percent of organisations felt confident that their recruitment methodologies were adequate in finding the right skills fit.

Zappos CEO Tony Hsieh estimated that bad hires had cost his company "well over \$100 million." He was not exaggerating. Significant direct and indirect factors go into quantifying the cost of a bad hire.



Elevating core HR to a higher impact talent function requires teaming up with right partners who can help organisations have a cascading effect throughout the pyramid. This creates networks of expertise within the HR CoE that encompasses tightly-knit strategic and transactional expertise.

Such an integrated approach helps HR enterprises focus on attracting, deploying and developing right talent throughout the hire to retire cycle. It helps deliver value across the organisation and gain huge competitive advantage.

a holistic approach to talent

Organisations continue to be plagued by lack of time, resources, alignment and engagement and to make the situation more complex, silos of talent are managed in most organisations by many different stakeholders with little coordination. This is the prime reason why organisations fail to optimise available resources and thus, lose out on great talent.

Internal competitive advantage for different organisations come from different aspects such as speed, cost, customer orientation or focus - having the right person for the right job at the right time ensures that this competitive advantage is realised.

Developing such outperforming capabilities requires a sustained program of discovering, nurturing and developing talent. HR, as the custodian of organisation's talent capabilities, has the job of ensuring successful execution of this vision.

It is the only function that has the opportunity to have an impact on every employee in every unit in the organisation.

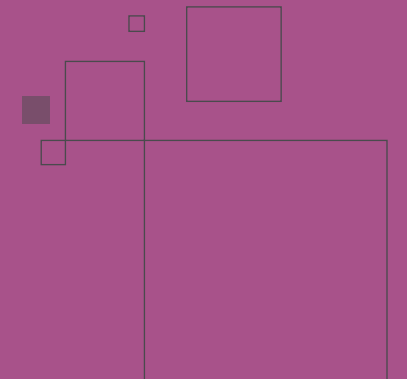
HR needs to take a holistic approach to talent attraction to integrate the silos and design seamless collaboration for agility, efficiency and profitability. Predicting synergies when you lack the advantages offered by the frequent drilling, daily interactions and practice sessions of static performance teams, such as those in sports, require intervention of experts. HR leaders have to rise above the expectation of increasing efficiency to optimise talent in the organisation. While efficiency, service-delivery, and process rationalization are important, HR, in organizations, can provide far greater impact by focusing on leadership skills, management practices, and hiring and developing great people. In short, HR has to train its guns on talent consultancy – and believe that the by-product will inevitably be efficient service delivery.

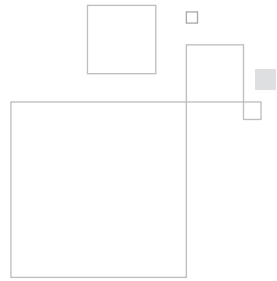
For this reason, there has been a constant ask by experts to 'split HR into two strands' - the administrative aspects of the function that require transactional expertise, and the leadership and organisational functions that require strategic vision and innovative execution.

strategic HR focus areas

activity	level of ownership	level of outsourcing
Engagement	■ ■ ■ ■	■
L&D	■ ■ ■	■ ■
Recruitment	■	■ ■ ■ ■
Compensation & benefits	■ ■ ■	■ ■
Compliance	■	■ ■ ■ ■
IR	■ ■ ■ ■	■
Orientation	■ ■ ■ ■	■
Appraisal & career planning	■ ■ ■ ■	■

Ultimately, HR has the responsibility of aligning people strategy with business strategy. It is, therefore, important for HR to elevate to the role of a strategic partner. Traditional aspects have to be redefined and transactional aspects need to be efficiently outsourced.





about Randstad India

Randstad India offers the broadest HR services portfolio ranging from Staffing, Search & Selection, to Recruitment Process Outsourcing (RPO). The organisation has a vast network of offices across the country to be within the reach of clients, candidates and flexi workers. The company, previously called Ma Foi is a leader in the HR services industry in India for the past 24 years and became part of Randstad through its global acquisition of Vedior in 2008. Randstad is the global #2 HR services provider active in 39 countries across the globe. Randstad India continues to focus on developing customized and innovative HR services, leveraging on its unique strengths of geographical presence and end-to-end capability across all HR service functions.

For more information, visit www.randstad.in

about Randstad

Randstad specializes in solutions in the field of flexible work and human resources services. Our services range from regular temporary staffing and permanent placements to inhouse, professionals, search & selection, and HR Solutions. The Randstad Group is one of the leading HR services providers in the world, with top-three positions in Argentina, Belgium & Luxembourg, Canada, Chile, France, Germany, Greece, India, Mexico, the Netherlands, Poland, Portugal, Spain, Switzerland, the UK, and the United States as well as major positions in Australia and Japan. In 2015, Randstad had approximately 29,700 corporate employees and around 4,473 branches and inhouse locations in 39 countries around the world. Randstad generated revenue of € 19.2 billion in 2015. Randstad was founded in 1960 and is headquartered in Diemen, the Netherlands. Randstad Holding nv is listed on the NYSE Euronext Amsterdam, where options for stocks in Randstad are also traded.

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